IFHE

ICFAI FOUNDATION FOR HIGHER EDUCATION

PUBLICATIONS IN

SCOPUS

INDEXED JOURNALS

Aligned to UN

Sustainable Development Goals

RESEARCH PUBLICATIONS | 2024-2025



ICFAI Foundation for Higher Education, Hyderabad

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About this compilation

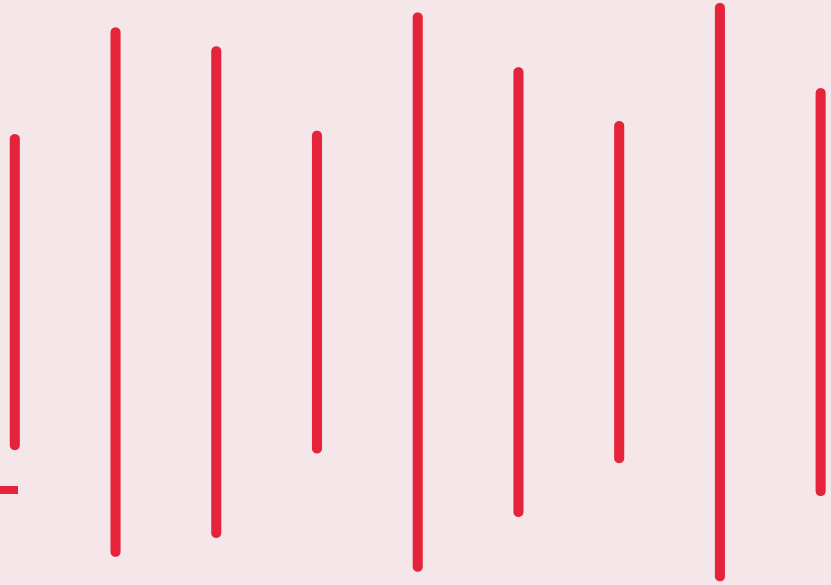
This volume consolidates the 17 SDG-wise publication lists of IFHE. The section graphics are original thematic illustrations, not official UN SDG icons.

01

SUSTAINABLE DEVELOPMENT GOAL

SDG 01

No Poverty



PUBLICATIONS IN

SCOPUS Indexed Journals

2024-2025 | Research aligned to the UN SDGs

Publications in SCOPUS Indexed Journals
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SDG-1 No Poverty

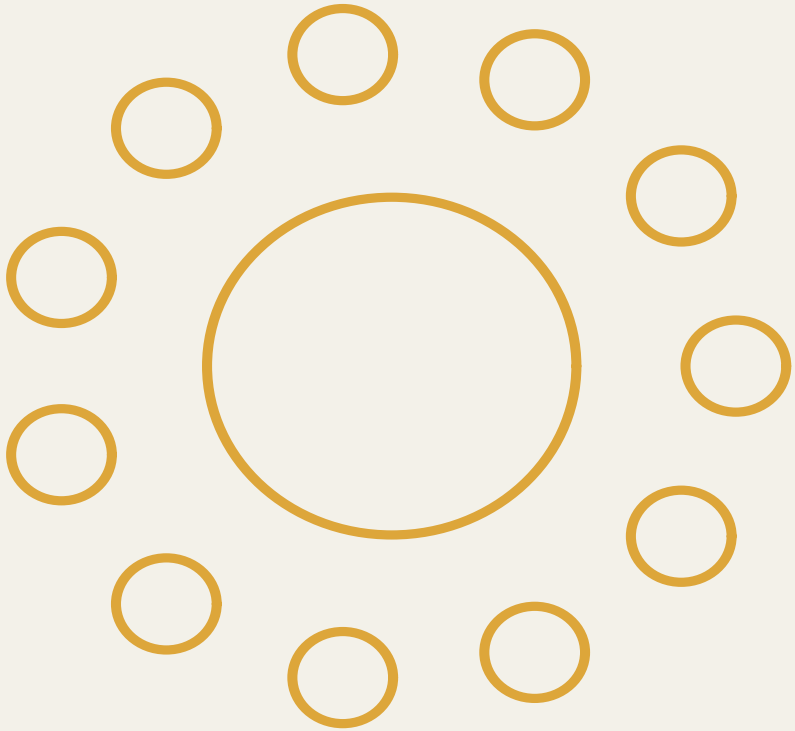
Sl. No.	Authors	Title	Year	Source title	Volume	Issue	DOI	Link
1.	Pundareeka Vittala K.R.; Hemamalini V.; Seranmadevi R.; Tyagi A.K.	The road to smart banking: Opportunities and challenges for the next generation	2024	Convergence of Technology and Operations Management in Modern Businesses			10.4018/979-8-3693-6200-6.ch002	https://www.scopus.com/pages/publications/105004335821?origin=resultslist
2.	Agarwal M.; Anirudhan A.; Dutta S.	GREEN WATECH: low-cost technology for wastewater treatment	2024	Emerald Emerging Markets Case Studies	14	4	10.1108/EEMCS-04-2024-0185	https://www.scopus.com/pages/publications/85209393224?origin=resultslist
3.	Potluri S.; Deevena Raju B.; Kommireddy V.; Srihitha J.A.	Agriculture and AI: A Subtle Conjunction of Predictive Analysis and Voice Assistance in the World of Agriculture	2024	AI in Agriculture for Sustainable and Economic Management			10.1201/9781003451648-8	https://www.scopus.com/pages/publications/85204563575?origin=resultslist
4.	Jeet D.; Mohanty S.N.; Basa S.S.	Sustainability and Sustainable Development From Vision To Reality	2025	Sustainability and Sustainable Development From Vision To Reality				https://www.scopus.com/pages/publications/105006477675?origin=resultslist
5.	Velagala D.M.V.L.; Satish D.	Front running activity in Indian mutual fund sector and regulatory action by securities and exchange board of India	2025	Journal of Financial Crime	32	4	10.1108/JFC-08-2024-0271	https://www.scopus.com/pages/publications/105002617279?origin=resultslist
6.	Das R.; Mazumdar R.; Tyagi B.	Robot Tax and The Indian Perspective	2025	International Journal of Accounting and Economics Studies	12	6	10.14419/4990pq11	https://www.scopus.com/pages/publications/105018851469?origin=resultslist
7.	Kumar P.; Choudhary P.; Kumar N.; Radulescu M.	The interplay of economic complexity, financial development, and income inequality in Asia	2025	Acta Oeconomica	75	3	10.1556/032.2025.00024	https://www.scopus.com/pages/publications/105016210816?origin=resultslist

02

SUSTAINABLE DEVELOPMENT GOAL

SDG 02

Zero Hunger



PUBLICATIONS IN

SCOPUS Indexed Journals

2024-2025 | Research aligned to the UN SDGs

Publications in SCOPUS Indexed Journals
Aligned to SDGs

SDG-2 Zero Hunger

1.	Kumari S.; Nair J.	Empowering farmers and enhancing sustainability: Inaru's impact on the Dominican cocoa industry	2024	Emerald Emerging Markets Case Studies	14	3	10.1108/EEMCS-04-2024-0161	https://www.scopus.com/pages/publications/85199763324?origin=resultslist
2.	Praveenasri P.; Prasuna V.N.P.	AI Applications of Clean Energy Innovations	2024	Proceedings of CONECCT 2024 - 10th IEEE International Conference on Electronics, Computing and Communication Technologies			10.1109/CONECCT62155.2024.10677112	https://www.scopus.com/pages/publications/85205828268?origin=resultslist
3.	Azam M.S.; Ponnam A.	Disparity in Agri-Marketing Challenges in India: Organic vs. Conventional Food Producers	2024	Journal of International Food and Agribusiness Marketing	36	5	10.1080/08974438.2023.2228783	https://www.scopus.com/pages/publications/85165453322?origin=resultslist
4.	PraveenaSri P.; Prasuna V.N.P.; Shilpa M.N.; Purushotham Prasad K.; Asma Begum S.; Murugesan R.	Machine Learning and IoT Driven Precision Agriculture for Indian Crop Selection	2024	Lecture Notes in Electrical Engineering	1259 LNEE		10.1007/978-981-97-7592-7_18	https://www.scopus.com/pages/publications/85211908688?origin=resultslist
5.	Potluri S.; Deevena Raju B.; Kommireddy V.; Srihitha J.A.	Agriculture and AI: A Subtle Conjunction of Predictive Analysis and Voice Assistance in the World of Agriculture	2024	AI in Agriculture for Sustainable and Economic Management			10.1201/9781003451648-8	https://www.scopus.com/pages/publications/85204563575?origin=resultslist
6.	Aravalath L.M.; Dutta S.	Forecasting World Food Price Volatility: Performance of the GARCH Model with Different Distributions Assumptions	2024	Economic Alternatives	30	1	10.37075/EA.2024.1.08	https://www.scopus.com/pages/publications/85189153844?origin=resultslist
7.	Singh K.; Abraham R.; Yadav J.; Agrawal A.K.;	Analysis of barriers for sustainable agro-food supply chain: an	2024	Environment, Development and Sustainability	26	10	10.1007/s10668-023-03680-5	https://www.scopus.com/pages/publications/85166532211?origin=resultslist

Publications in SCOPUS Indexed Journals
Aligned to SDGs

	Kolar P.; Misra M.; Yadav A.	interpretive structural modeling and MICMAC approach						
8.	Ahmareen S.; Potluri S.; Alabdouli A.K.K.	Sustainable Agriculture Through IoT-Enabled Vertical Farming	2024	Proceedings - 2024 3rd International Conference on Sentiment Analysis and Deep Learning, ICSADL 2024			10.1109/ICSADL61749.2024.00089	https://www.scopus.com/pages/publications/85200708964?origin=resultslist
9.	Mishra B.	Assessing Farm Income and Input Efficiency Under Zero-budget Natural Farming in India	2024	Indian Economic Journal			10.1177/00194662241265469	https://www.scopus.com/pages/publications/105003852343?origin=resultslist
10.	Jeet D.; Mohanty S.N.; Basa S.S.	Sustainability and Sustainable Development From Vision To Reality	2025	Sustainability and Sustainable Development From Vision To Reality				https://www.scopus.com/pages/publications/105006477675?origin=resultslist
11.	Choudhary P.; Kumar N.	Diversification within Fruits and Vegetable Crops: An Inter-District Analysis from Punjab State of India	2025	Economic Alternatives	31	4	10.37075/EA.2025.4.15	https://www.scopus.com/pages/publications/105027586526?origin=resultslist
12.	Singh S.; Sayyad M.	Driving sustainable consumption through traditional Indian farming practices – can Deccan Development Society (DDS) sustainably scale it?	2025	Emerald Emerging Markets Case Studies	15	2	10.1108/EEMCS-01-2024-0029	https://www.scopus.com/pages/publications/105024571436?origin=resultslist
13.	Ramakrishna Reddy K.; Suryodai R.; Reddy D.N.; Uma Shankar B.N.V.; Madhusudhan M.V.	AgriClimateAI: A Big Data and AI-Driven System for Monitoring Climate Impact on Agriculture Using the ClimaCropNet Model	2025	International Research Journal of Multidisciplinary Scope	6	4	10.47857/irjms.2025.v6i04.06802	https://www.scopus.com/pages/publications/105022501997?origin=resultslist
14.	Singh P.D.; Saini G.L.; Singh K.D.; Kumari R.	Dew Computing in Smart Agriculture to Improve Real-Time Data	2025	Lecture Notes in Networks and Systems	1295		10.1007/978-981-96-3311-1_20	https://www.scopus.com/pages/publications/105005481031?origin=resultslist

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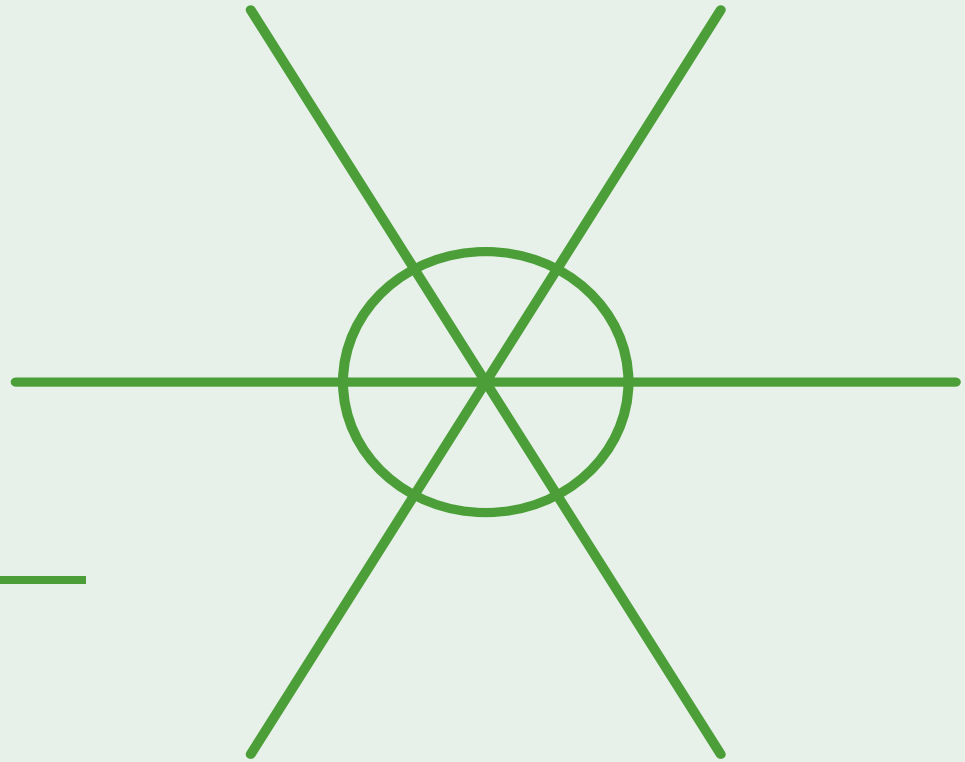
		Processing and Decision-Making Capabilities for Sustainable Farming						
15.	Sahoo D.; Urkude S.V.; Urkude V.R.	Investigating the Impact of AI on the Future of Food Processing Industry: An Empirical Study Using Machine Learning Technique	2025	Smart Innovation, Systems and Technologies	436		10.1007/978-981-96-2124-8_26	https://www.scopus.com/pages/publications/105009406252?origin=resultslist
16.	Behera B.; Sethi N.; Dash A.K.	Reconciling the climate finance, energy access, human capital, and institutional quality nexus for sustainable food security in South Asia	2025	International Journal of Sustainable Development and World Ecology	32	7	10.1080/13504509.2025.2560638	https://www.scopus.com/pages/publications/105016758156?origin=resultslist
17.	Guru S.; Shah B.; Agrawal N.; Shah M.	Enhancing food quality, organizational sustainability, and societal welfare by analyzing barriers to online pharmacy services	2025	TQM Journal			10.1108/TQM-01-2025-0007	https://www.scopus.com/pages/publications/105023171464?origin=resultslist
18.	Jha R.K.	Interference Challenges and Mitigation Strategies for LoRa in Dense IoT Networks: A Review	2025	Journal of Engineering Science and Technology Review	18	6	10.25103/jestr.186.20	https://www.scopus.com/pages/publications/105027109340?origin=resultslist

03

SUSTAINABLE DEVELOPMENT GOAL

SDG 03

Good Health and Well-Being



PUBLICATIONS IN

SCOPUS Indexed Journals

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Publications in SCOPUS Indexed Journals
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SDG-3 Good Health and Well-Being

1.	Syed S.A.; Gowthami S.; Shanmukhi M.; Mohammad G.B.; Potluri S.; Chandragandhi S.; Srihari K.	Registration based fully optimized melanoma detection using deep forest technique	2024	Biomedical Signal Processing and Control	93		10.1016/j.bspc.2024.106116	https://www.scopus.com/pages/publications/85186372579?origin=resultslist
2.	Rao K.S.; Terlapu P.V.; Jayaram D.; Raju K.K.; Kiran Kumar G.; Pemula R.; Venu Gopalachari M.; Rakesh S.	Intelligent Ultrasound Imaging for Enhanced Breast Cancer Diagnosis: Ensemble Transfer Learning Strategies	2024	IEEE Access	12		10.1109/ACCESS.2024.3358448	https://www.scopus.com/pages/publications/85183954033?origin=resultslist
3.	Kumar A.A.; Suryadevara R.; Sowmyya T.; Chanal G.B.	Exploring the Intersection of AI, Healthcare, and Environmental Sustainability: Future Trends and Challenges	2024	Approaches to Global Sustainability, Markets, and Governance	Part F4088		10.1007/978-981-97-9555-0_2	https://www.scopus.com/pages/publications/85218741533?origin=resultslist
4.	Majji S.; Panigrahy A.K.; Rani D.S.; Bhukya M.N.; Dash C.S.	Design and Performance Analysis of ISFET Using Various Oxide Materials for Biosensing Applications	2024	IEEE Open Journal of Nanotechnology	5		10.1109/OJNANO.2024.3408845	https://www.scopus.com/pages/publications/85195384587?origin=resultslist
5.	Saravanan D.; Subramanian V.; Babu D.R.; Sundararajan R.; Kirubhashankar C.K.; Krishnan V.K.	Mathematical modelling in the analysis of viral diseases and communicable diseases	2024	Revolutionizing the Healthcare Sector with AI			10.4018/979-8-3693-3731-8.ch014	https://www.scopus.com/pages/publications/85202780231?origin=resultslist
6.	Memdani L.; Memdani A.; Memdani A.	Farmers' Suicides in India: A Qualitative Study of Andhra Pradesh (AP) and Telangana States of India	2024	Indian Journal of Community Medicine	49	4	10.4103/ijcm.ijcm_206_22	https://www.scopus.com/pages/publications/85198358068?origin=resultslist
7.	Dutta S.	Identifying The Determinants Of	2024	Applied Econometrics and International Development	24	2		https://www.scopus.com/pages/publications/85206826477?origin=resultslist

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		Indebtedness In Rural Telangana: A Quantile Regression Approach						
8.	Ghosh H.; Pavan Kumar P.; Rahat I.S.; Nipu M.D.M.H.; Krishna G.R.; Ravindra J.V.R.	From Pixels to Pathology: The Power of CNNs in Detecting Tuberculosis	2024	EAI Endorsed Transactions on Pervasive Health and Technology	10		10.4108/eetpht.10.5543	https://www.scopus.com/pages/publications/85191747164?origin=resultslist
9.	Kaliappan S.; Maranan R.; Malladi A.; Yamsani N.	Optimizing Resource Allocation in Healthcare Systems for Efficient Pandemic Management using Machine Learning and Artificial Neural Networks	2024	Proceedings of 2nd International Conference on Advancements in Smart, Secure and Intelligent Computing, ASSIC 2024			10.1109/ASSIC60049.2024.10507961	https://www.scopus.com/pages/publications/85192978733?origin=resultslist
10.	Sethi B.K.; Singh D.; Rout S.K.; Panda S.K.	Long Short-Term Memory-Deep Belief Network-Based Gene Expression Data Analysis for Prostate Cancer Detection and Classification	2024	IEEE Access	12		10.1109/ACCESS.2023.3346925	https://www.scopus.com/pages/publications/85181555526?origin=resultslist
11.	Budati T.S.B.; Saheb S.H.; Khang A.	Detection of drowsiness in drivers using TensorFlow framework	2024	Medical Robotics and AI-Assisted Diagnostics for a High-Tech Healthcare Industry			10.4018/979-8-3693-2105-8.ch009	https://www.scopus.com/pages/publications/85189580911?origin=resultslist
12.	Raghavendra S.; Subramani A.K.; Jan N.A.; Chenji K.	Uncovering the keys to well-being: calling, mindfulness, and compassion among healthcare professionals in India amidst the post-COVID crisis	2024	International Journal of Work Innovation	5	4	10.1504/IJWI.2024.142027	https://www.scopus.com/pages/publications/85206557654?origin=resultslist
13.	Kongara S.R.; Prakasha S.; Brindha A.; Pathak S.K.; Miya J.; Taqui S.N.; Almoallim H.S.; Alharbi S.A.; Raghavan S.S.	Performance evaluation of optimized convolutional neural network mechanism in the detection and	2024	Multimedia Tools and Applications	83	28	10.1007/s11042-024-18115-0	https://www.scopus.com/pages/publications/85184190311?origin=resultslist

Publications in SCOPUS Indexed Journals
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		classification of ovarian cancer						
14.	Kumar P.J.; Mamatha P.; Kumari P.M.; Sriya G.S.	Performance Investigation of Principal Component Analysis for Diabetic Detection Using SVM with Kernel Functions	2024	Lecture Notes in Networks and Systems	1010 LNNS		10.1007/978-981-97-5412-0_28	https://www.scopus.com/pages/publications/85205355320?origin=resultslist
15.	Police K.; Gautam V.; Chandakavate S.; Dwesar R.	Modeling determinants of farmers' purchase behavior: A case of chemical pesticides	2024	Environment, Development and Sustainability	26	4	10.1007/s10668-023-03090-7	https://www.scopus.com/pages/publications/85150192380?origin=resultslist
16.	Fuloria S.; Srivastava A.; Anand U.	A bibliometric analysis of knowledge management research during COVID-19	2024	International Journal of Knowledge and Learning	17	2	10.1504/IJKL.2024.137137	https://www.scopus.com/pages/publications/85187178551?origin=resultslist
17.	Vinu W.; Vyas S.; Chandrashekhar A.; Anil Kumar T.C.; Raghu T.; Tiwari M.	Developing Robot-Based Neurorehabilitation Exercises Using a Teaching–Training Process	2024	Human Cancer Diagnosis and Detection Using Exascale Computing				https://www.scopus.com/pages/publications/85196459852?origin=resultslist
18.	Satpathy S.; Mohanty S.N.; Potluri S.	Reconnoitering the landscape of edge intelligence in healthcare	2024	Reconnoitering the Landscape of Edge Intelligence in Healthcare				https://www.scopus.com/pages/publications/85185106875?origin=resultslist
19.	Muralidhara G.V.; Dhanwantri H.; Rao R.	Use of AI in Point-of-care Devices in Healthcare: Identifying the Critical Factors for Successful Applications	2024	PICMET 2024 - 2024 Portland International Conference on Management of Engineering and Technology: Technology Management in the Artificial Intelligence Era, Proceedings			10.23919/PICMET64035.2024.10653172	https://www.scopus.com/pages/publications/85204357701?origin=resultslist
20.	Sekaran K.; Priyadharshini M.; Sahay R.	AirTFT: A Novel Transformer-Based	2024	International Symposium on Advanced Networks and			10.1109/ANTS63515.2024.10898497	https://www.scopus.com/pages/publications/105000226508?origin=resultslist

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		Approach for Air Quality Prediction		Telecommunication Systems, ANTS				
21.	Tiwari A.K.; Adewuyi A.O.; Effiong E.L.; Shylajan C.S.	Infant Mortality, Education and Financial Development: Evidence from World Level Data Using Heterogeneous Panel Granger Causality Analysis	2024	Indian Economic Journal			10.1177/00194662241265554	https://www.scopus.com/pages/publications/105003852213?origin=resultslist
22.	Potluri S.; Sahoo B.C.; Satapathy S.K.; Mishra S.; Ramesh J.V.N.; Mohanty S.N.	A Deep Learning Framework for Prediction of Cardiopulmonary Arrest	2024	EAI Endorsed Transactions on Pervasive Health and Technology	10		10.4108/eetpht.10.5420	https://www.scopus.com/pages/publications/85187807186?origin=resultslist
23.	Krishna Madhuri D.; Vasavi G.; Ravali P.; Anupama V.	Novel Internet of Things Based Disease Diagnosis Framework for Smart Healthcare Schemes using Combined Optimized Artificial Intelligence Approach	2024	International Journal of Intelligent Systems and Applications in Engineering	12	1s		https://www.scopus.com/pages/publications/85173772669?origin=resultslist
24.	Chand P.; Tarei P.K.; Gangadhari R.K.; Mikalef P.	IoT Capabilities in Regaining Travelers' Confidence Through Touchless Travel: An Empirical Study for the Revival of the Airline Sector	2024	IEEE Transactions on Engineering Management	71		10.1109/TEM.2023.3276779	https://www.scopus.com/pages/publications/85161481774?origin=resultslist
25.	Halgatti A.; Chethana G.; Shivaprasad G.; Gayathri R.; Babu S.R.; Girish G.P.	Recent Advances in Pedestrian Identification Using LiDAR and Deep Learning Methods in Autonomous Vehicles	2024	Lecture Notes in Networks and Systems	1168 LNNS		10.1007/978-3-031-73321-5_20	https://www.scopus.com/pages/publications/85213328499?origin=resultslist
26.	Chauhan V.; Yadav J.	Bibliometric review of telematics-based automobile insurance: Mapping the landscape	2024	Accident Analysis and Prevention	196		10.1016/j.aap.2023.107428	https://www.scopus.com/pages/publications/85181039181?origin=resultslist

Publications in SCOPUS Indexed Journals
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		of research and knowledge						
27.	Panda S.K.; Naga Ramesh J.V.; Ghosh H.; Rahat I.S.; Sobur A.; Bijoy M.H.; Yesubabu M.	Deep Learning in Medical Imaging: A Case Study on Lung Tissue Classification	2024	EAI Endorsed Transactions on Pervasive Health and Technology	10		10.4108/eetpht.10.5549	https://www.scopus.com/pages/publications/85191657610?origin=resultslist
28.	Priyadharshini M.; Murugesh V.; Samkumar G.V.; Chowdhury S.; Panigrahi A.; Pati A.; Sahu B.	A population based optimization of convolutional neural networks for chronic kidney disease prediction	2025	Scientific Reports	15	1	10.1038/s41598-025-99270-8	https://www.scopus.com/pages/publications/105003664570?origin=resultslist
29.	Anitha V.; Santhoshkumar S.P.; Kanagalakshmi C.; DhanaLaxmi P.; Karthika R.; Gajalakshmi S.	Deep Learning-Driven Predictive Modeling for Melanoma Detection Incorporating Dermoscopic and Clinical Imaging Data	2025	2nd Asian Conference on Intelligent Technologies, ACOIT 2025			10.1109/ACOIT66109.2025.11437361	https://www.scopus.com/pages/publications/105035990310?origin=resultslist
30.	Srinivasulu B.; Dhanikonda S.R.; Ravi Kumar D.V.; Gandhi R.V.; Yadav B.P.	Federated learning-enabled CNN for predicting and detecting brain tumors in healthcare 6.0	2025	Federated Learning for Neural Disorders in Healthcare 6.0			10.1201/9781003591085-14	https://www.scopus.com/pages/publications/105002975336?origin=resultslist
31.	Priyadharshini M.; Murugesh V.; Mahesh T.R.; Albalawi E.; Saidani O.; Algarni A.	QBrainNet: harnessing enhanced quantum intelligence for advanced brain stroke prediction from medical imaging	2025	Frontiers in Medicine	12		10.3389/fmed.2025.1677234	https://www.scopus.com/pages/publications/105021053735?origin=resultslist
32.	Jyothsna K.; Boggarapu S.; Namilakonda S.; Potukanuma A.K.; Prasad K.S.; Dhanikonda S.R.	Acceleration of the process of recognition and health management for Covid-19 detection by AI based platforms	2025	AIP Conference Proceedings	3342	1	10.1063/5.0296700	https://www.scopus.com/pages/publications/105020068605?origin=resultslist
33.	Lateef S.R.; Saleh S.A.; Vikas B.; Bolla V.R.; Potluri S.; Subbarayudu	Utilizing Transfer Learning Approach for Epidemiological Study of	2025	Journal of Visualized Experiments	2025-September	223	10.3791/68805	https://www.scopus.com/pages/publications/105018312832?origin=resultslist

Publications in SCOPUS Indexed Journals
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	Y.; Kumar P.P.; Sucharitha G.	Region-Specific Post-Acute Sequelae of SARS-COV-2						
34.	Kolandaisamy R.; Thirupathaiah M.; Dixit R.S.; Choudhary S.L.; Sreeram A.; Raj N.; Neelamegam D.	Smart Environmental Engineering for Sustainable Aquatic Resource Management Using IoT Sensors, Satellite Data Fusion, and Machine Learning Analytics	2025	Natural and Engineering Sciences	10	3	10.28978/nesciences.1811172	https://www.scopus.com/pages/publications/105029857675?origin=resultslist
35.	Guru S.; Shah B.; Agrawal N.; Shah M.	Enhancing food quality, organizational sustainability, and societal welfare by analyzing barriers to online pharmacy services	2025	TQM Journal			10.1108/TQM-01-2025-0007	https://www.scopus.com/pages/publications/105023171464?origin=resultslist
36.	Chandrasekhar A.; Dodhiawala Z.; Panda S.K.	An Investigation into Chronic Kidney Disease Based-on Classification Model	2025	Lecture Notes in Electrical Engineering	1281 LNEE		10.1007/978-981-97-8422-6_19	https://www.scopus.com/pages/publications/85213387081?origin=resultslist
37.	Maturi S.M.; Dhanikonda S.R.; Bharathi K.; Srikanth R.; Srinivasulu B.; Joshna K.	An efficient classification model to predict cardiovascular disease using ECG images with machine and deep learning techniques	2025	AIP Conference Proceedings	3342	1	10.1063/5.0296139	https://www.scopus.com/pages/publications/105020092020?origin=resultslist
38.	Shiva Kumar K.V.S.K.R.; Rasheed S.M.; Manikanta S.; Rao N.M.; Prasad Goura V.M.K.	Enhanced feature selection using quantum-inspired cuckoo search and machine learning for heart disease prediction	2025	Synergizing Data Envelopment Analysis and Machine Learning for Performance Optimization in Healthcare			10.4018/979-8-3373-0081-8.ch014	https://www.scopus.com/pages/publications/105010466275?origin=resultslist
39.	Taranum F.; Sayeedunnisa S.F.; Patil	Deep Learning Framework With Optimizations For	2025	Journal of Theoretical and Applied Information Technology	103	7		https://www.scopus.com/pages/publications/105002773841?origin=resultslist

Publications in SCOPUS Indexed Journals
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	G.R.; Hijab M.; Sridevi K.; Ahmad S.S.	Automatic Detection Of Arrhythmia From Ecg Data						
40.	Narayana M.V.; Parthasaradhy P.; Kumar P.J.; Chebrolu S.K.; Shrivastava S.; Babu S.D.; Dey N.S.	A Novel Integrated Framework For Secure Iot-Based Smart Vehicle Management Using Machine Learning And Blockchain For Path Planning And Collision Avoidance	2025	Journal of Theoretical and Applied Information Technology	103	21		https://www.scopus.com/pages/publications/105024842057?origin=resultslist
41.	Behera D.K.; Jena A.K.; Swetanisha S.; Panda S.K.; Sahoo S.K.	Enhancing Malaria Diagnosis Using CNN-Based Feature Extraction and XGBoost Classification	2025	Lecture Notes in Networks and Systems	1537 LNNS		10.1007/978-981-96-9242-2_42	https://www.scopus.com/pages/publications/105023303491?origin=resultslist
42.	Sakhamuri C.S.; Sathya A.R.	Breast Cancer Prediction: A Focus on Convolutional Neural Networks	2025	Lecture Notes in Networks and Systems	1262		10.1007/978-981-96-1981-8_32	https://www.scopus.com/pages/publications/105005257030?origin=resultslist
43.	Anumalla K.; Sunil Kumar G.; Sree Vani M.; Rao K.S.	BCDNN: Enhancing CNN Model for Automatic Detection of Breast Cancer Using Histopathology Images	2025	Indonesian Journal of Electrical Engineering and Informatics	13	2	10.52549/ijeei.v13i2.5854	https://www.scopus.com/pages/publications/105010593385?origin=resultslist
44.	Pinapatruni R.; Bhuvaneshwari T.	Deep Learning Innovations for Predictive Healthcare Systems	2025	Lecture Notes in Networks and Systems	1241		10.1007/978-981-96-1267-3_18	https://www.scopus.com/pages/publications/105002367005?origin=resultslist
45.	Dehury R.K.; Panda P.K.; Ahmad I.; Dehury P.; Behera M.R.; Samal J.; Sripathi N.; Dondapati A.	The Influence Of Social And Behavioral Determinants For Promoting Health In Odisha, India	2025	Asia Pacific Journal of Health Management	20	3	10.24083/apjhm.v20i3.5349	https://www.scopus.com/pages/publications/105026678563?origin=resultslist
46.	Majji S.; Dash C.S.; Panigrahy A.K.	Design and Comparative Analysis of Biosensing Devices with Different	2025	SSRG International Journal of Electronics and	12	5	10.14445/23488549/IJECE-V12I5P120	https://www.scopus.com/pages/publications/105007459955?origin=resultslist

Publications in SCOPUS Indexed Journals
Aligned to SDGs

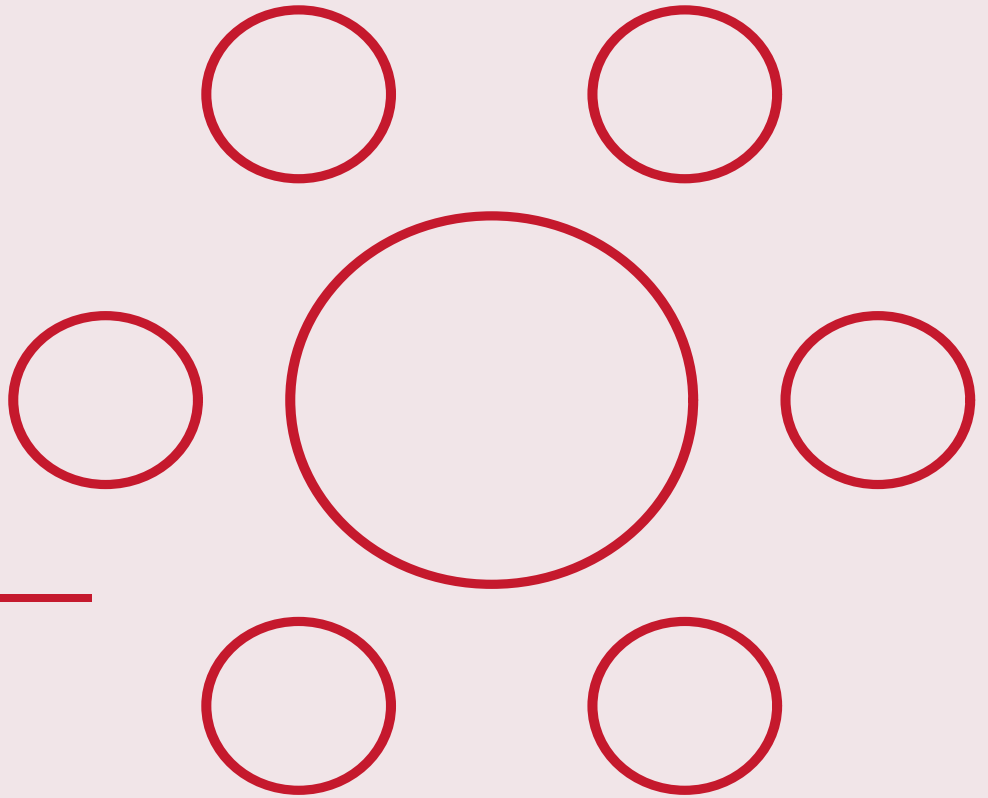
		Dielectric Materials for Blood Cancer Detection		Communication Engineering				
47.	Prasanthi L.; Prakash M.D.; Tammireddy S.S.P.; Satyanarayana V.; Panigrahy A.K.; Patta S.; Dwivedi A.K.	Advanced hybrid dielectric OTFT biosensor for early breast cancer diagnosis with enhanced sensitivity	2025	Results in Engineering	27		10.1016/j.rineng.2025.107037	https://www.scopus.com/pages/publications/105014913237?origin=resultslist
48.	Sreejith S.; Panigrahy A.K.; Ajayan J.; Radhika J.M.; Reddy N.V.R.; Reddy N.V.U.; Umamaheswaran S.	IoT sensor-based systems in real-time monitoring of health and environment: a review	2025	Journal of the Korean Physical Society	87	1	10.1007/s40042-025-01378-7	https://www.scopus.com/pages/publications/105005789012?origin=resultslist
49.	Tejaswini N.K.; Kulkarni R.; Rao R.	Impact Of Eating Habits On Adolescent Obesity-A Case Control Study	2025	Journal of Ayurveda and Holistic Medicine	13	5	10.70066/jahm.v13i5.1971	https://www.scopus.com/pages/publications/105009067330?origin=resultslist
50.	Raju A.; Sur A.; Kumar N.N.; Shekar P.R.; Ramesh K.; Basha H.	Dynamic magneto-thermo transport features of blood based couple stress nanofluid flow over a sensor surface	2025	Multiscale and Multidisciplinary Modeling, Experiments and Design	8	5	10.1007/s41939-025-00827-x	https://www.scopus.com/pages/publications/105001645589?origin=resultslist
51.	Thavasimuthu R.; Hanumanthakari S.; Sekar S.; Kirubakaran S.	Enhancing multi-class lung disease classification in chest x-ray images: A hybrid manta-ray foraging volcano eruption algorithm boosted multilayer perceptron neural network approach	2025	Network: Computation in Neural Systems	36	3	10.1080/0954898X.2024.2350579	https://www.scopus.com/pages/publications/85193350510?origin=resultslist

04

SUSTAINABLE DEVELOPMENT GOAL

SDG 04

Quality Education



PUBLICATIONS IN

SCOPUS Indexed Journals

2024-2025 | Research aligned to the UN SDGs

Publications in SCOPUS Indexed Journals
Aligned to SDGs

SDG-4 Quality Education

1.	Kumari S.; Nair J.	Empowering farmers and enhancing sustainability: Inaru's impact on the Dominican cocoa industry	2024	Emerald Emerging Markets Case Studies	14	3	10.1108/EEMCS-04-2024-0161	https://www.scopus.com/pages/publications/85199763324?origin=resultslist
2.	Choudhary P.; Kumar N.; Ahmad A.; Akhtar S.	Declining quality of technical education in India: an evidence from Punjab state	2024	Quality in Higher Education	30	2	10.1080/13538322.2023.2205568	https://www.scopus.com/pages/publications/85158980461?origin=resultslist
3.	Falk A.F.; Saeed S.T.; Jordaan M.; Rao M.B.; Chaoui N.E.H.	An international e-community engagement initiative exploring college and career pathways: A literature review	2024	Applications of Service Learning in Higher Education			10.4018/979-8-3693-2133-1.ch013	https://www.scopus.com/pages/publications/85193494612?origin=resultslist
4.	Arun Kumar A.; Sowmyya T.; Sambrani S.; Shekhar S.	Behavioral Changes and Public Engagement in Net-Zero Policies: Issues and Challenges	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_14	https://www.scopus.com/pages/publications/85209558650?origin=resultslist
5.	Lakshmi D.C.; Urkude S.V.	Students' Perception towards Online Learning across Multiple Disciplinary Courses in India—A Qualitative Analysis	2024	International Journal of Interactive Mobile Technologies	18	1	10.3991/ijim.v18i01.46381	https://www.scopus.com/pages/publications/85186621773?origin=resultslist
6.	Mohanty A.; Ghosh A.; Roy S.	Calling for better ecological values: Integrating indigenous knowledge system with sustainable policies	2024	Purushartha	17	1	10.21844/16202117103	https://www.scopus.com/pages/publications/85216461067?origin=resultslist
7.	Puneet S.; Kumari R.; Buragohain S.	Effectiveness of metaverse in accelerating higher education	2024	Proceedings of InC4 2024 - 2024 IEEE International Conference on Contemporary Computing and Communications			10.1109/InC460750.2024.10649190	https://www.scopus.com/pages/publications/85203803447?origin=resultslist

Publications in SCOPUS Indexed Journals
Aligned to SDGs

8.	Rathnasiri M.S.H.; Dewasiri N.J.; Kumar A.A.	Policy Framework and Implementation Strategies for Sri Lanka's Transition to a Net-Zero Economy	2024	CSR, Sustainability, Ethics and Governance	Part F2880		10.1007/978-3-031-55779-8_3	https://www.scopus.com/pages/publications/85195992549?origin=resultslist
9.	Shaheen M.; Subramani A.K.; Akbar Jan N.	Linking academic engagement and students PsyCap: the mediated role of perceived career adaptability and positive effect	2024	International Journal of Work Organisation and Emotion	15	3	10.1504/IJWOE.2024.140684	https://www.scopus.com/pages/publications/85203132709?origin=resultslist
10.	Agarwal M.; Anirudhan A.; Dutta S.	GREEN WATECH: low-cost technology for wastewater treatment	2024	Emerald Emerging Markets Case Studies	14	4	10.1108/EEMCS-04-2024-0185	https://www.scopus.com/pages/publications/85209393224?origin=resultslist
11.	Jayanthi S.; Ganesan J.; Begum I.; Ramesh E.; Balaraman R.; Gunasree S.	Leveraging Machine Learning to Predict IFC Project Success and Failure	2024	2024 1st International Conference for Women in Computing, InCoWoCo 2024 - Proceedings			10.1109/InCoWoCo64194.2024.10863562	https://www.scopus.com/pages/publications/85218349006?origin=resultslist
12.	Jeet D.; Mohanty S.N.; Basa S.S.	Sustainability and Sustainable Development From Vision To Reality	2025	Sustainability and Sustainable Development From Vision To Reality				https://www.scopus.com/pages/publications/105006477675?origin=resultslist
13.	Prasad V.N.	Maggie Timoney of Heineken: shattering the glass ceiling and forging a new path	2025	CASE Journal	21	6	10.1108/TCJ-04-2024-0096	https://www.scopus.com/pages/publications/85205037871?origin=resultslist
14.	Mahapatra S.K.; Karmacharya B.; Chapagain R.	Shaping financial well-being: the dynamic role of socialization and knowledge: a structural equation modeling approach	2025	International Journal of Sociology and Social Policy			10.1108/IJSSP-01-2025-0063	https://www.scopus.com/pages/publications/105016466021?origin=resultslist
15.	Desai S.P.; Munshi M.M.; Hanji S.V.; Pabba C.	Optimizing Class Timing: Ai Driven Group	2025	Journal of Information Technology Education: Research	24		10.28945/5460	https://www.scopus.com/pages/publications/105010606017?origin=resultslist

Publications in SCOPUS Indexed Journals
Aligned to SDGs

		Engagement's Role In Academic Success						
16.	Supriya Sakani J.; Chundeli F.A.	Unveiling School Outdoor Environments as Learning Spaces: Empirical Insights from Teachers	2025	Lecture Notes in Mechanical Engineering	96		10.1007/978-981-96-6414-6_8	https://www.scopus.com/pages/publications/105020858001?origin=resultslist
17.	Jeet D.; Chittineni J.	Determinants of Growth and Sustainable Development of Indian Firms	2025	Journal of Applied Economic Sciences	20	2	10.57017/jaes.v20.2(88).03	https://www.scopus.com/pages/publications/105010432413?origin=resultslist
18.	Shukla R.; Bhaskar P.	Exploring the Role of Metaverse in Education: A Systematic Literature Review	2025	2025 International Conference on Next Generation of Green Information and Emerging Technologies, GIET 2025			10.1109/GIET65294.2025.11234837	https://www.scopus.com/pages/publications/105030976029?origin=resultslist
19.	Veena K.; Jigeesh N.	Potential influence of performance management on knowledge management in the light of organisational learning – an empirical study in Indian software industry	2025	International Journal of Knowledge and Learning	18	5	10.1504/IJKL.2025.148774	https://www.scopus.com/pages/publications/105017274998?origin=resultslist
20.	Kumar K.B.S.; Perepu I.	The Waste Lab, Dubai – greening the desert by repurposing food waste	2025	CASE Journal	22	3	10.1108/TCJ-04-2025-0110	https://www.scopus.com/pages/publications/105025168989?origin=resultslist
21.	Kumar K.B.S.; Perepu I.	Melissa Butler and "The Lip Bar" – making beauty inclusive	2025	CASE Journal			10.1108/TCJ-04-2024-0113	https://www.scopus.com/pages/publications/105025140316?origin=resultslist
22.	Kundu A.; Badgayan N.D.; Kundu S.G.; Sharma G.V.	Demystifying Patterns and Trends Across Different Data Science Skills and Job Roles: An Analysis of Key Determinants Using Machine Learning	2025	Lecture Notes in Networks and Systems	5589 LNNS		10.1007/978-981-96-1687-9_49	https://www.scopus.com/pages/publications/105010194136?origin=resultslist

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Aligned to SDGs

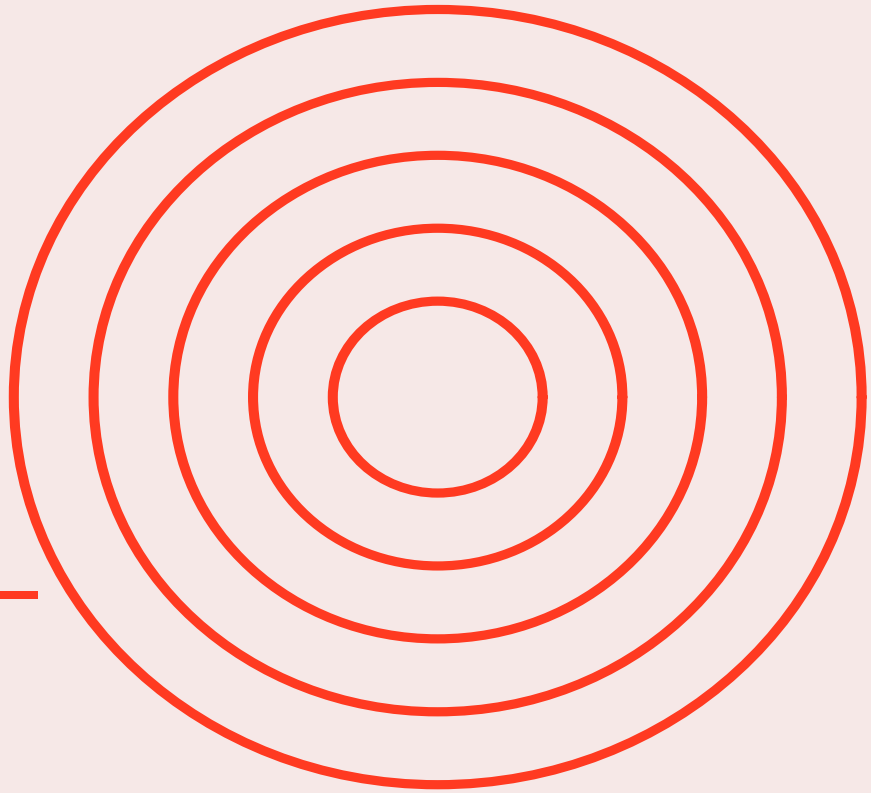
23.	Kondal B.; Bairi S.	Mindful Learning: The Effectiveness of Metacognitive Strategies in Second Language Reading Comprehension	2025	IUP Journal of English Studies	20	4	10.71329/IUPJES/2025.20.4.62-85	https://www.scopus.com/pages/publications/105030683243?origin=resultslist
24.	Tudu P.N.; Mishra V.	Toward smart and green: A sustainable IT-HRM framework	2025	Technological Forecasting and Social Change	218		10.1016/j.techfore.2025.124201	https://www.scopus.com/pages/publications/105005579954?origin=resultslist
25.	Fuloria S.; Roy S.; Gopal G.	Mindfulness, Sustainability, and Future Employability: A Triadic Conceptual Framework for Higher Education	2025	Purushartha	18	2	10.21844/16202118206	https://www.scopus.com/pages/publications/105045271859?origin=resultslist
26.	Balamurali R.	The Role of Social Media in Shaping Adolescent Mental Well-being: A Comprehensive Review on Its Pros and Cons	2025	Adolescent Psychiatry	15	3	10.2174/0122106766339175241202105325	https://www.scopus.com/pages/publications/105005189332?origin=resultslist
27.	Annabathuni H.P.C.; Kasichainula A.K.	Assessing the Efficacy of Passive Design Strategies Across Diverse Architectural Forms for Enhanced Energy Efficiency	2025	Lecture Notes in Mechanical Engineering			10.1007/978-981-96-5487-1_6	https://www.scopus.com/pages/publications/105016239170?origin=resultslist

05

SUSTAINABLE DEVELOPMENT GOAL

SDG 05

Gender Equality



PUBLICATIONS IN

SCOPUS Indexed Journals

2024-2025 | Research aligned to the UN SDGs

Publications in SCOPUS Indexed Journals
Aligned to SDGs

SDG-5 Gender Equality

1.	Kumari S.; Nair J.	Empowering farmers and enhancing sustainability: Inaru's impact on the Dominican cocoa industry	2024	Emerald Emerging Markets Case Studies	14	3	10.1108/EEMCS-04-2024-0161	https://www.scopus.com/pages/publications/85199763324?origin=resultslist
2.	Singh S.; Vanka S.	"Everyone Here Is Smarter than Me": Imposter Phenomenon among Indian Women Returning to Technology Careers after a Career Break	2024	Journal of International Women's Studies	26	3		https://www.scopus.com/pages/publications/85197658316?origin=resultslist
3.	Kumar K.B.S.; Perepu I.	Kimberly Bryant's Black Girls Code: closing the opportunity gap in technology for black women and girls	2024	CASE Journal	20	6	10.1108/TCJ-04-2023-0073	https://www.scopus.com/pages/publications/85208646060?origin=resultslist
4.	Padhan P.C.; Mahapatra S.K.; Majhi M.; Meher M.	Did the Pandemic Disrupt the Future? Merit, Inequality, and Youth in Post-pandemic Odisha	2025	Economic and Political Weekly	60	34		https://www.scopus.com/pages/publications/105015784916?origin=resultslist
5.	Sayyad D.M.; Bhattacharjee D.K.; Pathak D.R.	Does good corporate governance reduce cost of mutual fund investments: An emerging market perspective	2025	Finance Research Letters	79		10.1016/j.frl.2025.107265	https://www.scopus.com/pages/publications/105001385194?origin=resultslist
6.	Prasad V.N.	Maggie Timoney of Heineken: shattering the glass ceiling and forging a new path	2025	CASE Journal	21	6	10.1108/TCJ-04-2024-0096	https://www.scopus.com/pages/publications/85205037871?origin=resultslist
7.	Ikrama S.; Qumer S.M.	DiDi's growth in Latin America: strategies for	2025	Emerald Emerging Markets Case Studies	15	3	10.1108/EEMCS-04-2025-0210	https://www.scopus.com/pages/publications/105025095323?origin=resultslist

Publications in SCOPUS Indexed Journals
Aligned to SDGs

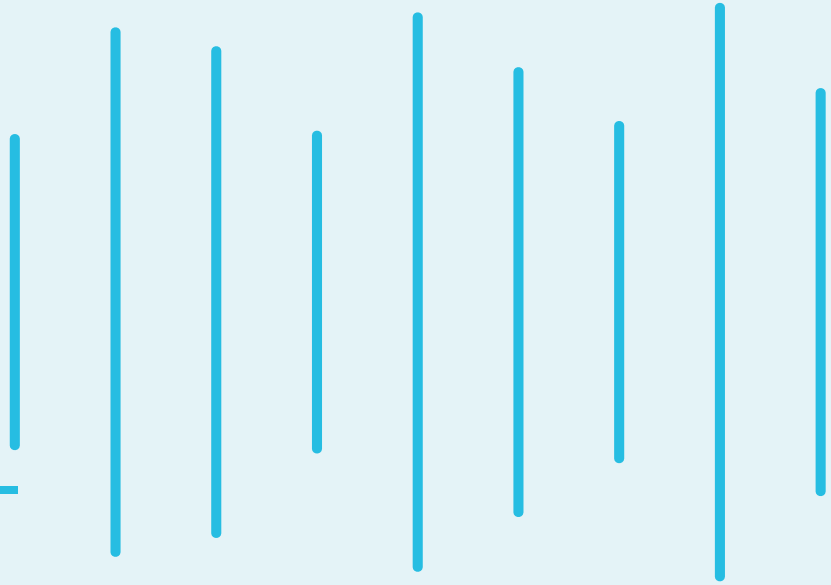
		success in emerging markets						
8.	Jeet D.; Chittineni J.	Determinants of Growth and Sustainable Development of Indian Firms	2025	Journal of Applied Economic Sciences	20	2	10.57017/jaes.v20.2(88).03	https://www.scopus.com/pages/publications/105010432413?origin=resultslist
9.	Dash A.K.; Sahoo D.	Pradhan Mantri Ujjwala Yojana and its Effectiveness: A Qualitative Study of Mayurbhanj District of Odisha	2025	Journal of Mines, Metals and Fuels	73	5	10.18311/jmmf/2025/48746	https://www.scopus.com/pages/publications/105007103099?origin=resultslist
10.	Azam M.S.; Tiwari S.C.; Chakraborty D.; Kaur H.	Women on corporate boards in emerging economies: Relevance with firm performance in India	2025	Investment Management and Financial Innovations	22	4	10.21511/imfi.22(4).2025.23	https://www.scopus.com/pages/publications/105025128222?origin=resultslist
11.	Prasad V.N.; Koti V.B.	Can Jane Fraser steer Citigroup out of its troubles?	2025	CASE Journal			10.1108/TCJ-03-2025-0068	https://www.scopus.com/pages/publications/105026237712?origin=resultslist
12.	Samantarai M.; Dutta S.	Lorna Rutto's EcoPost: creating a sustainable solution to Kenya's plastic waste problem	2025	CASE Journal	21	6	10.1108/TCJ-05-2024-0148	https://www.scopus.com/pages/publications/85209759683?origin=resultslist
13.	Kumar K.B.S.; Perepu I.	Melissa Butler and "The Lip Bar" – making beauty inclusive	2025	CASE Journal			10.1108/TCJ-04-2024-0113	https://www.scopus.com/pages/publications/105025140316?origin=resultslist

06

SUSTAINABLE DEVELOPMENT GOAL

SDG 06

Clean Water and Sanitation



PUBLICATIONS IN

SCOPUS Indexed Journals

2024-2025 | Research aligned to the UN SDGs

Publications in SCOPUS Indexed Journals
Aligned to SDGs

SDG-6 Clean Water and Sanitation

1.	Thakkar J.J.; Rathore R.; Chatterjee C.	Analyzing interrelationships among factors affecting hygiene and sanitization in India: key insights and policy recommendations	2024	International Journal of Social Economics	51	12	10.1108/IJSE-11-2022-0761	https://www.scopus.com/pages/publications/85188811508?origin=resultslist
2.	Agarwal M.; Anirudhan A.; Dutta S.	GREEN WATECH: low-cost technology for wastewater treatment	2024	Emerald Emerging Markets Case Studies	14	4	10.1108/EEMCS-04-2024-0185	https://www.scopus.com/pages/publications/85209393224?origin=resultslist
3.	Potluri S.; Deevena Raju B.; Kommireddy V.; Srihitha J.A.	Agriculture and AI: A Subtle Conjunction of Predictive Analysis and Voice Assistance in the World of Agriculture	2024	AI in Agriculture for Sustainable and Economic Management			10.1201/9781003451648-8	https://www.scopus.com/pages/publications/85204563575?origin=resultslist
4.	Nukhu R.; Singh S.	Buying Used Clothes: Technology-Enabled Sustainability	2024	Women's Private Practices of Knowledge Production in Early Modern Europe			10.4324/9781003487180-34	https://www.scopus.com/pages/publications/85197555172?origin=resultslist
5.	Paliyanny H.; Thinakaran R.; Jalari S.; Neerugatti V.; Nalluri M.R.; Cholla R.R.	Smart Agriculture: Enhancing Crop Management through IoT-Based Real-Time Monitoring and Automation	2024	Proceeding of 2024 9th International Conference on Information Technology and Digital Applications, ICITDA 2024			10.1109/ICITDA64560.2024.10809990	https://www.scopus.com/pages/publications/85216574564?origin=resultslist
6.	Gupta M.; Pandey M.; Kakkar A.	A Review of Consumer Perspectives on Green Apparel	2025	Springer Proceedings in Materials	55		10.1007/978-981-97-5902-6_15	https://www.scopus.com/pages/publications/85217879590?origin=resultslist
7.	Kolandaisamy R.; Thirupathaiah M.; Dixit R.S.; Choudhary S.L.; Sreeram A.; Raj N.; Neelamegam D.	Smart Environmental Engineering for Sustainable Aquatic Resource Management Using IoT Sensors, Satellite Data Fusion,	2025	Natural and Engineering Sciences	10	3	10.28978/nesciences.1811172	https://www.scopus.com/pages/publications/105029857675?origin=resultslist

Publications in SCOPUS Indexed Journals
Aligned to SDGs

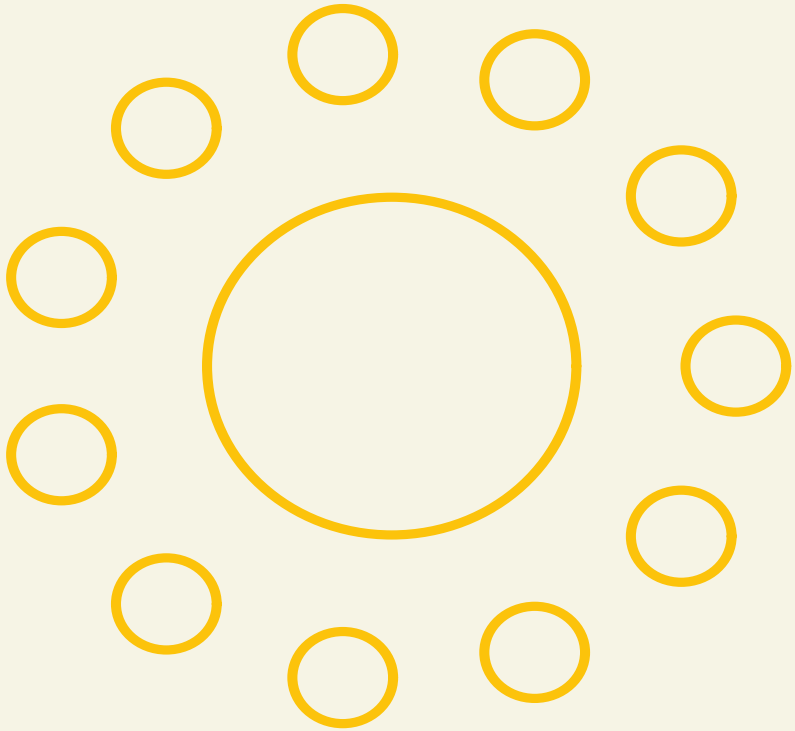
		and Machine Learning Analytics						
8.	Sreejith S.; Panigrahy A.K.; Ajayan J.; Radhika J.M.; Reddy N.V.R.; Reddy N.V.U.; Umamaheswaran S.	IoT sensor-based systems in real-time monitoring of health and environment: a review	2025	Journal of the Korean Physical Society	87	1	10.1007/s40042-025-01378-7	https://www.scopus.com/pages/publications/105005789012?origin=resultslist

07

SUSTAINABLE DEVELOPMENT GOAL

SDG 07

Affordable and Clean Energy



PUBLICATIONS IN

SCOPUS Indexed Journals

2024-2025 | Research aligned to the UN SDGs

Publications in SCOPUS Indexed Journals
Aligned to SDGs

SDG-7 Affordable and Clean Energy

1.	Reddy C.R.K.; Induluru G.; Shreya K.; Anuhya K.; Rani K.N.; Kumar U.A.	Low Power Approximate Ternary Multiplier Architecture for Image Processing Applications	2024	2024 5th International Conference for Emerging Technology, INCET 2024			10.1109/INCET61516.2024.10593489	https://www.scopus.com/pages/publications/85200975678?origin=resultslist
2.	Kundu A.; Rohit K.; Girish G.P.; Kundu S.G.	Leveraging AI on Images Captured Through Drones for Solar Panel Fault Identification	2024	Lecture Notes in Networks and Systems	874 LNNS		10.1007/978-3-031-50887-5_8	https://www.scopus.com/pages/publications/85215800562?origin=resultslist
3.	Hanumanthakari S.; Anita S.; Christiana M.B.V.; Srinivasan V.; Kannan S.; Kumar S.K.N.	Deep Learning for Energy Demand Forecasting in Electric Vehicle Charging Stations	2024	Proceedings - 2024 5th International Conference on Mobile Computing and Sustainable Informatics, ICMCSI 2024			10.1109/ICMCSI61536.2024.00140	https://www.scopus.com/pages/publications/85191226777?origin=resultslist
4.	Girish G.P.	Forecasting Day Ahead Spot Electricity Prices	2024	Lecture Notes in Networks and Systems	1169		10.1007/978-3-031-73324-6_59	https://www.scopus.com/pages/publications/85218449888?origin=resultslist
5.	Jayanthi S.; Kumar N.S.; Zafar Ali Khan N.; Reddy S.S.; Santhosh R.; Yellamma P.	Design and Implementation of IoT-Based Advanced Energy Management System for Smart Factory	2024	Cyber Physical Energy Systems			10.1002/9781394173006.ch16	https://www.scopus.com/pages/publications/85219080478?origin=resultslist
6.	Swamy V.; Tiwari A.K.	The Clean Energy-Ecology Interrelatedness: Evidence From The S&P Dow Jones Indices	2024	Journal of Energy and Development	49	2026-02	10.2307/27343778	https://www.scopus.com/pages/publications/85213356427?origin=resultslist
7.	Dash A.K.; Panda S.P.; Sahu P.K.; Jóźwik B.	Do green innovation and governance limit CO2 emissions: evidence from twelve polluting countries with panel data decision tree model	2024	Discover Sustainability	5	1	10.1007/s43621-024-00418-9	https://www.scopus.com/pages/publications/85201372857?origin=resultslist
8.	Ramesh N.V.K.; Vidya K.S.; Chandana S.; Jogi S.; Seetharamulu B.	Designing An Energy-Efficient Flip-Flop with	2024	2024 15th International Conference on Computing Communication and			10.1109/ICCCNT61001.2024.10724273	https://www.scopus.com/pages/publications/85212951009?origin=resultslist

Publications in SCOPUS Indexed Journals
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		MTCMOS using Muller C-Element Technique		Networking Technologies, ICCCNT 2024				
9.	Nayak D.V.; Arun Kumar A.; Suryadevara R.; Khan S.	Financing the Transformation to Net Zero Goals: IREDA Investment for Sustainable Initiatives	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_4	https://www.scopus.com/pages/publications/85209591609?origin=resultslist
10.	Shaik H.S.; Harshini B.; Reddy V.S.	Redefining Urban Development: Technology and Automation in India	2024	Internet of Things	Part F2482		10.1007/978-981-97-0052-3_16	https://www.scopus.com/pages/publications/85189075643?origin=resultslist
11.	Sharma G.; Nayyar A.; Vyas S.; Kumari R.	Hard Fusion Techniques for Energy-Efficient CSS Over Fading Channels in Cognitive Wireless Sensor Network	2024	Lecture Notes in Electrical Engineering	1247 LNEE		10.1007/978-981-97-6714-4_41	https://www.scopus.com/pages/publications/85212934081?origin=resultslist
12.	Kumar M.; Patel B.S.; Samuel C.	Future of energy transition relies on prosumer-based smart grid-integrated renewable distributed generation system	2024	Advanced Geospatial Practices in Natural Environment Resource Management			10.4018/979-8-3693-1396-1.ch008	https://www.scopus.com/pages/publications/85191440490?origin=resultslist
13.	Rath B.N.; Dash A.K.; Mishra A.K.	The linkage between FDI and energy use in the case of emerging market economies	2024	Environment, Development and Sustainability			10.1007/s10668-024-05747-3	https://www.scopus.com/pages/publications/85210508334?origin=resultslist
14.	Praveenasri P.; Prasuna V.N.P.	AI Applications of Clean Energy Innovations	2024	Proceedings of CONECCT 2024 - 10th IEEE International Conference on Electronics, Computing and Communication Technologies			10.1109/CONECCT62155.2024.10677112	https://www.scopus.com/pages/publications/85205828268?origin=resultslist
15.	Jonnalagadda A.A.; Kumar U.A.; Thotli R.; Sardesai S.; Veeramachaneni S.; Ahmed S.E.	ADEPNET: A Dynamic-Precision Efficient Posit Multiplier for Neural Networks	2024	IEEE Access	12		10.1109/ACCESS.2024.3369695	https://www.scopus.com/pages/publications/85186957633?origin=resultslist

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16.	Sri P.P.	Applications of Machine Learning Techniques on Air Pollution	2024	Indian Journal of Environmental Protection	44	1		https://www.scopus.com/pages/publications/85187652260?origin=resultslist
17.	Agrawal R.; Abhijith N.S.; Anil Kumar U.; Veeramachaneni S.; Ahmed S.E.	Energy-Efficient Ternary Multiplier	2024	2024 IEEE 6th International Conference on AI Circuits and Systems, AICAS 2024 - Proceedings			10.1109/AICAS59952.2024.10595938	https://www.scopus.com/pages/publications/85199864711?origin=resultslist
18.	Thallikar Shyam D.R.; Kumar U.A.; Dash S.P.; Ahmed S.E.	Energy Efficient Approximate Ternary Adder for Image Processing Applications	2024	2024 12th International Conference on Intelligent Systems and Embedded Design, ISED 2024			10.1109/ISED63599.2024.10956839	https://www.scopus.com/pages/publications/105003906264?origin=resultslist
19.	Nizamuddin M.K.; Mohammad A.A.K.; Hashmi S.S.; HariKrishna D.; Anusha M.	Efficient Routing in MANETs by Optimizing Packet Loss	2024	Ingenierie des Systemes d'Information	29	3	10.18280/isi.290316	https://www.scopus.com/pages/publications/85196535918?origin=resultslist
20.	Sri P.P.; Prasuna V.N.P.; Nilugal S.M.; Murugesan R.; Prasad K.P.	Panacea for Exorbitant Trends of Air Pollutants: Creative Destruction Model of Electric Vehicles	2024	Indian Journal of Environmental Protection	44	3		https://www.scopus.com/pages/publications/85192752643?origin=resultslist
21.	Narsimhulu P.; Sahay R.	An FL-based Energy-Efficient Opportunistic Intelligent Node Selection Scheme for Healthcare IoV Applications	2025	International Conference on Communication Systems and Networks, COMSNETS		2025	10.1109/COMSNETS63942.2025.10885749	https://www.scopus.com/pages/publications/105001664399?origin=resultslist
22.	Kumari S.; Nair J.	Lynn Good's green dilemma: leading Duke Energy's transition	2025	CASE Journal	21	4	10.1108/TCJ-05-2024-0136	https://www.scopus.com/pages/publications/85212818419?origin=resultslist
23.	Sreeram A.; Goswami S.; Taneja M.; Praveen Priyaranjan Nayak; Lalitha T.; Madhurya C.; Raghu N.	Integrating Named Data Networking with IoT-Based Internet Architectures	2025	Journal of Internet Services and Information Security	15	3	10.58346/JISIS.2025.I3.012	https://www.scopus.com/pages/publications/105022111406?origin=resultslist

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24.	Badhesha M.D.; Ajayan J.; Panigrahy A.K.; Dwivedi A.K.	Temperature-Driven Performance and Reliability Trade-Offs in 7 nm FinFET-Based Dynamic Comparators	2025	IET Circuits, Devices and Systems	2025	1	10.1049/cds2/6950438	https://www.scopus.com/pages/publications/105025549872?origin=resultslist
25.	Chandrashekhar A.; Aancy H.M.; Santhi G.; Kumar C.; Jaiganesh S.; Bohidar S.K.	Development of AI-Based Control Systems for Electric Vertical Take-Off and Landing (eVTOL) Vehicles	2025	Proceedings of 2025 10th International Conference on Science Technology, Engineering and Mathematics, ICONSTEM 2025			10.1109/ICONSTEM65670.2025.11374909	https://www.scopus.com/pages/publications/105034482112?origin=resultslist
26.	Chandrashekhar A.; Guna R.R.; Subalakshmi R.; Bhagavathi P.S.; Annamalai S.; Ravichandran M.; Chunduru M.R.; Philip J.M.; Rajaram A.	Revolutionising Sustainable Construction: Harnessing Fly Ash For Enhanced Environmental And Structural Performance	2025	Journal of Environmental Protection and Ecology	26	3		https://www.scopus.com/pages/publications/105009364289?origin=resultslist
27.	Chandrashekhar A.; Dongre K.A.; Bohidar S.K.; Lakshmi C.S.; Kistan A.; Parimala R.S.	Integration of AI-Driven Power Management in Aerospace Electrical Systems	2025	Proceedings of 2025 10th International Conference on Science Technology, Engineering and Mathematics, ICONSTEM 2025			10.1109/ICONSTEM65670.2025.11374528	https://www.scopus.com/pages/publications/105034466563?origin=resultslist
28.	Lahri V.; Singh N.K.; Virmani N.	Prioritising criteria for sustainable battery supplier selection in the EV sector using fuzzy-ordinal priority approach	2025	International Journal of Industrial Engineering and Operations Management			10.1108/IJIEOM-07-2025-0144	https://www.scopus.com/pages/publications/105024450647?origin=resultslist
29.	Tiwari A.K.; Kumar S.; Abakah E.J.A.	Correlation and price spillover effects among green assets	2025	Annals of Operations Research	347	1	10.1007/s10479-024-06154-7	https://www.scopus.com/pages/publications/85199566222?origin=resultslist
30.	Suryadevara R.; Arun Kumar A.; Hariharan K.; Hari Krishna B.	Innovative sustainable business models for the automobile industry in India	2025	Innovation Ecosystems and Sustainable Technologies: Enhancing Competitiveness and Sustainability			10.1108/978-1-83662-368-720251004	https://www.scopus.com/pages/publications/105009450409?origin=resultslist

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31.	Sharma A.; Kumar K.; Dwesar R.	"Keenly aware of environmental issues, yet wavering in conviction": Understanding the factors influencing the consumers' willingness to pay for green energy	2025	Sustainable Futures	9		10.1016/j.sftr.2024.100427	https://www.scopus.com/pages/publications/85213883467?origin=resultslist
32.	Dash A.K.; Sahoo D.	Pradhan Mantri Ujjwala Yojana and its Effectiveness: A Qualitative Study of Mayurbhanj District of Odisha	2025	Journal of Mines, Metals and Fuels	73	5	10.18311/jmmf/2025/48746	https://www.scopus.com/pages/publications/105007103099?origin=resultslist
33.	Mallavarapu S.; Choudhury S.S.; Farooq U.; Alekhya B.	Smart Wearable Antennas for Industrial Worker Safety and Health Monitoring	2025	2nd International Conference on Intelligent Algorithms for Computational Intelligence Systems, IACIS 2025			10.1109/IACIS65746.2025.11211308	https://www.scopus.com/pages/publications/105023639566?origin=resultslist
34.	Kumar S.; Jha R.K.; Goswami A.	Enhanced Energy Harvesting and Human–Machine Interaction Sensing via the Tribo-Photovoltaic Effect in a Metal/n-Type GaAs Triboelectric Nanogenerator	2025	Langmuir	41	36	10.1021/acs.langmuir.5c03069	https://www.scopus.com/pages/publications/105016332959?origin=resultslist
35.	Chandrashekhar A.; Mallikarjuna B.; Thiyagesan M.; Umasankar L.; Ezhil G.; Devi R.	Dual-Stage Interleaved On-board Charger for Electric Vehicle using Snow Geese Algorithm	2025	4th International Conference on Sentiment Analysis and Deep Learning, ICSADL 2025 - Proceedings			10.1109/ICSADL65848.2025.10933375	https://www.scopus.com/pages/publications/105002466730?origin=resultslist
36.	Anirudh Jonnalagadda A.; Thotli R.; Veeramachaneni S.; Anil Kumar U.; Ershad Ahmed S.	Energy-Efficient Decoding and Encoding Hardware for Optimized Posit Arithmetic	2025	IEEE Embedded Systems Letters	17	3	10.1109/LES.2024.3485002	https://www.scopus.com/pages/publications/85208223037?origin=resultslist

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37.	Choudhary P.; Kumar N.; Ghosh A.	Is the Power Industry the Root Cause of C02 Emissions or is it Receiving Undue Abomination?	2025	Indian Journal of Environmental Protection	45	4		https://www.scopus.com/pages/publications/105003704074?origin=resultslist
38.	Tirumalarao K.; Vaddi R.; Prakash M.D.; Panigrahy A.K.; Ajayan J.; Dwivedi A.K.	NC-ROLL-FIA: Negative capacitance FET based designs for robust logic locking against fault injection attacks enabling trustworthy hardware for edge AI devices	2025	Results in Engineering	27		10.1016/j.rineng.2025.106962	https://www.scopus.com/pages/publications/105014633283?origin=resultslist
39.	Ahmed M.I.; Kumar A.N.; Prasanna B.L.; Panigrahy A.K.	Dual spacer-engineered FinFETs with enhanced electrostatic control at nanoscale	2025	Microsystem Technologies	31	12	10.1007/s00542-025-05934-w	https://www.scopus.com/pages/publications/105013337016?origin=resultslist
40.	Kumari N.S.; Priya P.K.; Panigrahy A.K.; Sreenivasulu V.B.	Energy-efficient SOI FET design with enhanced switching speed and area optimization	2025	Microsystem Technologies	31	12	10.1007/s00542-025-05915-z	https://www.scopus.com/pages/publications/105011086980?origin=resultslist
41.	Potharla S.; Dissanayake H.; Manta O.	Sustainable Growth Strategies: Integrating Climate Neutrality into BRICS National Development Plans	2025	Approaches to Global Sustainability, Markets, and Governance	Part F745		10.1007/978-981-96-7181-6_17	https://www.scopus.com/pages/publications/105015322514?origin=resultslist
42.	Shekhawat K.K.; Kumar N.; Kumar P.; Sharma V.	Impact of renewable energy, financial globalization, and technological innovation on environmental sustainability in BRICS	2025	Discover Sustainability	6	1	10.1007/s43621-025-01486-1	https://www.scopus.com/pages/publications/105010708731?origin=resultslist
43.	Chittineni J.; Maheswari P.; Sahila C.; Balakrishnan S.	Generative Artificial Intelligence and Green Choices: Exploring Environmental Attitudes	2025	Journal of Research, Innovation and Technologies	4	2	10.57017/jorit.v4.2(8).03	https://www.scopus.com/pages/publications/105010948076?origin=resultslist

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		and Digital Behaviour in India						
44.	Hanumanthakari S.; Vinoth Kumar R.; Arputhabalan J.; Velmurugan P.; Yalawar M.S.	Automated electric power generation from agricultural resources	2025	Integrating Artificial Intelligence Into the Energy Sector			10.4018/979-8-3693-7112-1.ch010	https://www.scopus.com/pages/publications/105003247749?origin=resultslist
45.	Chandrashekhar A.; Muthu A.; Chandnani N.; Kumar R.S.; Vinoth K.; Viji S.	Multimodal AI-Assisted DC-DC Converter Optimization for Lightweight Electric Aircraft Power Systems	2025	Proceedings of 2025 10th International Conference on Science Technology, Engineering and Mathematics, ICONSTEM 2025			10.1109/ICONSTEM65670.2025.11374713	https://www.scopus.com/pages/publications/105034475109?origin=resultslist
46.	Chanal G.B.; Suryadevara R.; Kumar A.A.; Krishna C.Y.S.	Digital Technologies for Circular Economy: Environmental and Ethical Considerations for Sustainable Business Practices	2025	Sustainable Innovations and Digital Circular Economy			10.1007/9789819610648_15	https://www.scopus.com/pages/publications/105004544757?origin=resultslist
47.	Chittemsetty V.; Grandhi S.K.	A Machine Learning Approach for Evaluating Single-Cylinder CI Engine Emissions With Different Biodiesel Blends	2025	AIP Conference Proceedings	3360	1	10.1063/5.0305722	https://www.scopus.com/pages/publications/105023160208?origin=resultslist
48.	Behera B.; Sethi N.; Dash A.K.	Reconciling the climate finance, energy access, human capital, and institutional quality nexus for sustainable food security in South Asia	2025	International Journal of Sustainable Development and World Ecology	32	7	10.1080/13504509.2025.2560638	https://www.scopus.com/pages/publications/105016758156?origin=resultslist
49.	Singh V.P.; Bhadra M.; Priyadarsani M.G.; Acharjee M.; Kaur R.; Ola M.O.	AI-Enhanced Environmental Compliance: Legal Strategies for Green	2025	International Conference on Intelligent and Innovative Practices in Engineering and Management, IIPEM 2025			10.1109/IIPEM65914.2025.11548009	https://www.scopus.com/pages/publications/105042477121?origin=resultslist

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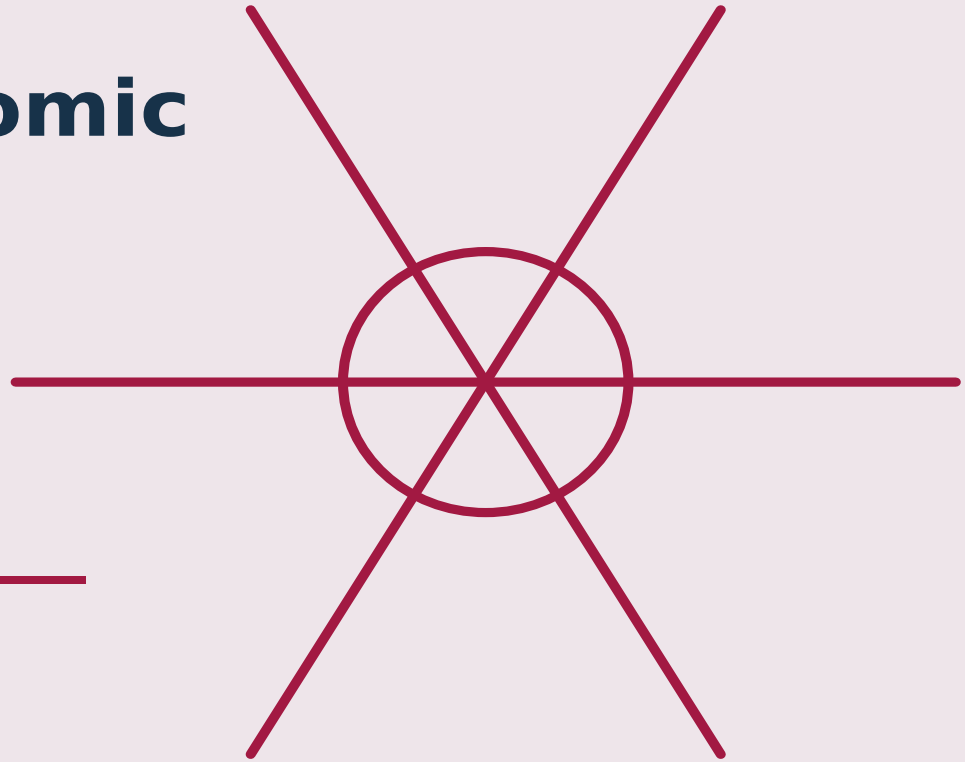
		Technology Implementation						
50.	Gangadhari R.K.; Karadayi-Usta S.; Lim W.M.	Breaking barriers toward a net-zero economy	2025	Natural Resources Forum	49	1	10.1111/1477-8947.12378	https://www.scopus.com/pages/publications/85179323015?origin=resultslist
51.	Jha R.K.	Enhancement In Solar Cell Efficiency By Using Al2o3/Tio2 As A Passivation Layer In Perc Type Solar Cell Simulation Using Tcad	2025	Suranaree Journal of Science and Technology	32	5	10.55766/sujst8990	https://www.scopus.com/pages/publications/105037036572?origin=resultslist
52.	Jain A.; Panigrahy A.K.; Saini S.; Kumar Bansal A.; Nayak Bhukya M.	Chef-Based Optimization Algorithm (CBOA)-Based Global Peak Power Tracking Scheme for PV System	2025	IEEE Access	13		10.1109/ACCESS.2025.3606338	https://www.scopus.com/pages/publications/105015059386?origin=resultslist
53.	Jóźwik B.; Panda S.P.; Dash A.K.; Sahu P.K.; Szwed R.	Revisiting the Nexus Between Energy Consumption, Economic Growth, and CO2 Emissions in India and China: Insights from the Long Short-Term Memory (LSTM) Model	2025	Energies	18	15	10.3390/en18154167	https://www.scopus.com/pages/publications/105013129408?origin=resultslist
54.	Annabathuni H.P.C.; Kasichainula A.K.	Assessing the Efficacy of Passive Design Strategies Across Diverse Architectural Forms for Enhanced Energy Efficiency	2025	Lecture Notes in Mechanical Engineering			10.1007/978-981-96-5487-1_6	https://www.scopus.com/pages/publications/105016239170?origin=resultslist
55.	Jha R.K.	Interference Challenges and Mitigation Strategies for LoRa in Dense IoT Networks: A Review	2025	Journal of Engineering Science and Technology Review	18	6	10.25103/jestr.186.20	https://www.scopus.com/pages/publications/105027109340?origin=resultslist

08

SUSTAINABLE DEVELOPMENT GOAL

SDG 08

Decent Work and Economic Growth



PUBLICATIONS IN

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2024-2025 | Research aligned to the UN SDGs

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2.	Dash A.K.; Panda S.P.; Sahu P.K.; Jóźwik B.	Do green innovation and governance limit CO2 emissions: evidence from twelve polluting countries with panel data decision tree model	2024	Discover Sustainability	5	1	10.1007/s43621-024-00418-9	https://www.scopus.com/pages/publications/85201372857?origin=resultslist
3.	Nayak D.V.; Arun Kumar A.; Suryadevara R.; Khan S.	Financing the Transformation to Net Zero Goals: IREDA Investment for Sustainable Initiatives	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_4	https://www.scopus.com/pages/publications/85209591609?origin=resultslist
4.	Pandey D.; Kakkar A.; Pandey M.; Farhan Md.	Understanding the actual buying behaviour of organic food users in India: a PLS-SEM approach	2024	International Journal of Economic Policy in Emerging Economies	19	1	10.1504/IJEPEE.2024.137950	https://www.scopus.com/pages/publications/85191036433?origin=resultslist
5.	Shrivastava P.; Gautam V.	Examining patronage intentions of customers: a case of green hotels	2024	Frontiers in Sustainable Tourism	3		10.3389/frsut.2024.1429472	https://www.scopus.com/pages/publications/105011993503?origin=resultslist
6.	Gautam V.; Bhalla S.	Exploring the relationships among tourism involvement, residents' empowerment, quality of life and their support for sustainable tourism development	2024	Journal of Cleaner Production	434		10.1016/j.jclepro.2023.139770	https://www.scopus.com/pages/publications/85178328802?origin=resultslist
7.	Singh G.	Dividend policy adjustments under	2024	Finance Research Letters	70		10.1016/j.frl.2024.106253	https://www.scopus.com/pages/publications/85206533618?origin=resultslist

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		bankruptcy law: Insights from distressed firms						
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9.	Agarwal M.; Anirudhan A.; Dutta S.	GREEN WATECH: low-cost technology for wastewater treatment	2024	Emerald Emerging Markets Case Studies	14	4	10.1108/EEMCS-04-2024-0185	https://www.scopus.com/pages/publications/85209393224?origin=resultslist
10.	Singh S.; Rai A.	Harnessing Innovation for Sustainable Urban Futures: A Deep Dive Into Smart Cities and Sustainable Urban Development	2024	Nexus of AI, Climatology, and Urbanism for Smart Cities			10.4018/979-8-3693-5918-1.ch013	https://www.scopus.com/pages/publications/105007378310?origin=resultslist
11.	Singh J.; Aditya A.; Kumar S.	Child Trafficking in Bihar: A Situational Analysis	2024	Development with Justice: Te Bihar Experience			10.4324/9781032626413-23	https://www.scopus.com/pages/publications/85186007361?origin=resultslist
12.	Ahmad A.; Akram H.W.; Akhtar S.; Choudhary P.; Kumar N.	COVID-19's Effect on Indian MSMEs: Insights from Stakeholders	2024	International Journal of Economics and Financial Issues	14	6	10.32479/ijefi.16573	https://www.scopus.com/pages/publications/85215952249?origin=resultslist
13.	Kumari S.; Nair J.	Empowering farmers and enhancing sustainability: Inaru's impact on the Dominican cocoa industry	2024	Emerald Emerging Markets Case Studies	14	3	10.1108/EEMCS-04-2024-0161	https://www.scopus.com/pages/publications/85199763324?origin=resultslist
14.	Kumar M.; Patel B.S.; Samuel C.	Future of energy transition relies on prosumer-based smart grid-integrated renewable distributed generation system	2024	Advanced Geospatial Practices in Natural Environment Resource Management			10.4018/979-8-3693-1396-1.ch008	https://www.scopus.com/pages/publications/85191440490?origin=resultslist
15.	Gautam V.; Bhalla S.	How Tourism Development Leads to Residents' Subjective Happiness Through Their Quality of Life: A	2024	International Journal of Tourism Research	26	5	10.1002/jtr.2771	https://www.scopus.com/pages/publications/85204718906?origin=resultslist

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17.	Gautam V.; Bhalla S.	Understanding residents' environmental responsible behaviour: a cognition–affection–attitude–behaviour model perspective	2024	Current Issues in Tourism	27	23	10.1080/13683500.2023.2273909	https://www.scopus.com/pages/publications/85175718702?origin=resultslist
18.	Ikrama S.; Qumer S.M.	Kavak: a Latin American startup aiming to disrupt the used-car market across emerging economies	2024	Emerald Emerging Markets Case Studies	14	2	10.1108/EEMCS-04-2024-0181	https://www.scopus.com/pages/publications/85199026335?origin=resultslist
19.	Shaheen M.; Zeba F.	A Case Study on Regulatory Compliance and the Repositioning of KFin Technologies of India	2024	The Adoption of Fintech Using Technology for Better Security, Speed, and Customer Experience in Finance			10.4324/9781032644165-21	https://www.scopus.com/pages/publications/85193393102?origin=resultslist
20.	Yadu C.R.; Mehra S.	Re-Examining the Narrative of Structural Transformation: Insights from India's Development Experience	2024	Forum for Social Economics			10.1080/07360932.2024.2413507	https://www.scopus.com/pages/publications/85206571883?origin=resultslist
21.	Sahoo D.; Gnanamkonda V.; Siriguppi D.; Ponnam A.	Comprehending Determinants and Outcomes of Cultural Tourism to India: Foreign Tourist's Perspective Using S-O-R Theory	2024	Tourism	72	3	10.37741/t.72.3.2	https://www.scopus.com/pages/publications/85204950280?origin=resultslist

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22.	Shaheen M.; Subramani A.K.; Akbar Jan N.	Linking academic engagement and students PsyCap: the mediated role of perceived career adaptability and positive effect	2024	International Journal of Work Organisation and Emotion	15	3	10.1504/IJWOE.2024.140684	https://www.scopus.com/pages/publications/85203132709?origin=resultslist
23.	Nukhu R.; Singh S.	Is satisfaction a moderator? The effect of sensory experience on perceived environmental sustainability and WOM: a study on the world's first organic state – Sikkim, India	2024	Journal of Hospitality and Tourism Insights	7	1	10.1108/JHTI-09-2022-0461	https://www.scopus.com/pages/publications/85152032300?origin=resultslist
24.	Rai A.	Shaping the future: Business incubation and hrm integration for optimal entrepreneurship and innovation	2024	Promoting Entrepreneurship and Innovation Through Business Incubation			10.4018/979-8-3693-4302-9.ch008	https://www.scopus.com/pages/publications/85218932097?origin=resultslist
25.	Girish G.P.; Honnamane P.S.; Kundu S.G.; Banerjee S.	A Study on Digital Public Infrastructure and Unified Payments Interface of India	2024	Lecture Notes in Networks and Systems	874 LNNS		10.1007/978-3-031-50887-5_25	https://www.scopus.com/pages/publications/85215787204?origin=resultslist
26.	Ahmareen S.; Potluri S.; Alabdouli A.K.K.	Sustainable Agriculture Through IoT-Enabled Vertical Farming	2024	Proceedings - 2024 3rd International Conference on Sentiment Analysis and Deep Learning, ICSADL 2024			10.1109/ICSADL61749.2024.00089	https://www.scopus.com/pages/publications/85200708964?origin=resultslist
27.	Sane S.; Tripathi D.; Bhope A.; Shah A.H.; Dongre R.; Raje H.; Sudesh N.S.	Blockchain And The Visual Arts Ecosystem: Disruptive Impacts On Digital Art Ownership, Nfts, And Creative Economies	2025	ShodhKosh: Journal of Visual and Performing Arts	6	4s	10.29121/shodhkosh.v6.i4s.2025.6969	https://www.scopus.com/pages/publications/105027534683?origin=resultslist

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28.	Ramakrishna Reddy K.; Suryodai R.; Reddy D.N.; Uma Shankar B.N.V.; Madhusudhan M.V.	AgriClimateAI: A Big Data and AI-Driven System for Monitoring Climate Impact on Agriculture Using the ClimaCropNet Model	2025	International Research Journal of Multidisciplinary Scope	6	4	10.47857/irjms.2025.v6i04.06802	https://www.scopus.com/pages/publications/105022501997?origin=resultslist
29.	Sowdamini T.; Lakshmi R.S.; Polisetty A.	Achieving Sustainable Development Goals (SDGs) through Socially Responsible Business Models (SRBMs)	2025	Socially Responsible Business Models for International Brands			10.1142/9789819814916_0011	https://www.scopus.com/pages/publications/105034708847?origin=resultslist
30.	Samantarai M.; Dutta S.	Lorna Rutto's EcoPost: creating a sustainable solution to Kenya's plastic waste problem	2025	CASE Journal	21	6	10.1108/TCJ-05-2024-0148	https://www.scopus.com/pages/publications/85209759683?origin=resultslist
31.	Kumar A.A.; Suryadevara R.; Rakesh K.; Marri V.S.	Sustainable Supply Chains in the Zero-Carbon Era	2025	World Sustainability Series	Part F62		10.1007/978-3-031-80220-1_6	https://www.scopus.com/pages/publications/85219020694?origin=resultslist
32.	Kumar S.; Chaturvedula C.; Rastogi N.	From distress to flexibility: A quasi-natural evidence from creditors' rights reform	2025	Finance Research Letters	86		10.1016/j.frl.2025.108632	https://www.scopus.com/pages/publications/105018222301?origin=resultslist
33.	Sharma A.; Kumar K.; Dwesar R.	"Keenly aware of environmental issues, yet wavering in conviction": Understanding the factors influencing the consumers' willingness to pay for green energy	2025	Sustainable Futures	9		10.1016/j.sftr.2024.100427	https://www.scopus.com/pages/publications/85213883467?origin=resultslist
34.	Nayak D.V.; Kumar A.A.; Suryadevara R.; Tewari L.M.	Innovative Financing For Integrating Climate Change And Sustainable Development Goals In India: Issues And Challenges	2025	Developments in Corporate Governance and Responsibility	25		10.1108/S2043-052320250000025013	https://www.scopus.com/pages/publications/105005436735?origin=resultslist

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36.	Ikrama S.; Qumer S.M.	DiDi's growth in Latin America: strategies for success in emerging markets	2025	Emerald Emerging Markets Case Studies	15	3	10.1108/EEMCS-04-2025-0210	https://www.scopus.com/pages/publications/1 05025095323?origin=resultslist
37.	Das R.; Mazumdar R.; Tyagi B.	Robot Tax and The Indian Perspective	2025	International Journal of Accounting and Economics Studies	12	6	10.14419/4990pq11	https://www.scopus.com/pages/publications/1 05018851469?origin=resultslist
38.	Paruthi M.; Rani S.; Bohara S.; Gupta G.; Bhargava A.	AI and Higher Education	2025	Chatbots and Beyond: Exploring the Future of Conversational Technology in Education			10.1002/9781394411283.ch3	https://www.scopus.com/pages/publications/1 05023253364?origin=resultslist
39.	Jeet D.; Mohanty S.N.; Basa S.S.	Sustainability and Sustainable Development From Vision To Reality	2025	Sustainability and Sustainable Development From Vision To Reality				https://www.scopus.com/pages/publications/1 05006477675?origin=resultslist
40.	Hasanuzzaman; Chakraborty K.; Bag S.	Forging a sustainable path: improving India's (Bharat's) coal mining operations for a better tomorrow	2025	Benchmarking	32	2	10.1108/BIJ-08-2023-0572	https://www.scopus.com/pages/publications/8 5181884416?origin=resultslist
41.	Gupta M.; Pandey M.; Kakkar A.	A Review of Consumer Perspectives on Green Apparel	2025	Springer Proceedings in Materials	55		10.1007/978-981-97-5902-6_15	https://www.scopus.com/pages/publications/8 5217879590?origin=resultslist
42.	Singh S.; Sayyad M.	Driving sustainable consumption through traditional Indian farming practices – can Deccan Development Society (DDS) sustainably scale it?	2025	Emerald Emerging Markets Case Studies	15	2	10.1108/EEMCS-01-2024-0029	https://www.scopus.com/pages/publications/1 05024571436?origin=resultslist

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43.	Aier B.; Singh N.; Singh P.K.	Cultural fusion: Tradition meets faith in nagaland, a way forward for religious tourism in India	2025	Challenges, Opportunities, and Limitations of Religious Tourism in the Next Decade				https://www.scopus.com/pages/publications/105013534956?origin=resultslist
44.	Mahapatra S.K.; Karmacharya B.; Chapagain R.	Shaping financial well-being: the dynamic role of socialization and knowledge: a structural equation modeling approach	2025	International Journal of Sociology and Social Policy			10.1108/IJSSP-01-2025-0063	https://www.scopus.com/pages/publications/105016466021?origin=resultslist
45.	Potharla S.; Dissanayake H.; Manta O.	Sustainable Growth Strategies: Integrating Climate Neutrality into BRICS National Development Plans	2025	Approaches to Global Sustainability, Markets, and Governance	Part F745		10.1007/978-981-96-7181-6_17	https://www.scopus.com/pages/publications/105015322514?origin=resultslist
46.	Singh P.D.; Saini G.L.; Singh K.D.; Kumari R.	Dew Computing in Smart Agriculture to Improve Real-Time Data Processing and Decision-Making Capabilities for Sustainable Farming	2025	Lecture Notes in Networks and Systems	1295		10.1007/978-981-96-3311-1_20	https://www.scopus.com/pages/publications/105005481031?origin=resultslist
47.	Shekhawat K.K.; Kumar N.; Kumar P.; Sharma V.	Impact of renewable energy, financial globalization, and technological innovation on environmental sustainability in BRICS	2025	Discover Sustainability	6	1	10.1007/s43621-025-01486-1	https://www.scopus.com/pages/publications/105010708731?origin=resultslist
48.	Raghavendra Rao G.N.; Harish R.	Evaluating Public Perception of ChatGPT's Impact on the Job Market Through Twitter Sentiment Analysis Using the VADER Model	2025	Lecture Notes in Networks and Systems	5589 LNNS		10.1007/978-981-96-1687-9_41	https://www.scopus.com/pages/publications/105010185277?origin=resultslist

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50.	Jóźwik B.; Panda S.P.; Dash A.K.; Sahu P.K.; Szwed R.	Revisiting the Nexus Between Energy Consumption, Economic Growth, and CO2 Emissions in India and China: Insights from the Long Short-Term Memory (LSTM) Model	2025	Energies	18	15	10.3390/en18154167	https://www.scopus.com/pages/publications/105013129408?origin=resultslist
51.	Kumar P.; Choudhary P.; Kumar N.; Radulescu M.	The interplay of economic complexity, financial development, and income inequality in Asia	2025	Acta Oeconomica	75	3	10.1556/032.2025.00024	https://www.scopus.com/pages/publications/105016210816?origin=resultslist
52.	Chanal G.B.; Arun Kumar A.; Sowmyya T.; Suryadevara R.	Climate Neutrality in Small and Medium Enterprises (SMEs): The Role of Smart Eco-Innovation	2025	Climate Change Management	Part F106		10.1007/978-3-031-83250-5_6	https://www.scopus.com/pages/publications/86000640293?origin=resultslist
53.	Gandhi M.A.; Thangam A.; Khatri E.; Murty Bolla V.V.S.; Arora N.; Bhoopathy V.; Agnihotri K.	Emerging Trends in Social Sustainability Within Manufacturing Supply Chains	2025	Transformative Impact of AI in Supply Chain Management			10.4018/979-8-3373-0923-1.ch010	https://www.scopus.com/pages/publications/105017632062?origin=resultslist
54.	Velagala D.M.V.L.; Satish D.	Front running activity in Indian mutual fund sector and regulatory action by securities and exchange board of India	2025	Journal of Financial Crime	32	4	10.1108/JFC-08-2024-0271	https://www.scopus.com/pages/publications/105002617279?origin=resultslist
55.	Behera B.; Sethi N.; Dash A.K.	Reconciling the climate finance, energy access, human capital, and institutional quality	2025	International Journal of Sustainable Development and World Ecology	32	7	10.1080/13504509.2025.2560638	https://www.scopus.com/pages/publications/105016758156?origin=resultslist

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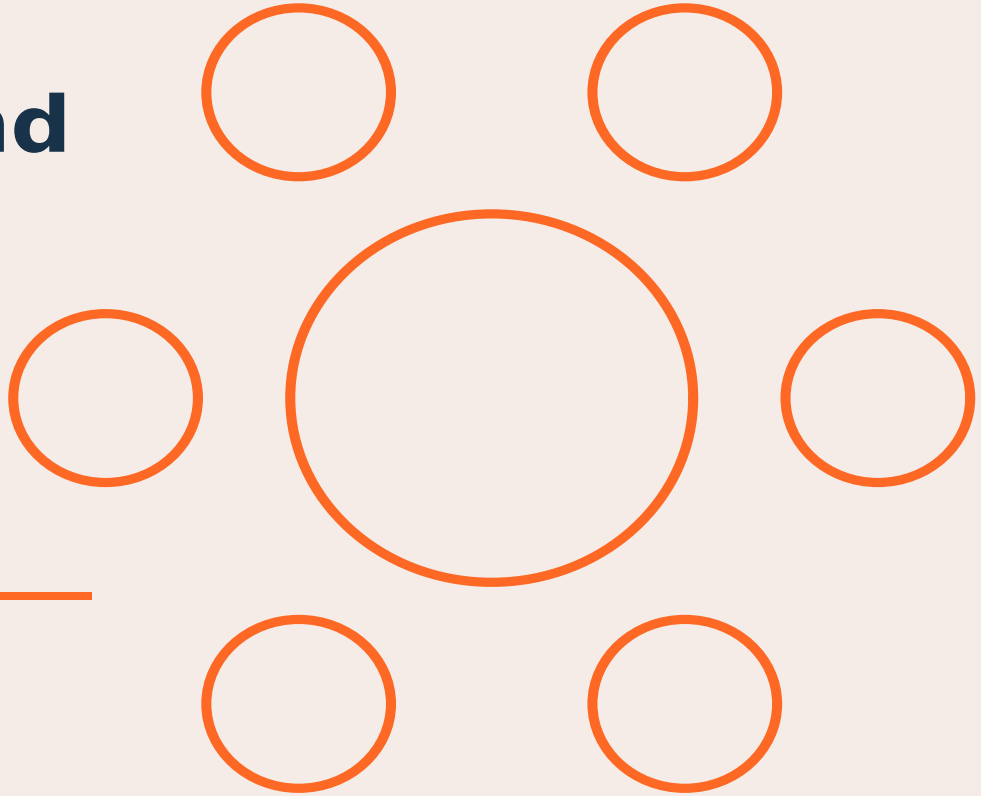
		nexus for sustainable food security in South Asia						
56.	Shankar E.A.; Rishad A.; Prasanth S.P.; Kumar D.; Dwivedi V.K.; Ramana V.V.	Non-Linear Influence Analysis for Adaptive Fraud Prevention in FinTech Using Hybrid Learning Models	2025	2nd Asian Conference on Intelligent Technologies, ACOIT 2025			10.1109/ACOIT66109.2025.11436198	https://www.scopus.com/pages/publications/105036016074?origin=resultslist

09

SUSTAINABLE DEVELOPMENT GOAL

SDG 09

Industry, Innovation and Infrastructure



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2024-2025 | Research aligned to the UN SDGs

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SDG-9 Industry, Innovation and Infrastructure

1.	Murala D.K.; Siddamshetti K.; Milanova M.	Leveraging IOT in supply chain sustainability: A provenance perspective	2024	Blockchain, IoT, and AI Technologies for Supply Chain Management: Apply Emerging Technologies to Address and Improve Supply Chain Management			10.1007/979-8-8688-0315-4_6	https://www.scopus.com/pages/publications/105000465324?origin=resultslist
2.	Kumari S.; Vineeth M.; Girish G.P.	A Study on Challenges and Solutions in the Uptake of Agricultural Technology Startups Services in Karnataka	2024	Lecture Notes in Networks and Systems	1168 LNNS		10.1007/978-3-031-73321-5_23	https://www.scopus.com/pages/publications/85213385014?origin=resultslist
3.	Girish G.P.; Honnamane P.S.; Kundu S.G.; Banerjee S.	A Study on Digital Public Infrastructure and Unified Payments Interface of India	2024	Lecture Notes in Networks and Systems	874 LNNS		10.1007/978-3-031-50887-5_25	https://www.scopus.com/pages/publications/85215787204?origin=resultslist
4.	Chand P.; Tarei P.K.; Gangadhari R.K.; Mikalef P.	IoT Capabilities in Regaining Travelers' Confidence Through Touchless Travel: An Empirical Study for the Revival of the Airline Sector	2024	IEEE Transactions on Engineering Management	71		10.1109/TEM.2023.3276779	https://www.scopus.com/pages/publications/85161481774?origin=resultslist
5.	Panda A.K.; Nanda S.; Hegde A.; Paital R.R.	Revisiting the Drivers of Firm Value; An Empirical Investigation on Manufacturing Firms	2024	Business Perspectives and Research	12	3	10.1177/22785337221148549	https://www.scopus.com/pages/publications/85150491986?origin=resultslist
6.	Lakshmi D.C.; Urkude S.V.	Students' Perception towards Online Learning across Multiple Disciplinary Courses in India—A Qualitative Analysis	2024	International Journal of Interactive Mobile Technologies	18	1	10.3991/ijim.v18i01.46381	https://www.scopus.com/pages/publications/85186621773?origin=resultslist
7.	Garg H.; Ike G.N.; Kashif M.; Azam M.S.	Dynamics of sustainable and ethically responsible business practices in	2024	Technology-Driven Evolution of the Corporate			10.4018/979-8-3693-3238-2.ch005	https://www.scopus.com/pages/publications/85204533364?origin=resultslist

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8.	Chebolu R.; Perepu I.; Kumar K.B.S.; Ramaiah T.S.	The Sinking of HBOS: An Invaluable Lesson to the Contemporary Banking and Finance Sector	2024	Asian Journal of Management Cases			10.1177/09728201231215534	https://www.scopus.com/pages/publications/85186250634?origin=resultslist
9.	Agarwal M.; Anirudhan A.; Dutta S.	GREEN WATECH: low-cost technology for wastewater treatment	2024	Emerald Emerging Markets Case Studies	14	4	10.1108/EEMCS-04-2024-0185	https://www.scopus.com/pages/publications/85209393224?origin=resultslist
10.	Sakhare C.S.; Chakraborty S.; Sarmah S.P.; Singh V.	Improvement of supplier delivery performance under uncertain capacity allocation and delivery time window	2024	International Journal of Quality and Reliability Management	41	1	10.1108/IJQRM-07-2022-0226	https://www.scopus.com/pages/publications/85162025736?origin=resultslist
11.	Shaik H.S.; Harshini B.; Reddy V.S.	Redefining Urban Development: Technology and Automation in India	2024	Internet of Things	Part F2482		10.1007/978-981-97-0052-3_16	https://www.scopus.com/pages/publications/85189075643?origin=resultslist
12.	Pundareeka Vittala K.R.; Hemamalini V.; Seranmadevi R.; Tyagi A.K.	The road to smart banking: Opportunities and challenges for the next generation	2024	Convergence of Technology and Operations Management in Modern Businesses			10.4018/979-8-3693-6200-6.ch002	https://www.scopus.com/pages/publications/105004335821?origin=resultslist
13.	David A.; Azam M.S.; Banumathi M.	Corporate environmental responsibilities of auto manufacturers in the Chennai auto industry	2024	Technology-Driven Evolution of the Corporate Social Responsibility Ecosystem			10.4018/979-8-3693-3238-2.ch006	https://www.scopus.com/pages/publications/85204639415?origin=resultslist
14.	Nayak D.V.; Arun Kumar A.; Suryadevara R.; Khan S.	Financing the Transformation to Net Zero Goals: IREDA Investment for Sustainable Initiatives	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_4	https://www.scopus.com/pages/publications/85209591609?origin=resultslist
15.	Swamy V.; Tiwari A.K.	The Clean Energy-Ecology Interrelatedness: Evidence From The S&P Dow Jones Indices	2024	Journal of Energy and Development	49	1	10.2307/27343778	https://www.scopus.com/pages/publications/85213356427?origin=resultslist

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16.	Jayanthi S.; Kumar N.S.; Zafar Ali Khan N.; Reddy S.S.; Santhosh R.; Yellamma P.	Design and Implementation of IoT-Based Advanced Energy Management System for Smart Factory	2024	Cyber Physical Energy Systems			10.1002/9781394173006.ch16	https://www.scopus.com/pages/publications/85219080478?origin=resultslist
17.	Teja N.B.; Kannagi V.; Chandrashekhar A.; Senthilnathan T.; Pal T.K.; Boopathi S.	Impacts of nano-materials and nano fluids on the robot industry and environments	2024	Multidisciplinary Applications of AI Robotics and Autonomous Systems			10.4018/979-8-3693-5767-5.ch012	https://www.scopus.com/pages/publications/85198693873?origin=resultslist
18.	Rai A.; Jan N.A.; Subramani A.K.	Empowering leadership and organisational performance: the mediating role of knowledge management	2024	International Journal of Management and Enterprise Development	23	4	10.1504/IJMED.2024.142301	https://www.scopus.com/pages/publications/85208133712?origin=resultslist
19.	Kumari S.; Vineeth M.; Girish G.P.	An Analysis of Financial and Technological Factors Influencing AgriTech Acceptance in Bengaluru Division, Karnataka	2024	Lecture Notes in Networks and Systems	1168 LNNS		10.1007/978-3-031-73321-5_22	https://www.scopus.com/pages/publications/85213378200?origin=resultslist
20.	PraveenaSri P.; Himavathi T.; Prasuna V.N.P.	Unveiling ESG Jeopardy Analysis: Business Insights from Private Companies	2024	15th International Conference on Advances in Computing, Control, and Telecommunication Technologies, ACT 2024	2			https://www.scopus.com/pages/publications/85209067945?origin=resultslist
21.	Sridhar A.; Lakshmi K.P.; Saheb S.H.; Surya M.S.	Digitalization of Welding Processes	2024	Automation in the Welding Industry: Incorporating Artificial Intelligence, Machine Learning and Other Technologies				https://www.scopus.com/pages/publications/85194339156?origin=resultslist
22.	Jagadeesha T.; Arun Prakash J.; Malladi A.; Kaliappan S.	Cold Spray Additive Manufacturing	2024	New Materials, Processing and Manufacturability: Fabrication and Processing of Advanced Materials			10.1002/9781394212736.ch2	https://www.scopus.com/pages/publications/85207940433?origin=resultslist
23.	Shaheen M.; Zeba F.	A Case Study on Regulatory Compliance	2024	The Adoption of Fintech Using Technology for			10.4324/9781032644165-21	https://www.scopus.com/pages/publications/85193393102?origin=resultslist

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24.	Ikrama S.; Qumer S.M.	Florasis: the emerging C-beauty brand	2024	Emerald Emerging Markets Case Studies	14	2	10.1108/EEMCS-01-2024-0023	https://www.scopus.com/pages/publications/85199078846?origin=resultslist
25.	Panda S.K.; Satapathy S.C.	Drug traceability and transparency in medical supply chain using blockchain for easing the process and creating trust between stakeholders and consumers	2024	Personal and Ubiquitous Computing	28	1	10.1007/s00779-021-01588-3	https://www.scopus.com/pages/publications/85111509291?origin=resultslist
26.	Agrawal A.V.; Raju K.M.; Aparna P.; Sravya G.; Chandrashekhar A.; Ramya J.	AI-Driven Test and Measurement Automation in Electronics Manufacturing	2024	Proceedings of 9th International Conference on Science, Technology, Engineering and Mathematics: The Role of Emerging Technologies in Digital Transformation, ICONSTEM 2024			10.1109/ICONSTEM60960.2024.10568717	https://www.scopus.com/pages/publications/85198846219?origin=resultslist
27.	Praveenasri P.; Prasuna V.N.P.	AI Applications of Clean Energy Innovations	2024	Proceedings of CONECCT 2024 - 10th IEEE International Conference on Electronics, Computing and Communication Technologies			10.1109/CONECCT62155.2024.10677112	https://www.scopus.com/pages/publications/85205828268?origin=resultslist
28.	Pragna V.; Sundari S.; Manmadhachary A.; Raju S.; Zhang H.; Elumalai P.V.	Investigation of Dynamic Mechanical Properties of Basalt Fibre Reinforced Polymer Composites	2024	International Journal of Vehicle Structures and Systems	16	5	10.4273/ijvss.16.5.09	https://www.scopus.com/pages/publications/85216110697?origin=resultslist
29.	Kumari S.; Nair J.	Empowering farmers and enhancing sustainability: Inaru's impact on the Dominican cocoa industry	2024	Emerald Emerging Markets Case Studies	14	3	10.1108/EEMCS-04-2024-0161	https://www.scopus.com/pages/publications/85199763324?origin=resultslist

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31.	Ahmad A.; Akram H.W.; Akhtar S.; Choudhary P.; Kumar N.	COVID-19's Effect on Indian MSMEs: Insights from Stakeholders	2024	International Journal of Economics and Financial Issues	14	6	10.32479/ijefi.16573	https://www.scopus.com/pages/publications/85215952249?origin=resultslist
32.	Singh S.; Rai A.	Harnessing Innovation for Sustainable Urban Futures: A Deep Dive Into Smart Cities and Sustainable Urban Development	2024	Nexus of AI, Climatology, and Urbanism for Smart Cities			10.4018/979-8-3693-5918-1.ch013	https://www.scopus.com/pages/publications/105007378310?origin=resultslist
33.	Singh K.; Abraham R.; Yadav J.; Agrawal A.K.; Kolar P.; Misra M.; Yadav A.	Analysis of barriers for sustainable agro-food supply chain: an interpretive structural modeling and MICMAC approach	2024	Environment, Development and Sustainability	26	10	10.1007/s10668-023-03680-5	https://www.scopus.com/pages/publications/85166532211?origin=resultslist
34.	Vittala K.R.P.; Nagarathnamma J.; Chidambaram N.; Tyagi A.K.	Smart financial services through smart banking in the Era of Industry 5.0: Opportunities and challenges	2024	Creating AI Synergy Through Business Technology Transformation			10.4018/979-8-3693-4187-2.ch010	https://www.scopus.com/pages/publications/105007377219?origin=resultslist
35.	Kumar A.; Subbiah R.; Kukkala V.; Nagaraju D.S.; Upadhyay C.; Karthikeyan R.	Experimental Investigation and Soft Computing-based Assessment using ANN-MOGWO-A Hybrid Approach for Inconel(825)	2024	Journal of Advanced Manufacturing Systems	23	2	10.1142/S0219686724500136	https://www.scopus.com/pages/publications/85181438247?origin=resultslist
36.	Meduri Y.; Singh R.; Manoharan G.	Key networks to create disaster resilient Smart Cities Mission: A case for remodeling India's Smart Cities Mission to	2024	Resilient Cities and Structures	3	4	10.1016/j.rcns.2024.09.001	https://www.scopus.com/pages/publications/85207766198?origin=resultslist

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		include disaster resilience						
37.	Moinuddin S.Q.; Saheb S.H.; Dewangan A.K.; Cheepu M.M.; Balamurugan S.	Automation in the Welding Industry: Incorporating Artificial Intelligence, Machine Learning and Other Technologies	2024	Automation in the Welding Industry: Incorporating Artificial Intelligence, Machine Learning and Other Technologies				https://www.scopus.com/pages/publications/85194301360?origin=resultslist
38.	Mohanty A.; Ghosh A.; Roy S.	Calling for better ecological values: Integrating indigenous knowledge system with sustainable policies	2024	Purushartha	17	1	10.21844/16202117103	https://www.scopus.com/pages/publications/85216461067?origin=resultslist
39.	Dash A.K.; Panda S.P.; Sahu P.K.; Jóźwik B.	Do green innovation and governance limit CO2 emissions: evidence from twelve polluting countries with panel data decision tree model	2024	Discover Sustainability	5	1	10.1007/s43621-024-00418-9	https://www.scopus.com/pages/publications/85201372857?origin=resultslist
40.	Afshan N.; Ganji K.	AI-Driven Phygital Innovations for Sustainable Green Supply Chains: A Balancing Act of Ambidexterity	2024	1st Saudi Conference on Information Systems, SaudiCIS 2024				https://www.scopus.com/pages/publications/105012180787?origin=resultslist
41.	Afshan N.; Motwani J.	Supplier integration and firm performance: a multiple case study of American manufacturing and services firms	2024	International Journal of Services and Operations Management	48	4	10.1504/IJSOM.2024.140420	https://www.scopus.com/pages/publications/85201076239?origin=resultslist
42.	Kumar G.; James A.T.; Kumar G.; Rajput R.; Choudhary S.	Evaluation of sustainability indicators of machine tools: a hybrid Fuzzy DEMATEL approach	2024	Environment, Development and Sustainability	26	7	10.1007/s10668-023-03405-8	https://www.scopus.com/pages/publications/85161425973?origin=resultslist
43.	Gireesh N.; Seshagiri T.; Avula P.R.; Sujatha	Reliable TOA and TDOA Location Estimation	2025	Wireless Personal Communications	144	2026-02-01	10.1007/s11277-025-11849-6	https://www.scopus.com/pages/publications/105019976467?origin=resultslist

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44.	Jha R.K.	Interference Challenges and Mitigation Strategies for LoRa in Dense IoT Networks: A Review	2025	Journal of Engineering Science and Technology Review	18	6	10.25103/jestr.186.20	https://www.scopus.com/pages/publications/105027109340?origin=resultslist
45.	Sutar G.; Dhalmahapatra K.; Chakraborty S.	Supply Chain Disruptions: Causes, Impacts, and Resilience Strategies till Early Pandemic: A Systematic Audit	2025	Sustainable Operations of Logistics and Supply Chain Management			10.1002/9781394238545.ch10	https://www.scopus.com/pages/publications/105023340740?origin=resultslist
46.	Sree Lakshmi P.; Rohini P.	Data-driven soft robotics	2025	Soft Robotics for Medical and Healthcare Applications			10.1201/9781003539612-9	https://www.scopus.com/pages/publications/105005692964?origin=resultslist
47.	Fuloria S.	Role of AI in Digital Immune Systems.	2025	Digital Immune System: Principles and Practices			10.1002/9781394383788.ch12	https://www.scopus.com/pages/publications/105023779437?origin=resultslist
48.	Gandhi M.A.; Thangam A.; Khatri E.; Murty Bolla V.V.S.; Arora N.; Bhoopathy V.; Agnihotri K.	Emerging Trends in Social Sustainability Within Manufacturing Supply Chains	2025	Transformative Impact of AI in Supply Chain Management			10.4018/979-8-3373-0923-1.ch010	https://www.scopus.com/pages/publications/105017632062?origin=resultslist
49.	Pandow B.A.; Ul Islam K.	Impact of Donald Trump's 2024 Election Result on Artificial Intelligence Stock Returns and Global Sustainability	2025	Proceedings of the 2025 12th International Conference on Computing for Sustainable Global Development, INDIACom 2025			10.23919/INDIACom66777.2025.11115280	https://www.scopus.com/pages/publications/105016183605?origin=resultslist
50.	Gangadhari R.K.; Karadayi-Usta S.; Lim W.M.	Breaking barriers toward a net-zero economy	2025	Natural Resources Forum	49	1	10.1111/1477-8947.12378	https://www.scopus.com/pages/publications/85179323015?origin=resultslist
51.	Sainath K.L.	Robots in Logistics: Apprehension of Current Status and Future	2025	Lecture Notes in Electrical Engineering	1273 LNEE		10.1007/978-981-97-8031-0_21	https://www.scopus.com/pages/publications/85206813702?origin=resultslist

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		Trends in Indian Warehouses						
52.	Charaan R.M.D.; Mallad A.; Maram B.; Mamodiya U.; Nidhya M.S.	3D Modelling and Printing in Smart Transportation System	2025	Lecture Notes in Intelligent Transportation and Infrastructure	Part F64		10.1007/978-3-031-72617-0_22	https://www.scopus.com/pages/publications/85219015633?origin=resultslist
53.	Tudu P.N.; Mishra V.	An Eco-Friendly Alternative to Plastic Cutlery and Food Packaging: A Case of Ecoware in India	2025	Asian Journal of Management Cases	22	1	10.1177/09728201231190189	https://www.scopus.com/pages/publications/105002136162?origin=resultslist
54.	Maturi S.M.; Dhanikonda S.R.; Giddaluru S.	Smart Dustbins: Real-Time Monitoring and Optimization for Waste Management in Smart Cities through IoT Devices	2025	Engineering, Technology and Applied Science Research	15	1	10.48084/etasr.8562	https://www.scopus.com/pages/publications/85217675143?origin=resultslist
55.	Raghavendra Rao G.N.; Harish R.	Evaluating Public Perception of ChatGPT's Impact on the Job Market Through Twitter Sentiment Analysis Using the VADER Model	2025	Lecture Notes in Networks and Systems	5589 LNNS		10.1007/978-981-96-1687-9_41	https://www.scopus.com/pages/publications/105010185277?origin=resultslist
56.	Rao K.V.; Murala D.K.; Panda S.K.	Design and Develop the Business Process Model for Open Access Copyright Management System Using Permission Less Blockchain	2025	International Journal of Safety and Security Engineering	15	2	10.18280/ijsse.150218	https://www.scopus.com/pages/publications/105001151652?origin=resultslist
57.	Sainath K.L.; Lakshmi Devasena C.	Unlocking the Skies: Addressing the Role of Government Support and Policies in Fueling the Adoption of Drones in Last-Mile Deliveries	2025	Lecture Notes in Networks and Systems	5589 LNNS		10.1007/978-981-96-1687-9_8	https://www.scopus.com/pages/publications/105010197840?origin=resultslist

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58.	Kumari N.S.; Priya P.K.; Panigrahy A.K.; Sreenivasulu V.B.	Energy-efficient SOI FET design with enhanced switching speed and area optimization	2025	Microsystem Technologies	31	12	10.1007/s00542-025-05915-z	https://www.scopus.com/pages/publications/105011086980?origin=resultslist
59.	Rajkumar Reddy M.; Gugulothu S.K.; Krishnaiah T.; Grandhi S.K.	Optimization and Comparative Analysis of Machining Performance of Al–Cu–SiC–GNP Composite: Influence of Reinforcement Variations Using Machine Learning, RSM, and ANOVA Validation	2025	Advanced Engineering Materials	27	10	10.1002/adem.202402860	https://www.scopus.com/pages/publications/85217811293?origin=resultslist
60.	Bommisetti R.K.; Prabhakar Kaila R.; Dasaraju S.R.; Kumar Deekonda S.; Moorthygari S.L.; Choudhary N.	Management and Finance-Oriented AIML Framework for Transformer Health Prognostics and Cost Optimization	2025	2025 IEEE 1st International Conference on Recent Trends in Computing and Smart Mobility, RCSM 2025			10.1109/RCSM67767.2025.11507678	https://www.scopus.com/pages/publications/105041498634?origin=resultslist
61.	Chandrashekhar A.; Deviprasad; Dilavar S.N.; Sudha D.; Vidhushini P.; Ponkumar G.; Ganesan T.; Ganapathy S.; Philip J.M.; Ayyasamy R.	Real-Time Monitoring And Optimisation System For Advanced Oxidation Processes Using Smart Sensors And Data Analytics	2025	Oxidation Communications	48	1		https://www.scopus.com/pages/publications/105003664410?origin=resultslist
62.	Ramisetty S.; Ghantasala G.S.P.; Sharma R.R.; Vidyullatha P.; Sungheetha A.	Mitigating Physical Layer Security Vulnerabilities in 4G and 5G Cellular Networks	2025	Proceedings of the 2025 12th International Conference on Computing for Sustainable Global Development, INDIACom 2025			10.23919/INDIACom66777.2025.11115596	https://www.scopus.com/pages/publications/105016134004?origin=resultslist
63.	Gupta M.; Pandey M.; Kakkar A.	A Review of Consumer Perspectives on Green Apparel	2025	Springer Proceedings in Materials	55		10.1007/978-981-97-5902-6_15	https://www.scopus.com/pages/publications/85217879590?origin=resultslist

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64.	Hasanuzzaman; Chakraborty K.; Bag S.	Forging a sustainable path: improving India's (Bharat's) coal mining operations for a better tomorrow	2025	Benchmarking	32	2	10.1108/BIJ-08-2023-0572	https://www.scopus.com/pages/publications/85181884416?origin=resultslist
65.	Sahoo D.; Urkude S.V.	Role of ChatGPT in Decision Making Across Industries: An Indian Perspective	2025	Communications in Computer and Information Science	2184 CCIS		10.1007/978-3-031-71481-8_8	https://www.scopus.com/pages/publications/85208246983?origin=resultslist
66.	Dash S.P.; Mishra V.; Shaw B.; Panda S.K.; Balamurugan S.	Digital Immune System: Principles and Practices.	2025	Digital Immune System: Principles and Practices			10.1002/9781394383788	https://www.scopus.com/pages/publications/105023778828?origin=resultslist
67.	Das R.; Mazumdar R.; Tyagi B.	Robot Tax and The Indian Perspective	2025	International Journal of Accounting and Economics Studies	12	6	10.14419/4990pq11	https://www.scopus.com/pages/publications/105018851469?origin=resultslist
68.	Roy S.; Joseph D.; Kesharwani A.; Bolar K.	Metaverse branding in travel and tourism: the role of brand coolness and tourist involvement in driving patronage intentions	2025	Marketing Intelligence and Planning			10.1108/MIP-03-2025-0177	https://www.scopus.com/pages/publications/105018697225?origin=resultslist
69.	Ikrama S.; Qumer S.M.	DiDi's growth in Latin America: strategies for success in emerging markets	2025	Emerald Emerging Markets Case Studies	15	3	10.1108/EEMCS-04-2025-0210	https://www.scopus.com/pages/publications/105025095323?origin=resultslist
70.	Nayak D.V.; Kumar A.A.; Suryadevara R.; Tewari L.M.	Innovative Financing For Integrating Climate Change And Sustainable Development Goals In India: Issues And Challenges	2025	Developments in Corporate Governance and Responsibility	25		10.1108/S2043-052320250000025013	https://www.scopus.com/pages/publications/105005436735?origin=resultslist
71.	Padhan P.C.; Mahapatra S.K.; Majhi M.; Meher M.	Did the Pandemic Disrupt the Future? Merit, Inequality, and Youth in Post-pandemic Odisha	2025	Economic and Political Weekly	60	34		https://www.scopus.com/pages/publications/105015784916?origin=resultslist

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72.	Samantarai M.; Dutta S.	Lorna Rutto's EcoPost: creating a sustainable solution to Kenya's plastic waste problem	2025	CASE Journal	21	6	10.1108/TCJ-05-2024-0148	https://www.scopus.com/pages/publications/85209759683?origin=resultslist
73.	Chandrashekhar A.; Guna R.R.; Subalakshmi R.; Bhagavathi P.S.; Annamalai S.; Ravichandran M.; Chunduru M.R.; Philip J.M.; Rajaram A.	Revolutionising Sustainable Construction: Harnessing Fly Ash For Enhanced Environmental And Structural Performance	2025	Journal of Environmental Protection and Ecology	26	3		https://www.scopus.com/pages/publications/105009364289?origin=resultslist
74.	Sowdamini T.; Lakshmi R.S.; Polisetty A.	Achieving Sustainable Development Goals (SDGs) through Socially Responsible Business Models (SRBMs)	2025	Socially Responsible Business Models for International Brands			10.1142/9789819814916_0011	https://www.scopus.com/pages/publications/105034708847?origin=resultslist
75.	Kaur T.; Bag A.; Mohamed Imtiaz N.; Soni M.; Gantayat P.K.; Jena U.K.	Towards Robust Federated Learning in IoT Systems: A Review of Fault-Tolerance Strategies	2025	Proceedings of International Conference on Modern Sustainable Systems, CMSS 2025			10.1109/CMSS66566.2025.11182576	https://www.scopus.com/pages/publications/105022003623?origin=resultslist
76.	Sarma I.V.; Chanda S.; Reddy M.S.	The convergence of artificial intelligence and structural health monitoring: a comprehensive review of methodologies, advancements, and future trajectories	2025	Life Cycle Reliability and Safety Engineering	14	4	10.1007/s41872-025-00364-z	https://www.scopus.com/pages/publications/105017440561?origin=resultslist
77.	Murala D.K.; Prasada Rao K.V.; Vuyyuru V.A.; Assefa B.G.	A service-oriented microservice framework for differential privacy-based protection in industrial IoT smart applications	2025	Scientific Reports	15	1	10.1038/s41598-025-15077-7	https://www.scopus.com/pages/publications/105012981724?origin=resultslist
78.	Sane S.; Tripathi D.; Bhope A.; Shah A.H.;	Blockchain And The Visual Arts Ecosystem:	2025	ShodhKosh: Journal of Visual and Performing Arts	6	4s	10.29121/shodhkosh.v6.i4s.2025.6969	https://www.scopus.com/pages/publications/105027534683?origin=resultslist

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	Dongre R.; Raje H.; Sudesh N.S.	Disruptive Impacts On Digital Art Ownership, Nfts, And Creative Economies						
79.	Swain S.; Patra S.K.; Muduli K.	Advances in minimum quantity lubrication (MQL): A review focused on milling	2025	AIP Conference Proceedings	3342	1	10.1063/5.0296271	https://www.scopus.com/pages/publications/105020048456?origin=resultslist
80.	Gopal B.S.; Davidson B.G.J.; Tur A.	Digital transformation and sustainability in the textile industry: Macro challenges for micro and small businesses	2025	Evolving Landscapes of Research and Development: Trends, Challenges, and Opportunities			10.4018/979-8-3693-7101-5.ch007	https://www.scopus.com/pages/publications/85218125813?origin=resultslist
81.	Prasad V.N.	Maggie Timoney of Heineken: shattering the glass ceiling and forging a new path	2025	CASE Journal	21	6	10.1108/TCJ-04-2024-0096	https://www.scopus.com/pages/publications/85205037871?origin=resultslist
82.	Potluri S.; Syed K.; Basa S.S.; Reddy J.K.; Kumar P.P.	Combining classifier ensembles for efficient big data analytics in edge-cloud environments	2025	International Journal of Grid and Utility Computing	16	2026-06-05 00:00:00	10.1504/IJGUC.2025.148548	https://www.scopus.com/pages/publications/105017126321?origin=resultslist
83.	Ahamed N.; Jeet D.	Corporate Social Responsibility as a Corporate Strategy for Sustainable Development	2025	Sustainability and Sustainable Development From Vision To Reality			10.1201/9781003638100-14	https://www.scopus.com/pages/publications/105006534829?origin=resultslist
84.	Sreejith S.; Panigrahy A.K.; Ajayan J.; Radhika J.M.; Reddy N.V.R.; Reddy N.V.U.; Umamaheswaran S.	IoT sensor-based systems in real-time monitoring of health and environment: a review	2025	Journal of the Korean Physical Society	87	1	10.1007/s40042-025-01378-7	https://www.scopus.com/pages/publications/105005789012?origin=resultslist
85.	Jóźwik B.; Panda S.P.; Dash A.K.; Sahu P.K.; Szwed R.	Revisiting the Nexus Between Energy Consumption, Economic Growth, and CO2 Emissions in India and	2025	Energies	18	15	10.3390/en18154167	https://www.scopus.com/pages/publications/105013129408?origin=resultslist

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		China: Insights from the Long Short-Term Memory (LSTM) Model						
86.	Chanal G.B.; Arun Kumar A.; Sowmyya T.; Suryadevara R.	Climate Neutrality in Small and Medium Enterprises (SMEs): The Role of Smart Eco-Innovation	2025	Climate Change Management	Part F106		10.1007/978-3-031-83250-5_6	https://www.scopus.com/pages/publications/86000640293?origin=resultslist
87.	Adarsh V.; Parimi S.; Mishra V.	A Self-Tuning Digital Immune Cybersecurity Model for Manufacturing Industry 4.0.	2025	Digital Immune System: Principles and Practices			10.1002/9781394383788.ch5	https://www.scopus.com/pages/publications/105023756858?origin=resultslist
88.	Meena Kumari P.; Ramakrishna Reddy K.; Manikandakumar M.	Adaptive AI: Transforming Natural Language Processing and Industry Applications	2025	Adaptive Artificial Intelligence: Fundamentals, Challenges and Applications			10.1002/9781394389070.ch4	https://www.scopus.com/pages/publications/105023735018?origin=resultslist
89.	Sahoo D.; Urkude S.V.; Urkude V.R.	Investigating the Impact of AI on the Future of Food Processing Industry: An Empirical Study Using Machine Learning Technique	2025	Smart Innovation, Systems and Technologies	436		10.1007/978-981-96-2124-8_26	https://www.scopus.com/pages/publications/105009406252?origin=resultslist
90.	Chanal G.B.; Suryadevara R.; Kumar A.A.; Krishna C.Y.S.	Digital Technologies for Circular Economy: Environmental and Ethical Considerations for Sustainable Business Practices	2025	Sustainable Innovations and Digital Circular Economy			10.1007/9789819610648_15	https://www.scopus.com/pages/publications/105004544757?origin=resultslist
91.	Sucharitha G.; Matta A.; Srinivas M.; Mohanty S.N.	Artificial Intelligence Technologies for Engineering Applications	2025	Artificial Intelligence Technologies for Engineering Applications			10.1201/9781003565529	https://www.scopus.com/pages/publications/85214919730?origin=resultslist
92.	Shekhawat K.K.; Kumar N.; Kumar P.; Sharma V.	Impact of renewable energy, financial globalization, and technological innovation	2025	Discover Sustainability	6	1	10.1007/s43621-025-01486-1	https://www.scopus.com/pages/publications/105010708731?origin=resultslist

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		on environmental sustainability in BRICS						
93.	Potharla S.; Dissanayake H.; Manta O.	Sustainable Growth Strategies: Integrating Climate Neutrality into BRICS National Development Plans	2025	Approaches to Global Sustainability, Markets, and Governance	Part F745		10.1007/978-981-96-7181-6_17	https://www.scopus.com/pages/publications/105015322514?origin=resultslist
94.	Choudhary P.; Kumar N.; Ghosh A.	Is the Power Industry the Root Cause of C02 Emissions or is it Receiving Undue Abomination?	2025	Indian Journal of Environmental Protection	45	4		https://www.scopus.com/pages/publications/105003704074?origin=resultslist
95.	Jeet D.; Chittineni J.	Determinants of Growth and Sustainable Development of Indian Firms	2025	Journal of Applied Economic Sciences	20	2	10.57017/jaes.v20.2(88).03	https://www.scopus.com/pages/publications/105010432413?origin=resultslist
96.	Bhuvaneshwari T.; Pinapatruni R.; Shoba Bindu C.; Sathish Kumar V.E.	Fundamentals of Image Analysis and Machine Vision: Application in Industry 5.0	2025	Machine Vision Analysis in Industry 5.0: Fundamentals, Applications, and Challenges			10.1201/9781003532699-6	https://www.scopus.com/pages/publications/105019156955?origin=resultslist
97.	Gantayat P.K.; Kaur T.; Majhi M.; Jena U.K.; Das S.; Soni	From Efficiency to Innovation: LLM 5.0 and the Future of Industry	2025	Proceedings of the International Conference on Multi-Agent Systems for Collaborative Intelligence, ICMSCI 2025			10.1109/ICMSCI62561.2025.10894335	https://www.scopus.com/pages/publications/105000506414?origin=resultslist
98.	Jeet D.; Mohanty S.N.; Basa S.S.	Sustainability and Sustainable Development From Vision To Reality	2025	Sustainability and Sustainable Development From Vision To Reality				https://www.scopus.com/pages/publications/105006477675?origin=resultslist
99.	Kumar A.; Upadhyay C.; Kukkala V.; Kumar C.S.	Effect of Electrode Material and Hybrid Metaheuristic Optimization on Die Corner Accuracy during Wire Electrical Discharge Machining on	2025	Journal of Materials Engineering and Performance	34	8	10.1007/s11665-024-09649-3	https://www.scopus.com/pages/publications/85195515701?origin=resultslist

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		Inconel (625): A Comparative Study						
100.	Kaur T.; Ankita; Bag A.; Soni M.; Gantayat P.K.; Panwar K.R.	A Review of Computational Intelligence Approaches for Fault-Tolerant IoT Federated Learning Systems	2025	Proceedings - 2025 2nd International Conference on Networks and Soft Computing, ICNSoC 2025			10.1109/ICNSoC66817.2025.00029	https://www.scopus.com/pages/publications/105033224685?origin=resultslist
101.	Nanduri S.; Chacko E.; Dasaraju S.R.; Moorthygari S.; Bommisetti R.K.; Mahadevan M.; Nallamalli V.R.B.; Pathuri M.	Sustainable Marketing and Green Finance: Integrating ESG Metrics into Financial Reporting and Strategic Branding	2025	International Journal of Accounting and Economics Studies	12	6	10.14419/9pp6rt15	https://www.scopus.com/pages/publications/105020296923?origin=resultslist
102.	Mallavarapu S.; Choudhury S.S.; Farooq U.; Alekhya B.	Smart Wearable Antennas for Industrial Worker Safety and Health Monitoring	2025	2nd International Conference on Intelligent Algorithms for Computational Intelligence Systems, IACIS 2025			10.1109/IACIS65746.2025.11211308	https://www.scopus.com/pages/publications/105023639566?origin=resultslist
103.	Paruthi M.; Rani S.; Bohara S.; Gupta G.; Bhargava A.	AI and Higher Education	2025	Chatbots and Beyond: Exploring the Future of Conversational Technology in Education			10.1002/9781394411283.ch3	https://www.scopus.com/pages/publications/105023253364?origin=resultslist
104.	Kumar P.P.; Kumar G.S.; Jena A.K.; Panda S.K.	Adaptive Artificial Intelligence: Fundamentals, Challenges and Applications	2025	Adaptive Artificial Intelligence: Fundamentals, Challenges and Applications			10.1002/9781394389070	https://www.scopus.com/pages/publications/105023805763?origin=resultslist
105.	Jetty S.; Afshan N.	A bibliometric analysis and systematic literature review of industry 4.0 implementation in supply chain	2025	Journal of Science and Technology Policy Management	16	5	10.1108/JSTPM-07-2023-0112	https://www.scopus.com/pages/publications/85186223445?origin=resultslist
106.	Ramasamy V; Dharmaraja C; Pratheesh K.; Malladi A.	Effect of silane-treated lignin and hybrid bamboo-green pea	2025	Biomass Conversion and Biorefinery	15	4	10.1007/s13399-024-06084-1	https://www.scopus.com/pages/publications/86000380297?origin=resultslist

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		sheath fiber on mechanical, wear, and wettability behavior of epoxy structural composite						
107.	Rao K.S.; Kotoju R.; Reddy B.R.; Al-Shehari T.; Alsadhan N.A.; Singh S.; Selvarajan S.	Unveiling CyberFortis: A Unified Security Framework for IIoT-SCADA Systems with SiamDQN-AE FusionNet and PopHydra Optimizer	2025	Computers, Materials and Continua	85	1	10.32604/cmc.2025.064728	https://www.scopus.com/pages/publications/105015035027?origin=resultslist
108.	Tudu P.N.; Rani A.; Steffi L.; Akhila C.	Building Human-Centric Cyber Resilience – The Role of HR Practices.	2025	Digital Immune System: Principles and Practices			10.1002/9781394383788.ch9	https://www.scopus.com/pages/publications/105023815565?origin=resultslist
109.	Suryadevara R.; Arun Kumar A.; Hariharan K.; Hari Krishna B.	Innovative sustainable business models for the automobile industry in India	2025	Innovation Ecosystems and Sustainable Technologies: Enhancing Competitiveness and Sustainability			10.1108/978-1-83662-368-720251004	https://www.scopus.com/pages/publications/105009450409?origin=resultslist
110.	Lahri V.; Singh N.K.; Virmani N.	Prioritising criteria for sustainable battery supplier selection in the EV sector using fuzzy-ordinal priority approach	2025	International Journal of Industrial Engineering and Operations Management			10.1108/IJIEOM-07-2025-0144	https://www.scopus.com/pages/publications/105024450647?origin=resultslist
111.	Kumar A.A.; Suryadevara R.; Rakesh K.; Marri V.S.	Sustainable Supply Chains in the Zero-Carbon Era	2025	World Sustainability Series	Part F62		10.1007/978-3-031-80220-1_6	https://www.scopus.com/pages/publications/85219020694?origin=resultslist
112.	Kovuri K.; Gaur V.; Hira A.K.; Azam M.S.; Kaparwan R.; Ahmad V.	The Role of Robotic Process Automation in Computerized Accounting Workflows	2025	2025 IEEE International Conference on Advanced Computing Technologies, ICACT 2025			10.1109/ICACT67549.2025.11351479	https://www.scopus.com/pages/publications/105033652360?origin=resultslist
113.	Kant R.	The Illusion of Bitcoin: The Rise and Fall of a Revolutionary Cryptocurrency	2025	The Techno-Legal Dynamics of Cyber Crimes in Industry 5.0			10.1002/9781394242177.ch11	https://www.scopus.com/pages/publications/105000605352?origin=resultslist
114.	Priyadarshini S.; Brahma G.S.; Nayak S.	Structural and thermal insights into one-step	2025	Indian Journal of Chemistry (IJC)	64	10	10.56042/ijc.v64i10.20819	https://www.scopus.com/pages/publications/105025696744?origin=resultslist

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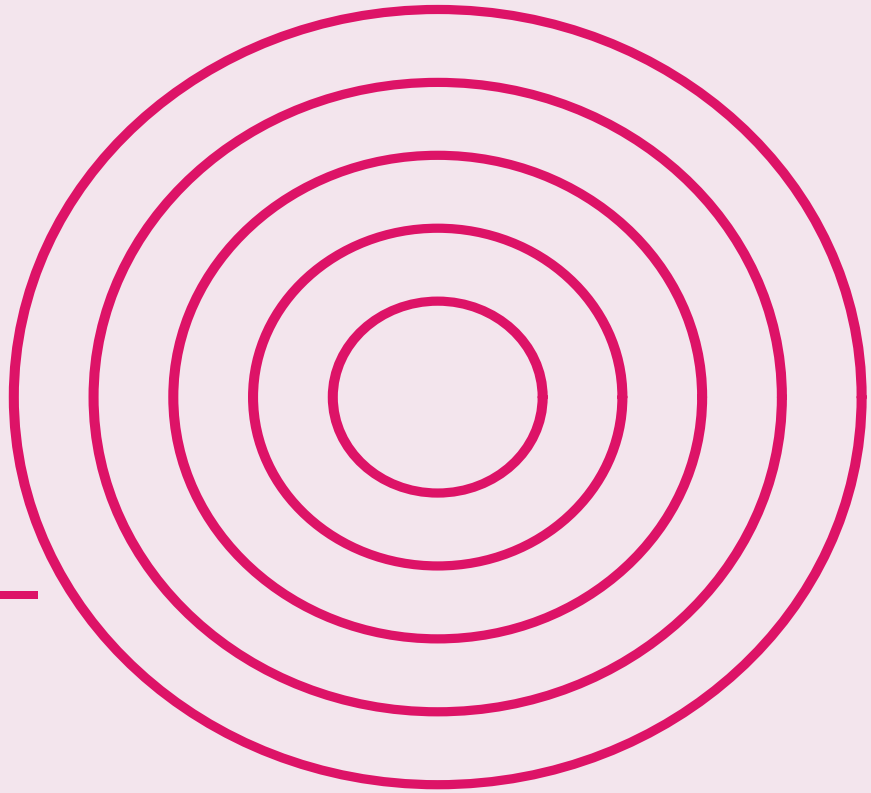
		synthesized phosphate-based Mn–pyrazole–oxyhydroxide nanocomposites						
115.	Adilakshmamma T.; Meharunnisa S.P.; Sreeram A.; Saini R.; Maryanka; Gupta S.	The Integration and Implementation of the Healthcare Internet of Things and Its Comprehensive Analysis	2025	Journal of Intelligent Systems and Internet of Things	14	1	10.54216/JISIoT.140119	https://www.scopus.com/pages/publications/85204059041?origin=resultslist
116.	Bashir M.; Pradhan S.; Bhat S.	Impact of technology on business model innovation: scale development and validation	2025	International Journal of Innovation Science			10.1108/IJIS-01-2025-0022	https://www.scopus.com/pages/publications/105024485404?origin=resultslist
117.	Avinash M.; Pavan Kishore M.L.; Moinuddin S.Q.; Appala T.; Saheb S.H.	Motion control of soft robotic arm through servo motors	2025	Soft Robotics for Medical and Healthcare Applications			10.1201/9781003539612-5	https://www.scopus.com/pages/publications/105005668284?origin=resultslist
118.	Raghavendra Rao G.N.; Muralidhara G.V.; Sidenur L.	Impact of Industrialization on Urban Temperature: A Comparative Study of Bengaluru, Vadodara, and Visakhapatnam	2025	Lecture Notes in Networks and Systems	1277 LNNS		10.1007/978-981-96-2700-4_22	https://www.scopus.com/pages/publications/105011262865?origin=resultslist
119.	Kumari S.; Nair J.	Lynn Good's green dilemma: leading Duke Energy's transition	2025	CASE Journal	21	4	10.1108/TCJ-05-2024-0136	https://www.scopus.com/pages/publications/85212818419?origin=resultslist

10

SUSTAINABLE DEVELOPMENT GOAL

SDG 10

Reduced Inequalities



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SDG-10 Reduced Inequalities

1.	Kandukuri R.	An analysis of stockbroking frauds and regulatory action in India	2024	Journal of Financial Crime	31	4	10.1108/JFC-04-2023-0076	https://www.scopus.com/pages/publications/85161542723?origin=resultslist
2.	Sharma A.; Gupta S.; Rishad A.	Unveiling the Relationship Between Oil Price and Exchange Rate: New Insight from Time-varying Versus Fixed Coefficient Cointegration	2024	Indian Economic Journal	72	3	10.1177/00194662231215452	https://www.scopus.com/pages/publications/105003808901?origin=resultslist
3.	Lakshmi V.D.M.V.; Sisodia G.; Joseph A.; Tiwari A.K.	The conditional impact of market conditions, volatility and liquidity shocks on the arbitrage opportunities during pre-COVID and COVID periods	2024	International Journal of Finance and Economics	29	3	10.1002/ijfe.2818	https://www.scopus.com/pages/publications/85153529584?origin=resultslist
4.	Kumar K.B.S.; Perepu I.	Kimberly Bryant's Black Girls Code: closing the opportunity gap in technology for black women and girls	2024	CASE Journal	20	6	10.1108/TCJ-04-2023-0073	https://www.scopus.com/pages/publications/85208646060?origin=resultslist
5.	Arun Kumar A.; Sowmyya T.; Sambrani S.; Shekhar S.	Behavioral Changes and Public Engagement in Net-Zero Policies: Issues and Challenges	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_14	https://www.scopus.com/pages/publications/85209558650?origin=resultslist
6.	Kumari S.; Nair J.	Empowering farmers and enhancing sustainability: Inaru's impact on the Dominican cocoa industry	2024	Emerald Emerging Markets Case Studies	14	3	10.1108/EEMCS-04-2024-0161	https://www.scopus.com/pages/publications/85199763324?origin=resultslist
7.	Singh J.; Aditya A.; Kumar S.	Child Trafficking in Bihar: A Situational Analysis	2024	Development with Justice: Te Bihar Experience			10.4324/9781032626413-23	https://www.scopus.com/pages/publications/85186007361?origin=resultslist

Publications in SCOPUS Indexed Journals
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8.	Chebolu R.; Perepu I.; Kumar K.B.S.; Ramaiah T.S.	The Sinking of HBOS: An Invaluable Lesson to the Contemporary Banking and Finance Sector	2024	Asian Journal of Management Cases			10.1177/0972820123121553 4	https://www.scopus.com/pages/publications/8 5186250634?origin=resultslist
9.	Agarwal M.; Anirudhan A.; Dutta S.	GREEN WATECH: low-cost technology for wastewater treatment	2024	Emerald Emerging Markets Case Studies	14	4	10.1108/EEMCS-04-2024-0185	https://www.scopus.com/pages/publications/8 5209393224?origin=resultslist
10.	Singh G.	Dividend policy adjustments under bankruptcy law: Insights from distressed firms	2024	Finance Research Letters	70		10.1016/j.frl.2024.106253	https://www.scopus.com/pages/publications/8 5206533618?origin=resultslist
11.	Gollagari R.; Perini P.	External Debt and Economic Growth of BRICS Nations: How can BRICS Integration help them?	2024	BRICS Journal of Economics	5	3	10.3897/brics-econ.5.e129299	https://www.scopus.com/pages/publications/1 05015407814?origin=resultslist
12.	Varaprasada Rao K.; Panda S.K.	Initiation, Innovation, Implementation and Integration of CBDC in Digital Virtual Payment Systems	2024	Lecture Notes in Electrical Engineering	1156 LNEE		10.1007/978-981-97-0767-6_20	https://www.scopus.com/pages/publications/8 5194245669?origin=resultslist
13.	Rastogi N.; Kumar S.	Does bankruptcy law affect the relation between leverage and firm performance?	2024	Indian Growth and Development Review	17	1	10.1108/IGDR-10-2022-0122	https://www.scopus.com/pages/publications/8 5187423798?origin=resultslist
14.	Kumar S.	Bankruptcy law and the leverage speed of adjustment	2024	Finance Research Letters	66		10.1016/j.frl.2024.105673	https://www.scopus.com/pages/publications/8 5195796877?origin=resultslist
15.	Mishra P.; Singhal A.K.; Thakur V.S.; Sharma D.; Bedi M.	Beyond Traditional Intellectual Property: Rise of Non-Fungible Tokens (NFTs) and Role of Blockchain in Protecting Digital Art	2024	Journal of Intellectual Property Rights	29	3	10.56042/jipr.v29i3.2636	https://www.scopus.com/pages/publications/8 5196058892?origin=resultslist
16.	Kumar P.; Choudhary P.; Kumar N.; Radulescu M.	The interplay of economic complexity,	2025	Acta Oeconomica	75	3	10.1556/032.2025.00024	https://www.scopus.com/pages/publications/1 05016210816?origin=resultslist

Publications in SCOPUS Indexed Journals
Aligned to SDGs

		financial development, and income inequality in Asia						
17.	Velagala D.M.V.L.; Satish D.	Front running activity in Indian mutual fund sector and regulatory action by securities and exchange board of India	2025	Journal of Financial Crime	32	4	10.1108/JFC-08-2024-0271	https://www.scopus.com/pages/publications/105002617279?origin=resultslist
18.	Hussain S.; Islam K.U.	Chasing the black swan and the grey rhino: volatility asymmetries in the Indian stock market	2025	Journal of Indian Business Research	17	2	10.1108/JIBR-09-2023-0292	https://www.scopus.com/pages/publications/105005738205?origin=resultslist
19.	Islam K.U.; Pandow B.A.	Impact of the Russia–Ukraine war on small and medium sector in southeast Asia and China	2025	Journal of Chinese Economic and Foreign Trade Studies	18	2	10.1108/JCEFTS-05-2024-0042	https://www.scopus.com/pages/publications/86000466129?origin=resultslist
20.	Russo E.; Mirza B.; Mataruna-dos-Santos L.J.; Roy S.	Profit and purpose in a mission-driven market: the case of sustainology	2025	Emerald Emerging Markets Case Studies	15	3	10.1108/EEMCS-11-2024-0501	https://www.scopus.com/pages/publications/105025103367?origin=resultslist
21.	Shukla R.; Bhaskar P.	Exploring the Role of Metaverse in Education: A Systematic Literature Review	2025	2025 International Conference on Next Generation of Green Information and Emerging Technologies, GIET 2025			10.1109/GIET65294.2025.11234837	https://www.scopus.com/pages/publications/105030976029?origin=resultslist
22.	Dash D.P.; Dash A.K.; Parida Y.	Lethal attraction: crime as tourism externality-evidence from the Indian states	2025	Asia Pacific Journal of Tourism Research	30	1	10.1080/10941665.2024.2426196	https://www.scopus.com/pages/publications/85209878565?origin=resultslist
23.	Das R.; Mazumdar R.; Tyagi B.	Robot Tax and The Indian Perspective	2025	International Journal of Accounting and Economics Studies	12	6	10.14419/4990pq11	https://www.scopus.com/pages/publications/105018851469?origin=resultslist
24.	Guru S.; Shah B.; Agrawal N.; Shah M.	Enhancing food quality, organizational sustainability, and societal welfare by analyzing barriers to	2025	TQM Journal			10.1108/TQM-01-2025-0007	https://www.scopus.com/pages/publications/105023171464?origin=resultslist

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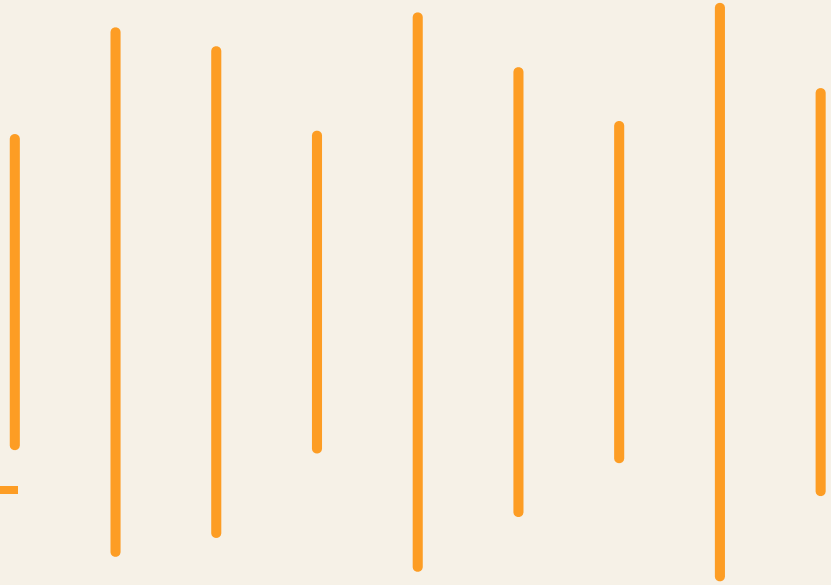
		online pharmacy services						
25.	Swamy V.; Narayanamurthy V.	Are private banks more sensitive to changes in reserve requirements? Evidence from an emerging market	2025	Journal of Economics, Finance and Administrative Science	30	59	10.1108/JEFAS-11-2022-0261	https://www.scopus.com/pages/publications/105003951282?origin=resultslist

11

SUSTAINABLE DEVELOPMENT GOAL

SDG 11

Sustainable Cities and Communities



PUBLICATIONS IN

SCOPUS Indexed Journals

2024-2025 | Research aligned to the UN SDGs

Publications in SCOPUS Indexed Journals
Aligned to SDGs

SDG-11 Sustainable Cities and Communities

1.	Sushant C.G.; Ajay V.L.; Sahay R.	A Comparative Analysis of Deep Learning Algorithms for Intrusion Detection in IoT	2024	Proceedings of the 2024 International Conference on Emerging Techniques in Computational Intelligence, ICETCI 2024			10.1109/ICETCI62771.2024.10704119	https://www.scopus.com/pages/publications/85207825595?origin=resultslist
2.	Sri P.P.; Prasuna V.N.P.; Nilugal S.M.; Murugesan R.; Prasad K.P.	Panacea for Exorbitant Trends of Air Pollutants: Creative Destruction Model of Electric Vehicles	2024	Indian Journal of Environmental Protection	44	3		https://www.scopus.com/pages/publications/85192752643?origin=resultslist
3.	Chauhan V.; Yadav J.	Bibliometric review of telematics-based automobile insurance: Mapping the landscape of research and knowledge	2024	Accident Analysis and Prevention	196		10.1016/j.aap.2023.107428	https://www.scopus.com/pages/publications/85181039181?origin=resultslist
4.	Nukhu R.; Singh S.	Buying Used Clothes: Technology-Enabled Sustainability	2024	Women's Private Practices of Knowledge Production in Early Modern Europe			10.4324/9781003487180-34	https://www.scopus.com/pages/publications/85197555172?origin=resultslist
5.	Singh S.; Rai A.	Harnessing Innovation for Sustainable Urban Futures: A Deep Dive Into Smart Cities and Sustainable Urban Development	2024	Nexus of AI, Climatology, and Urbanism for Smart Cities			10.4018/979-8-3693-5918-1.ch013	https://www.scopus.com/pages/publications/105007378310?origin=resultslist
6.	Narsimhulu P.; Sahay R.; Chithaluru P.	Optimal Transportation System Based on Adaptive Federated Learning Techniques for Healthcare IoV (HIoV)	2024	Unmanned Aircraft Systems			10.1002/9781394230648.ch14	https://www.scopus.com/pages/publications/85213781797?origin=resultslist
7.	Halgatti A.; Chethana G.; Shivaprasad G.;	Recent Advances in Pedestrian Identification Using LiDAR and Deep	2024	Lecture Notes in Networks and Systems	1168 LNNS		10.1007/978-3-031-73321-5_20	https://www.scopus.com/pages/publications/85213328499?origin=resultslist

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	Gayathri R.; Babu S.R.; Girish G.P.	Learning Methods in Autonomous Vehicles						
8.	Hanumanthakari S.	Intelligent and real-time Parking System	2024	E3S Web of Conferences	472		10.1051/e3sconf/202447203003	https://www.scopus.com/pages/publications/85183289946?origin=resultslist
9.	Shaik H.S.; Harshini B.; Reddy V.S.	Redefining Urban Development: Technology and Automation in India	2024	Internet of Things	Part F2482		10.1007/978-981-97-0052-3_16	https://www.scopus.com/pages/publications/85189075643?origin=resultslist
10.	Sahay R.; Nayyar A.; Shrivastava R.K.; Bilal M.; Singh S.P.; Pack S.	Routing attack induced anomaly detection in IoT network using RBM-LSTM	2024	ICT Express	10	3	10.1016/j.icte.2024.04.012	https://www.scopus.com/pages/publications/85193021036?origin=resultslist
11.	Meduri Y.; Singh R.; Manoharan G.	Key networks to create disaster resilient Smart Cities Mission: A case for remodeling India's Smart Cities Mission to include disaster resilience	2024	Resilient Cities and Structures	3	4	10.1016/j.rcns.2024.09.001	https://www.scopus.com/pages/publications/85207766198?origin=resultslist
12.	Saranya V.S.; Subbarao G.; Balakotaiah D.; Bhavsingh M.; Babu K.S.; Dhanikonda S.R.	Real-Time Traffic Flow Optimization using Adaptive IoT and Data Analytics: A Novel DeepStreamNet Model	2024	4th International Conference on Sustainable Expert Systems, ICSES 2024 - Proceedings			10.1109/ICSES63445.2024.10763109	https://www.scopus.com/pages/publications/85214821918?origin=resultslist
13.	Somala S.N.; Chanda S.; Alhamaydeh M.; Mangalathu S.	Explainable XGBoost-SHAP Machine-Learning Model for Prediction of Ground Motion Duration in New Zealand	2024	Natural Hazards Review	25	2	10.1061/NHREFO.NHENG-1837	https://www.scopus.com/pages/publications/85183883481?origin=resultslist
14.	Jha R.K.	Interference Challenges and Mitigation Strategies for LoRa in Dense IoT Networks: A Review	2025	Journal of Engineering Science and Technology Review	18	6	10.25103/jestr.186.20	https://www.scopus.com/pages/publications/105027109340?origin=resultslist
15.	Kaur T.; Ankita; Bag A.; Soni M.; Gantayat P.K.; Panwar K.R.	A Review of Computational Intelligence Approaches for Fault-Tolerant IoT	2025	Proceedings - 2025 2nd International Conference on Networks and Soft Computing, ICNSoC 2025			10.1109/ICNSoC66817.2025.00029	https://www.scopus.com/pages/publications/105033224685?origin=resultslist

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Aligned to SDGs

		Federated Learning Systems						
16.	Sreejith S.; Panigrahy A.K.; Ajayan J.; Radhika J.M.; Reddy N.V.R.; Reddy N.V.U.; Umamaheswaran S.	IoT sensor-based systems in real-time monitoring of health and environment: a review	2025	Journal of the Korean Physical Society	87	1	10.1007/s40042-025-01378-7	https://www.scopus.com/pages/publications/105005789012?origin=resultslist
17.	Ramu T.B.; Kocherla R.; Sirisha G.N.V.G.; Chetana V.L.; Sagar P.V.; Balamurali R.; Boddu N.	Transformer based models with hierarchical graph representations for enhanced climate forecasting	2025	Scientific Reports	15	1	10.1038/s41598-025-07897-4	https://www.scopus.com/pages/publications/105010106934?origin=resultslist
18.	Jayanthi S.; Suhasini S.; Sharmili N.; Laxmi Lydia E.; Shwetha V.; Dash B.B.; Bachute M.	A deep dive into artificial intelligence with enhanced optimization-based security breach detection in internet of health things enabled smart city environment	2025	Scientific Reports	15	1	10.1038/s41598-025-05850-z	https://www.scopus.com/pages/publications/105009627969?origin=resultslist
19.	Ikrama S.; Qumer S.M.	DiDi's growth in Latin America: strategies for success in emerging markets	2025	Emerald Emerging Markets Case Studies	15	3	10.1108/EEMCS-04-2025-0210	https://www.scopus.com/pages/publications/105025095323?origin=resultslist
20.	Chatterjee K.; Thara M.N.; Reddy M.S.; Selvamuthukumaran N.; Priyadharshini M.; Reddy T.A.V.; Chakraborty S.; Mallik S.; Shah M.A.; Li A.	Ecosense: a revolution in urban air quality forecasting for smart cities	2025	BMC Research Notes	18	1	10.1186/s13104-025-07099-1	https://www.scopus.com/pages/publications/85218483858?origin=resultslist
21.	Suryadevara R.; Arun Kumar A.; Hariharan K.; Hari Krishna B.	Innovative sustainable business models for the automobile industry in India	2025	Innovation Ecosystems and Sustainable Technologies: Enhancing Competitiveness and Sustainability			10.1108/978-1-83662-368-720251004	https://www.scopus.com/pages/publications/105009450409?origin=resultslist

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22.	Kumar S.; Midya K.; Ghosh S.; Kumar P.; Mishra V.N.	Land use change analysis and prediction of urban growth using multi-layer perceptron neural network Markov chain model in Faridabad- A data-scarce region of Northwestern India	2025	Physics and Chemistry of the Earth	138		10.1016/j.pce.2025.103884	https://www.scopus.com/pages/publications/85217049625?origin=resultslist
23.	Maturi S.M.; Dhanikonda S.R.; Giddaluru S.	Smart Dustbins: Real-Time Monitoring and Optimization for Waste Management in Smart Cities through IoT Devices	2025	Engineering, Technology and Applied Science Research	15	1	10.48084/etasr.8562	https://www.scopus.com/pages/publications/85217675143?origin=resultslist
24.	Chandrashekhar A.; Aancy H.M.; Santhi G.; Kumar C.; Jaiganesh S.; Bohidar S.K.	Development of AI-Based Control Systems for Electric Vertical Take-Off and Landing (eVTOL) Vehicles	2025	Proceedings of 2025 10th International Conference on Science Technology, Engineering and Mathematics, ICONSTEM 2025			10.1109/ICONSTEM65670.2025.11374909	https://www.scopus.com/pages/publications/105034482112?origin=resultslist
25.	Narayana M.V.; Parthasaradhy P.; Kumar P.J.; Chebrolu S.K.; Shrivastava S.; Babu S.D.; Dey N.S.	A novel integrated framework for secure iot-based smart vehicle management using machine learning and blockchain for path planning and collision avoidance	2025	Journal of Theoretical and Applied Information Technology	103	21		https://www.scopus.com/pages/publications/105024842057?origin=resultslist
26.	Dash D.P.; Dash A.K.; Parida Y.	Lethal attraction: crime as tourism externality-evidence from the Indian states	2025	Asia Pacific Journal of Tourism Research	30	1	10.1080/10941665.2024.2426196	https://www.scopus.com/pages/publications/85209878565?origin=resultslist
27.	Aier B.; Singh N.; Singh P.K.	Cultural fusion: Tradition meets faith in nagaland, a way forward for religious tourism in India	2025	Challenges, Opportunities, and Limitations of Religious Tourism in the Next Decade				https://www.scopus.com/pages/publications/105013534956?origin=resultslist

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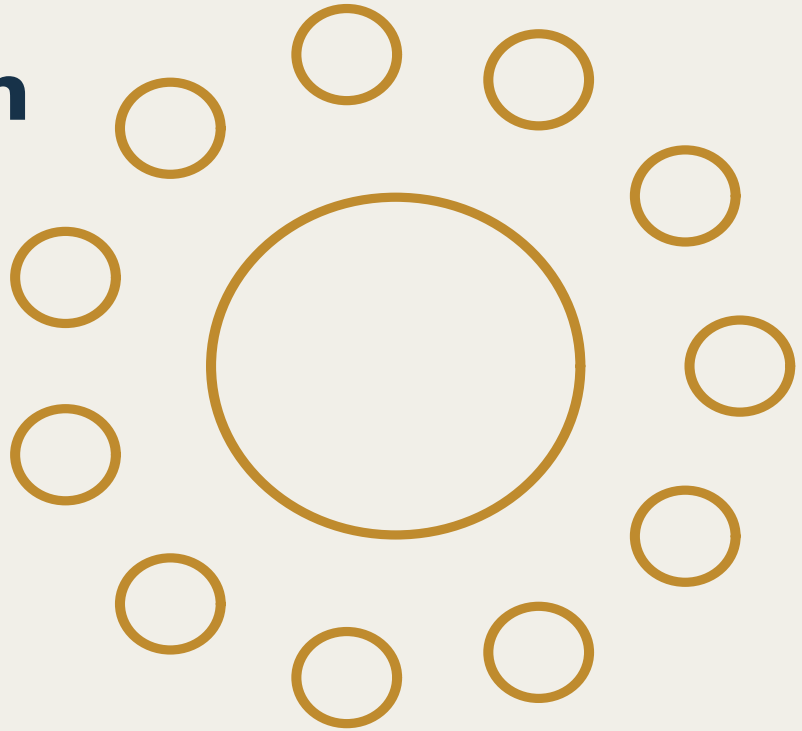
28.	Singh S.; Sayyad M.	Driving sustainable consumption through traditional Indian farming practices – can Deccan Development Society (DDS) sustainably scale it?	2025	Emerald Emerging Markets Case Studies	15	2	10.1108/EEMCS-01-2024-0029	https://www.scopus.com/pages/publications/105024571436?origin=resultslist
29.	Raghavendra Rao G.N.; Muralidhara G.V.; Sidenur L.	Impact of Industrialization on Urban Temperature: A Comparative Study of Bengaluru, Vadodara, and Visakhapatnam	2025	Lecture Notes in Networks and Systems	1277 LNNS		10.1007/978-981-96-2700-4_22	https://www.scopus.com/pages/publications/105011262865?origin=resultslist
30.	Jeet D.; Mohanty S.N.; Basa S.S.	Sustainability and Sustainable Development From Vision To Reality	2025	Sustainability and Sustainable Development From Vision To Reality				https://www.scopus.com/pages/publications/105006477675?origin=resultslist
31.	Bhuvaneswari G.; Manikandan G.; Sandhya M.; Kumar D.; Choudhury Z.H.; Rao T.P.	Early fire hazard prediction framework in smart cities using deep learning with antlion optimization algorithm	2025	Journal of Theoretical and Applied Information Technology	103	15		https://www.scopus.com/pages/publications/105016511435?origin=resultslist

12

SUSTAINABLE DEVELOPMENT GOAL

SDG 12

Responsible Consumption and Production



PUBLICATIONS IN

SCOPUS Indexed Journals

2024-2025 | Research aligned to the UN SDGs

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SDG-12 Responsible Consumption and Production

1.	Murala D.K.; Siddamshetti K.; Milanova M.	Leveraging IOT in supply chain sustainability: A provenance perspective	2024	Blockchain, IoT, and AI Technologies for Supply Chain Management: Apply Emerging Technologies to Address and Improve Supply Chain Management			10.1007/979-8-8688-0315-4_6	https://www.scopus.com/pages/publications/105000465324?origin=resultslist
2.	PraveenaSri P.; Himavathi T.; Prasuna V.N.P.	Unveiling ESG Jeopardy Analysis: Business Insights from Private Companies	2024	15th International Conference on Advances in Computing, Control, and Telecommunication Technologies, ACT 2024	2			https://www.scopus.com/pages/publications/85209067945?origin=resultslist
3.	Gautam V.; Bhalla S.	How Residents' Perceived Justice and Emotional Solidarity Interact With Their Quality of Life and Support for Tourism Development?	2024	International Journal of Tourism Research	26	5	10.1002/jtr.2739	https://www.scopus.com/pages/publications/85203280598?origin=resultslist
4.	Nukhu R.; Singh S.	Is satisfaction a moderator? The effect of sensory experience on perceived environmental sustainability and WOM: a study on the world's first organic state – Sikkim, India	2024	Journal of Hospitality and Tourism Insights	7	1	10.1108/JHTI-09-2022-0461	https://www.scopus.com/pages/publications/85152032300?origin=resultslist
5.	Ahmareen S.; Potluri S.; Alabdouli A.K.K.	Sustainable Agriculture Through IoT-Enabled Vertical Farming	2024	Proceedings - 2024 3rd International Conference on Sentiment Analysis and Deep Learning, ICSADL 2024			10.1109/ICSADL61749.2024.00089	https://www.scopus.com/pages/publications/85200708964?origin=resultslist
6.	Gupta Y.; Khan F.M.; Kumar A.; Luthra S.; Queiroz M.M.	Mobilising big data analytics capabilities to improve performance of tourism supply chains:	2024	International Journal of Logistics Management	35	2	10.1108/IJLM-03-2022-0125	https://www.scopus.com/pages/publications/85169794400?origin=resultslist

Publications in SCOPUS Indexed Journals
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		the moderating role of dynamic capabilities						
7.	Gautam V.; Bhalla S.	Understanding residents' environmental responsible behaviour: a cognition–affection–attitude–behaviour model perspective	2024	Current Issues in Tourism	27	23	10.1080/13683500.2023.2273909	https://www.scopus.com/pages/publications/85175718702?origin=resultslist
8.	Rathnasiri M.S.H.; Dewasiri N.J.; Kumar A.A.	Policy Framework and Implementation Strategies for Sri Lanka's Transition to a Net-Zero Economy	2024	CSR, Sustainability, Ethics and Governance	Part F2880		10.1007/978-3-031-55779-8_3	https://www.scopus.com/pages/publications/85195992549?origin=resultslist
9.	Gautam V.; Bhalla S.	How Tourism Development Leads to Residents' Subjective Happiness Through Their Quality of Life: A Social Exchange Theory Perspective	2024	International Journal of Tourism Research	26	5	10.1002/jtr.2771	https://www.scopus.com/pages/publications/85204718906?origin=resultslist
10.	Pragna V.; Sundari S.; Manmadhachary A.; Raju S.; Zhang H.; Elumalai P.V.	Investigation of Dynamic Mechanical Properties of Basalt Fibre Reinforced Polymer Composites	2024	International Journal of Vehicle Structures and Systems	16	5	10.4273/ijvss.16.5.09	https://www.scopus.com/pages/publications/85216110697?origin=resultslist
11.	Kumari S.; Nair J.	Empowering farmers and enhancing sustainability: Inaru's impact on the Dominican cocoa industry	2024	Emerald Emerging Markets Case Studies	14	3	10.1108/EEMCS-04-2024-0161	https://www.scopus.com/pages/publications/85199763324?origin=resultslist
12.	Garg H.; Ike G.N.; Kashif M.; Azam M.S.	Dynamics of sustainable and ethically responsible business practices in corporate social responsibility	2024	Technology-Driven Evolution of the Corporate Social Responsibility Ecosystem			10.4018/979-8-3693-3238-2.ch005	https://www.scopus.com/pages/publications/85204533364?origin=resultslist
13.	Paliyanny H.; Thinakaran R.; Jalari S.; Neerugatti	Smart Agriculture: Enhancing Crop Management through	2024	Proceeding of 2024 9th International Conference on Information Technology			10.1109/ICITDA64560.2024.10809990	https://www.scopus.com/pages/publications/85216574564?origin=resultslist

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	V.; Nalluri M.R.; Cholla R.R.	IoT-Based Real-Time Monitoring and Automation		and Digital Applications, ICITDA 2024				
14.	Radha M.; Asma M.D.; Kolarkar A.; Rao K.S.	Machine learning unleashed: A paradigm shift in blockchain intelligence	2024	Big Data and Blockchain Technology for Secure IoT Applications			10.1201/9781032663005-6	https://www.scopus.com/pages/publications/85215237903?origin=resultslist
15.	Agarwal M.; Anirudhan A.; Dutta S.	GREEN WATECH: low-cost technology for wastewater treatment	2024	Emerald Emerging Markets Case Studies	14	4	10.1108/EEMCS-04-2024-0185	https://www.scopus.com/pages/publications/85209393224?origin=resultslist
16.	Singh K.; Abraham R.; Yadav J.; Agrawal A.K.; Kolar P.; Misra M.; Yadav A.	Analysis of barriers for sustainable agro-food supply chain: an interpretive structural modeling and MICMAC approach	2024	Environment, Development and Sustainability	26	10	10.1007/s10668-023-03680-5	https://www.scopus.com/pages/publications/85166532211?origin=resultslist
17.	Gautam V.; Bhalla S.	Exploring the relationships among tourism involvement, residents' empowerment, quality of life and their support for sustainable tourism development	2024	Journal of Cleaner Production	434		10.1016/j.jclepro.2023.139770	https://www.scopus.com/pages/publications/85178328802?origin=resultslist
18.	Shrivastava P.; Gautam V.	Examining patronage intentions of customers: a case of green hotels	2024	Frontiers in Sustainable Tourism	3		10.3389/frsut.2024.1429472	https://www.scopus.com/pages/publications/105011993503?origin=resultslist
19.	David A.; Azam M.S.; Banumathi M.	Corporate environmental responsibilities of auto manufacturers in the Chennai auto industry	2024	Technology-Driven Evolution of the Corporate Social Responsibility Ecosystem			10.4018/979-8-3693-3238-2.ch006	https://www.scopus.com/pages/publications/85204639415?origin=resultslist
20.	Gupta S.; Nagina R.; Paruthi M.; Gupta G.	Marketing and Gamification: Applications, Challenges, and Ethics	2024	Marketing and Gamification: Applications, Challenges, and Ethics			10.4324/9781032694238	https://www.scopus.com/pages/publications/85208895162?origin=resultslist

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21.	Nayak D.V.; Arun Kumar A.; Suryadevara R.; Khan S.	Financing the Transformation to Net Zero Goals: IREDA Investment for Sustainable Initiatives	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_4	https://www.scopus.com/pages/publications/85209591609?origin=resultslist
22.	Swamy V.; Tiwari A.K.	The Clean Energy-Ecology Interrelatedness: Evidence From The S&P Dow Jones Indices	2024	Journal of Energy and Development	49	2026-02-01 00:00:00	10.2307/27343778	https://www.scopus.com/pages/publications/85213356427?origin=resultslist
23.	Jayanthi S.; Kumar N.S.; Zafar Ali Khan N.; Reddy S.S.; Santhosh R.; Yellamma P.	Design and Implementation of IoT-Based Advanced Energy Management System for Smart Factory	2024	Cyber Physical Energy Systems			10.1002/9781394173006.ch16	https://www.scopus.com/pages/publications/85219080478?origin=resultslist
24.	Afshan N.; Ganji K.	AI-Driven Phygital Innovations for Sustainable Green Supply Chains: A Balancing Act of Ambidexterity	2024	1st Saudi Conference on Information Systems, SaudiCIS 2024				https://www.scopus.com/pages/publications/105012180787?origin=resultslist
25.	Swain S.; Muduli K.; Kumar A.; Luthra S.	Analysis of barriers of mHealth adoption in the context of sustainable operational practices in health care supply chains	2024	International Journal of Industrial Engineering and Operations Management	6	2	10.1108/IJIEOM-12-2022-0067	https://www.scopus.com/pages/publications/85210093962?origin=resultslist
26.	Ahamed N.; Jeet D.	Corporate Social Responsibility as a Corporate Strategy for Sustainable Development	2025	Sustainability and Sustainable Development From Vision To Reality			10.1201/9781003638100-14	https://www.scopus.com/pages/publications/105006534829?origin=resultslist
27.	Srivastava A.	Designing an efficient set-aside policy for advancing human rights goals through public procurement	2025	Social Sciences and Humanities Open	11		10.1016/j.ssaho.2024.101217	https://www.scopus.com/pages/publications/85209097171?origin=resultslist

Publications in SCOPUS Indexed Journals
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28.	Chanal G.B.; Arun Kumar A.; Sowmyya T.; Suryadevara R.	Climate Neutrality in Small and Medium Enterprises (SMEs): The Role of Smart Eco-Innovation	2025	Climate Change Management	Part F106		10.1007/978-3-031-83250-5_6	https://www.scopus.com/pages/publications/86000640293?origin=resultslist
29.	Gandhi M.A.; Thangam A.; Khatri E.; Murty Bolla V.V.S.; Arora N.; Bhoopathy V.; Agnihotri K.	Emerging Trends in Social Sustainability Within Manufacturing Supply Chains	2025	Transformative Impact of AI in Supply Chain Management			10.4018/979-8-3373-0923-1.ch010	https://www.scopus.com/pages/publications/105017632062?origin=resultslist
30.	Singh V.P.; Bhadra M.; Priyadarsani M.G.; Acharjee M.; Kaur R.; Ola M.O.	AI-Enhanced Environmental Compliance: Legal Strategies for Green Technology Implementation	2025	International Conference on Intelligent and Innovative Practices in Engineering and Management, IIPEM 2025			10.1109/IIPEM65914.2025.11548009	https://www.scopus.com/pages/publications/105042477121?origin=resultslist
31.	Behera B.; Sethi N.; Dash A.K.	Reconciling the climate finance, energy access, human capital, and institutional quality nexus for sustainable food security in South Asia	2025	International Journal of Sustainable Development and World Ecology	32	7	10.1080/13504509.2025.2560638	https://www.scopus.com/pages/publications/105016758156?origin=resultslist
32.	Sahoo D.; Urkude S.V.; Urkude V.R.	Investigating the Impact of AI on the Future of Food Processing Industry: An Empirical Study Using Machine Learning Technique	2025	Smart Innovation, Systems and Technologies	436		10.1007/978-981-96-2124-8_26	https://www.scopus.com/pages/publications/105009406252?origin=resultslist
33.	Chanal G.B.; Suryadevara R.; Kumar A.A.; Krishna C.Y.S.	Digital Technologies for Circular Economy: Environmental and Ethical Considerations for Sustainable Business Practices	2025	Sustainable Innovations and Digital Circular Economy			10.1007/9789819610648_15	https://www.scopus.com/pages/publications/105004544757?origin=resultslist

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34.	Sreeram A.; Mishra M.K.; Vinya V.L.; Reddy S.; Tripathi R.K.; Raj N.; Chel S.R.	Developing KPI-Driven Performance Dashboards for University Libraries	2025	Indian Journal of Information Sources and Services	15	3	10.51983/ijiss-2025.IJISS.15.3.48	https://www.scopus.com/pages/publications/105020445071?origin=resultslist
35.	Yadav N.; Kumar S.	Mandatory CSR expenditure regulation and credit ratings: Evidence from India	2025	Finance Research Letters	75		10.1016/j.frl.2025.106811	https://www.scopus.com/pages/publications/85215855402?origin=resultslist
36.	Maturi S.M.; Dhanikonda S.R.; Giddaluru S.	Smart Dustbins: Real-Time Monitoring and Optimization for Waste Management in Smart Cities through IoT Devices	2025	Engineering, Technology and Applied Science Research	15	1	10.48084/etasr.8562	https://www.scopus.com/pages/publications/85217675143?origin=resultslist
37.	Chittineni J.; Maheswari P.; Sahila C.; Balakrishnan S.	Generative Artificial Intelligence and Green Choices: Exploring Environmental Attitudes and Digital Behaviour in India	2025	Journal of Research, Innovation and Technologies	4	2	10.57017/jorit.v4.2(8).03	https://www.scopus.com/pages/publications/105010948076?origin=resultslist
38.	Kumar S.; Yadav N.	Is more CSR always better? Evidence from India	2025	Managerial Finance	51	11	10.1108/MF-07-2025-0475	https://www.scopus.com/pages/publications/105024598121?origin=resultslist
39.	Kumar K.B.S.; Perepu I.	The Waste Lab, Dubai – greening the desert by repurposing food waste	2025	CASE Journal	22	3	10.1108/TCJ-04-2025-0110	https://www.scopus.com/pages/publications/105025168989?origin=resultslist
40.	Dutta S.; Dash A.K.	International tourism demand in India: an empirical insight	2025	International Journal of Economic Policy in Emerging Economies	21	4	10.1504/IJEPEE.2025.146767	https://www.scopus.com/pages/publications/105008430365?origin=resultslist
41.	Singh P.D.; Saini G.L.; Singh K.D.; Kumari R.	Dew Computing in Smart Agriculture to Improve Real-Time Data Processing and Decision-Making Capabilities for Sustainable Farming	2025	Lecture Notes in Networks and Systems	1295		10.1007/978-981-96-3311-1_20	https://www.scopus.com/pages/publications/105005481031?origin=resultslist

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42.	Bhuvaneshwari T.; Pinapatruni R.; Shoba Bindu C.; Sathish Kumar V.E.	Fundamentals of Image Analysis and Machine Vision: Application in Industry 5.0	2025	Machine Vision Analysis in Industry 5.0: Fundamentals, Applications, and Challenges			10.1201/9781003532699-6	https://www.scopus.com/pages/publications/105019156955?origin=resultslist
43.	Singh S.; Sayyad M.	Driving sustainable consumption through traditional Indian farming practices – can Deccan Development Society (DDS) sustainably scale it?	2025	Emerald Emerging Markets Case Studies	15	2	10.1108/EEMCS-01-2024-0029	https://www.scopus.com/pages/publications/105024571436?origin=resultslist
44.	Gupta M.; Pandey M.; Kakkar A.	A Review of Consumer Perspectives on Green Apparel	2025	Springer Proceedings in Materials	55		10.1007/978-981-97-5902-6_15	https://www.scopus.com/pages/publications/85217879590?origin=resultslist
45.	Hasanuzzaman; Chakraborty K.; Bag S.	Forging a sustainable path: improving India's (Bharat's) coal mining operations for a better tomorrow	2025	Benchmarking	32	2	10.1108/BIJ-08-2023-0572	https://www.scopus.com/pages/publications/85181884416?origin=resultslist
46.	Jeet D.; Mohanty S.N.; Basa S.S.	Sustainability and Sustainable Development From Vision To Reality	2025	Sustainability and Sustainable Development From Vision To Reality				https://www.scopus.com/pages/publications/105006477675?origin=resultslist
47.	Nanduri S.; Chacko E.; Dasaraju S.R.; Moorthygari S.; Bommisetti R.K.; Mahadevan M.; Nallamalli V.R.B.; Pathuri M.	Sustainable Marketing and Green Finance: Integrating ESG Metrics into Financial Reporting and Strategic Branding	2025	International Journal of Accounting and Economics Studies	12	6	10.14419/9pp6rt15	https://www.scopus.com/pages/publications/105020296923?origin=resultslist
48.	Murala D.K.; Ahmad S.; Ponnapalli V.A.S.; Vuyyuru V.A.; Hitimana E.	ChainShieldML an intelligent decentralized security framework for next generation wireless sensor networks	2025	Scientific Reports	15	1	10.1038/s41598-025-27077-8	https://www.scopus.com/pages/publications/105023584597?origin=resultslist

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49.	Fuloria S.; Roy S.; Gopal G.	Mindfulness, Sustainability, and Future Employability: A Triadic Conceptual Framework for Higher Education	2025	Purushartha	18	2	10.21844/16202118206	https://www.scopus.com/pages/publications/105045271859?origin=resultslist
50.	Roy S.; Joseph D.; Kesharwani A.; Bolar K.	Metaverse branding in travel and tourism: the role of brand coolness and tourist involvement in driving patronage intentions	2025	Marketing Intelligence and Planning			10.1108/MIP-03-2025-0177	https://www.scopus.com/pages/publications/105018697225?origin=resultslist
51.	Nayak D.V.; Kumar A.A.; Suryadevara R.; Tewari L.M.	Innovative Financing For Integrating Climate Change And Sustainable Development Goals In India: Issues And Challenges	2025	Developments in Corporate Governance and Responsibility	25		10.1108/S2043-052320250000025013	https://www.scopus.com/pages/publications/105005436735?origin=resultslist
52.	Sharma A.; Kumar K.; Dwesar R.	"Keenly aware of environmental issues, yet wavering in conviction": Understanding the factors influencing the consumers' willingness to pay for green energy	2025	Sustainable Futures	9		10.1016/j.sftr.2024.100427	https://www.scopus.com/pages/publications/85213883467?origin=resultslist
53.	Tiwari A.K.; Kumar S.; Abakah E.J.A.	Correlation and price spillover effects among green assets	2025	Annals of Operations Research	347	1	10.1007/s10479-024-06154-7	https://www.scopus.com/pages/publications/85199566222?origin=resultslist
54.	Lahri V.; Singh N.K.; Virmani N.	Prioritising criteria for sustainable battery supplier selection in the EV sector using fuzzy-ordinal priority approach	2025	International Journal of Industrial Engineering and Operations Management			10.1108/IJIEOM-07-2025-0144	https://www.scopus.com/pages/publications/105024450647?origin=resultslist

Publications in SCOPUS Indexed Journals
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55.	Kumar A.A.; Suryadevara R.; Rakesh K.; Marri V.S.	Sustainable Supply Chains in the Zero-Carbon Era	2025	World Sustainability Series	Part F62		10.1007/978-3-031-80220-1_6	https://www.scopus.com/pages/publications/85219020694?origin=resultslist
56.	Chandrashekhar A.; Guna R.R.; Subalakshmi R.; Bhagavathi P.S.; Annamalai S.; Ravichandran M.; Chunduru M.R.; Philip J.M.; Rajaram A.	Revolutionising Sustainable Construction: Harnessing Fly Ash For Enhanced Environmental And Structural Performance	2025	Journal of Environmental Protection and Ecology	26	3		https://www.scopus.com/pages/publications/105009364289?origin=resultslist
57.	Kumari S.; Nair J.	Lynn Good's green dilemma: leading Duke Energy's transition	2025	CASE Journal	21	4	10.1108/TCJ-05-2024-0136	https://www.scopus.com/pages/publications/85212818419?origin=resultslist

13

SUSTAINABLE DEVELOPMENT GOAL

SDG 13

Climate Action



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SDG-13 Climate Action

1.	Rathnasiri M.S.H.; Dewasiri N.J.; Kumar A.A.	Policy Framework and Implementation Strategies for Sri Lanka's Transition to a Net-Zero Economy	2024	CSR, Sustainability, Ethics and Governance	Part F2880		10.1007/978-3-031-55779-8_3	https://www.scopus.com/pages/publications/85195992549?origin=resultslist
2.	David A.; Azam M.S.; Banumathi M.	Corporate environmental responsibilities of auto manufacturers in the Chennai auto industry	2024	Technology-Driven Evolution of the Corporate Social Responsibility Ecosystem			10.4018/979-8-3693-3238-2.ch006	https://www.scopus.com/pages/publications/85204639415?origin=resultslist
3.	Nayak D.V.; Arun Kumar A.; Suryadevara R.; Khan S.	Financing the Transformation to Net Zero Goals: IREDA Investment for Sustainable Initiatives	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_4	https://www.scopus.com/pages/publications/85209591609?origin=resultslist
4.	Mohanty A.; Ghosh A.; Roy S.	Calling for better ecological values: Integrating indigenous knowledge system with sustainable policies	2024	Purushartha	17	1	10.21844/16202117103	https://www.scopus.com/pages/publications/85216461067?origin=resultslist
5.	Praveenasri P.; Prasuna V.N.P.	AI Applications of Clean Energy Innovations	2024	Proceedings of CONECCT 2024 - 10th IEEE International Conference on Electronics, Computing and Communication Technologies			10.1109/CONECCT62155.2024.10677112	https://www.scopus.com/pages/publications/85205828268?origin=resultslist
6.	Dash A.K.; Panda S.P.; Sahu P.K.; Jóźwik B.	Do green innovation and governance limit CO2 emissions: evidence from twelve polluting countries with panel data decision tree model	2024	Discover Sustainability	5	1	10.1007/s43621-024-00418-9	https://www.scopus.com/pages/publications/85201372857?origin=resultslist
7.	Swamy V.; Tiwari A.K.	The clean energy-ecology interrelatedness:	2024	Journal of Energy and Development	49	2026-02-01 00:00:00	10.2307/27343778	https://www.scopus.com/pages/publications/85213356427?origin=resultslist

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		evidence from the s&p dow jones indices						
8.	Rath B.N.; Dash A.K.; Mishra A.K.	The linkage between FDI and energy use in the case of emerging market economies	2024	Environment, Development and Sustainability			10.1007/s10668-024-05747-3	https://www.scopus.com/pages/publications/85210508334?origin=resultslist
9.	Kumar M.; Patel B.S.; Samuel C.	Future of energy transition relies on prosumer-based smart grid-integrated renewable distributed generation system	2024	Advanced Geospatial Practices in Natural Environment Resource Management			10.4018/979-8-3693-1396-1.ch008	https://www.scopus.com/pages/publications/85191440490?origin=resultslist
10.	Jóźwik B.; Panda S.P.; Dash A.K.; Sahu P.K.; Szwed R.	Revisiting the Nexus Between Energy Consumption, Economic Growth, and CO2 Emissions in India and China: Insights from the Long Short-Term Memory (LSTM) Model	2025	Energies	18	15	10.3390/en18154167	https://www.scopus.com/pages/publications/105013129408?origin=resultslist
11.	Gangadhari R.K.; Karadayi-Usta S.; Lim W.M.	Breaking barriers toward a net-zero economy	2025	Natural Resources Forum	49	1	10.1111/1477-8947.12378	https://www.scopus.com/pages/publications/85179323015?origin=resultslist
12.	Behera B.; Sethi N.; Dash A.K.	Reconciling the climate finance, energy access, human capital, and institutional quality nexus for sustainable food security in South Asia	2025	International Journal of Sustainable Development and World Ecology	32	7	10.1080/13504509.2025.2560638	https://www.scopus.com/pages/publications/105016758156?origin=resultslist
13.	Kolandaisamy R.; Thirupathaiah M.; Dixit R.S.; Choudhary S.L.; Sreeram A.; Raj N.; Neelamegam D.	Smart Environmental Engineering for Sustainable Aquatic Resource Management Using IoT Sensors, Satellite Data Fusion,	2025	Natural and Engineering Sciences	10	3	10.28978/nesciences.1811172	https://www.scopus.com/pages/publications/105029857675?origin=resultslist

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		and Machine Learning Analytics						
14.	Chittemsetty V.; Grandhi S.K.	A Machine Learning Approach for Evaluating Single-Cylinder CI Engine Emissions With Different Biodiesel Blends	2025	AIP Conference Proceedings	3360	1	10.1063/5.0305722	https://www.scopus.com/pages/publications/105023160208?origin=resultslist
15.	Nayak D.V.; Kumar A.A.; Suryadevara R.; Tewari L.M.	Innovative Financing For Integrating Climate Change And Sustainable Development Goals In India: Issues And Challenges	2025	Developments in Corporate Governance and Responsibility	25		10.1108/S2043-052320250000025013	https://www.scopus.com/pages/publications/105005436735?origin=resultslist
16.	Kumar A.A.; Suryadevara R.; Rakesh K.; Marri V.S.	Sustainable Supply Chains in the Zero-Carbon Era	2025	World Sustainability Series	Part F62		10.1007/978-3-031-80220-1_6	https://www.scopus.com/pages/publications/85219020694?origin=resultslist
17.	Chandrashekhar A.; Guna R.R.; Subalakshmi R.; Bhagavathi P.S.; Annamalai S.; Ravichandran M.; Chunduru M.R.; Philip J.M.; Rajaram A.	Revolutionising Sustainable Construction: Harnessing Fly Ash For Enhanced Environmental And Structural Performance	2025	Journal of Environmental Protection and Ecology	26	3		https://www.scopus.com/pages/publications/105009364289?origin=resultslist
18.	Chittineni J.; Maheswari P.; Sahila C.; Balakrishnan S.	Generative Artificial Intelligence and Green Choices: Exploring Environmental Attitudes and Digital Behaviour in India	2025	Journal of Research, Innovation and Technologies	4	2	10.57017/jorit.v4.2(8).03	https://www.scopus.com/pages/publications/105010948076?origin=resultslist
19.	Kumar K.B.S.; Perepu I.	The Waste Lab, Dubai – greening the desert by repurposing food waste	2025	CASE Journal	22	3	10.1108/TCJ-04-2025-0110	https://www.scopus.com/pages/publications/105025168989?origin=resultslist
20.	Shekhawat K.K.; Kumar N.; Kumar P.; Sharma V.	Impact of renewable energy, financial globalization, and	2025	Discover Sustainability	6	1	10.1007/s43621-025-01486-1	https://www.scopus.com/pages/publications/105010708731?origin=resultslist

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		technological innovation on environmental sustainability in BRICS						
21.	Dhanikonda S.R.; Pingili M.; Jayaselvi P.; Vasudha N.; Peddi P.; Maloth B.	Transformers-Based Multimodal Deep Learning for Real-Time Disaster Forecasting and Adaptive Climate Resilience Strategies	2025	International Journal of Computational and Experimental Science and Engineering	11	2	10.22399/ijcesen.1349	https://www.scopus.com/pages/publications/105002615841?origin=resultslist
22.	Potharla S.; Dissanayake H.; Manta O.	Sustainable Growth Strategies: Integrating Climate Neutrality into BRICS National Development Plans	2025	Approaches to Global Sustainability, Markets, and Governance	Part F745		10.1007/978-981-96-7181-6_17	https://www.scopus.com/pages/publications/105015322514?origin=resultslist
23.	Sainath K.L.; Lakshmi Devasena C.	Unlocking the Skies: Addressing the Role of Government Support and Policies in Fueling the Adoption of Drones in Last-Mile Deliveries	2025	Lecture Notes in Networks and Systems	5589 LNNS		10.1007/978-981-96-1687-9_8	https://www.scopus.com/pages/publications/105010197840?origin=resultslist
24.	Ramakrishna Reddy K.; Suryodai R.; Reddy D.N.; Uma Shankar B.N.V.; Madhusudhan M.V.	AgriClimateAI: A Big Data and AI-Driven System for Monitoring Climate Impact on Agriculture Using the ClimaCropNet Model	2025	International Research Journal of Multidisciplinary Scope	6	4	10.47857/irjms.2025.v6i04.06802	https://www.scopus.com/pages/publications/105022501997?origin=resultslist
25.	Choudhary P.; Kumar N.; Ghosh A.	Is the Power Industry the Root Cause of C02 Emissions or is it Receiving Undue Abomination?	2025	Indian Journal of Environmental Protection	45	4		https://www.scopus.com/pages/publications/105003704074?origin=resultslist
26.	Gupta M.; Pandey M.; Kakkar A.	A Review of Consumer Perspectives on Green Apparel	2025	Springer Proceedings in Materials	55		10.1007/978-981-97-5902-6_15	https://www.scopus.com/pages/publications/85217879590?origin=resultslist
27.	Gopal B.S.; Davidson B.G.J.	Street vendors in India: The beginnings of a	2025	Evolving Landscapes of Research and Development: Trends,			10.4018/979-8-3693-7101-5.ch016	https://www.scopus.com/pages/publications/85218087696?origin=resultslist

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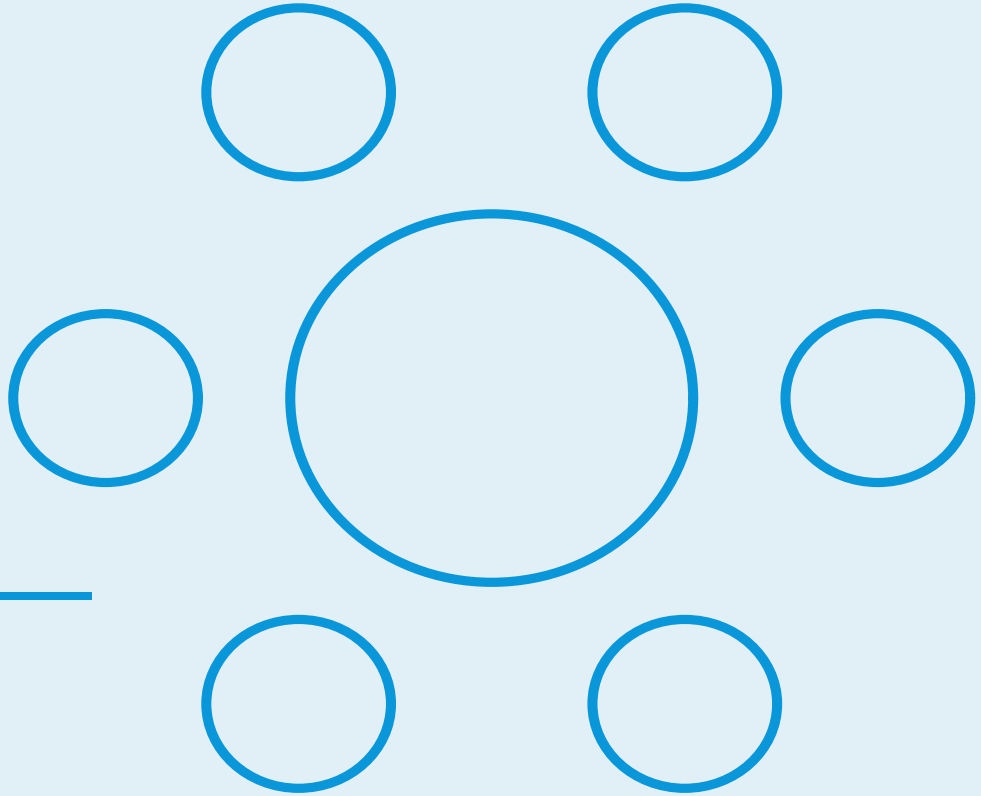
		digital transformation journey		Challenges, and Opportunities				
28.	Jeet D.; Mohanty S.N.; Basa S.S.	Sustainability and Sustainable Development From Vision To Reality	2025	Sustainability and Sustainable Development From Vision To Reality				https://www.scopus.com/pages/publications/105006477675?origin=resultslist
29.	Kumari S.; Nair J.	Lynn Good's green dilemma: leading Duke Energy's transition	2025	CASE Journal	21	4	10.1108/TCJ-05-2024-0136	https://www.scopus.com/pages/publications/85212818419?origin=resultslist

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SUSTAINABLE DEVELOPMENT GOAL

SDG 14

Life Below Water



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SDG-14 Life Below Water

1.	Kolandaisamy R.; Thirupathaiah M.; Dixit R.S.; Choudhary S.L.; Sreeram A.; Raj N.; Neelamegam D.	Smart Environmental Engineering for Sustainable Aquatic Resource Management Using IoT Sensors, Satellite Data Fusion, and Machine Learning Analytics	2025	Natural and Engineering Sciences	10	3	10.28978/nesciences.1811172	https://www.scopus.com/pages/publications/105029857675?origin=resultslist

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SUSTAINABLE DEVELOPMENT GOAL

SDG 15

Life on Land



PUBLICATIONS IN

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SDG-15 Life on Land

1.	Sekaran K.; Priyadharshini M.; Sahay R.	AirTFT: A Novel Transformer-Based Approach for Air Quality Prediction	2024	International Symposium on Advanced Networks and Telecommunication Systems, ANTS			10.1109/ANTS63515.2024.10898497	https://www.scopus.com/pages/publications/105000226508?origin=resultslist
2.	Ahmareen S.; Potluri S.; Alabdouli A.K.K.	Sustainable Agriculture Through IoT-Enabled Vertical Farming	2024	Proceedings - 2024 3rd International Conference on Sentiment Analysis and Deep Learning, ICSADL 2024			10.1109/ICSADL61749.2024.00089	https://www.scopus.com/pages/publications/85200708964?origin=resultslist
3.	Jayanthi S.; Ganesan J.; Begum I.; Ramesh E.; Balaraman R.; Gunasree S.	Leveraging Machine Learning to Predict IFC Project Success and Failure	2024	2024 1st International Conference for Women in Computing, InCoWoCo 2024 - Proceedings			10.1109/InCoWoCo64194.2024.10863562	https://www.scopus.com/pages/publications/85218349006?origin=resultslist
4.	Hariharan T.S.; Ganesh L.S.; Vijayalakshmi V.; Sharma P.; Potdar V.	Archetypal representations of dilemmas concerning invasive alien species management—A case of invasive Lantana camara in the protected areas of Nilgiri Biosphere Reserve, India	2024	Systems Research and Behavioral Science	41	4	10.1002/sres.2999	https://www.scopus.com/pages/publications/85183838283?origin=resultslist
5.	Nalini M.; Thilagavathy R.; Bhargavi K.; Thinakaran K.	Optimizing Storage Efficiency Through Pipelining and Parallelization for Enhanced Data Deduplication	2024	Journal of Circuits, Systems and Computers	33	15	10.1142/S0218126624502591	https://www.scopus.com/pages/publications/85197774649?origin=resultslist
6.	Sreeram A.; Mishra M.K.; Vinya V.L.; Reddy S.; Tripathi R.K.; Raj N.; Chel S.R.	Developing KPI-Driven Performance Dashboards for University Libraries	2025	Indian Journal of Information Sources and Services	15	3	10.51983/ijiss-2025.IJISS.15.3.48	https://www.scopus.com/pages/publications/105020445071?origin=resultslist

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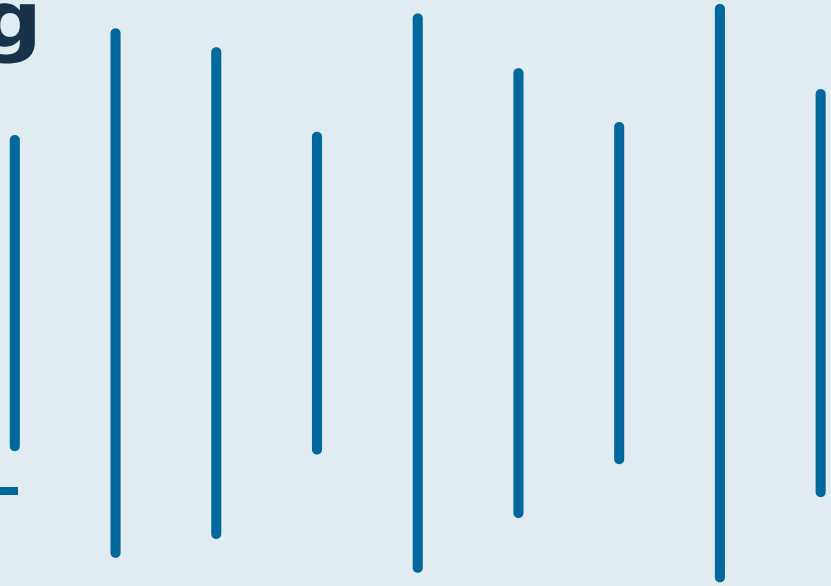
7.	Behera B.; Sethi N.; Dash A.K.	Reconciling the climate finance, energy access, human capital, and institutional quality nexus for sustainable food security in South Asia	2025	International Journal of Sustainable Development and World Ecology	32	7	10.1080/13504509.2025.2560638	https://www.scopus.com/pages/publications/105016758156?origin=resultslist
8.	Kolandaisamy R.; Thirupathaiah M.; Dixit R.S.; Choudhary S.L.; Sreeram A.; Raj N.; Neelamegam D.	Smart Environmental Engineering for Sustainable Aquatic Resource Management Using IoT Sensors, Satellite Data Fusion, and Machine Learning Analytics	2025	Natural and Engineering Sciences	10	3	10.28978/nesciences.1811172	https://www.scopus.com/pages/publications/105029857675?origin=resultslist
9.	Chittemsetty V.; Grandhi S.K.	A Machine Learning Approach for Evaluating Single-Cylinder CI Engine Emissions With Different Biodiesel Blends	2025	AIP Conference Proceedings	3360	1	10.1063/5.0305722	https://www.scopus.com/pages/publications/105023160208?origin=resultslist
10.	Nayak D.V.; Kumar A.A.; Suryadevara R.; Tewari L.M.	Innovative Financing For Integrating Climate Change And Sustainable Development Goals In India: Issues And Challenges	2025	Developments in Corporate Governance and Responsibility	25		10.1108/S2043-052320250000025013	https://www.scopus.com/pages/publications/105005436735?origin=resultslist
11.	Russo E.; Mirza B.; Mataruna-dos-Santos L.J.; Roy S.	Profit and purpose in a mission-driven market: the case of sustainology	2025	Emerald Emerging Markets Case Studies	15	3	10.1108/EEMCS-11-2024-0501	https://www.scopus.com/pages/publications/105025103367?origin=resultslist

16

SUSTAINABLE DEVELOPMENT GOAL

SDG 16

Peace, Justice and Strong Institutions



PUBLICATIONS IN

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2024-2025 | Research aligned to the UN SDGs

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SDG-16 Peace, Justice and Strong Institutions

1.	Jayanthi S.; Suresh Kumar N.; Balashivudu U.; Purushotham M.; Jeeva S.	An explorative study of explainable AI and blockchain integration in public administration	2024	Applications of Blockchain and Artificial Intelligence in Finance and Governance			10.1201/9781003518365-10	https://www.scopus.com/pages/publications/85219645637?origin=resultslist
2.	Potharla S.; Turubilli S.K.; Shekar M.C.	The Social Pillar of ESG: Exploring the Link Between Social Sustainability and Stock Price Synchronicity	2024	Indian Journal of Corporate Governance	17	1	10.1177/09746862241236551	https://www.scopus.com/pages/publications/85188289695?origin=resultslist
3.	Singh J.; Aditya A.; Kumar S.	Child Trafficking in Bihar: A Situational Analysis	2024	Development with Justice: Te Bihar Experience			10.4324/9781032626413-23	https://www.scopus.com/pages/publications/85186007361?origin=resultslist
4.	Singh S.; Rai A.	Harnessing Innovation for Sustainable Urban Futures: A Deep Dive Into Smart Cities and Sustainable Urban Development	2024	Nexus of AI, Climatology, and Urbanism for Smart Cities			10.4018/979-8-3693-5918-1.ch013	https://www.scopus.com/pages/publications/105007378310?origin=resultslist
5.	Shaik H.S.; Harshini B.; Reddy V.S.	Redefining Urban Development: Technology and Automation in India	2024	Internet of Things	Part F2482		10.1007/978-981-97-0052-3_16	https://www.scopus.com/pages/publications/85189075643?origin=resultslist
6.	Hariharan T.S.; Ganesh L.S.; Vijayalakshmi V.; Sharma P.; Potdar V.	Archetypal representations of dilemmas concerning invasive alien species management—A case of invasive Lantana camara in the protected areas of Nilgiri Biosphere Reserve, India	2024	Systems Research and Behavioral Science	41	4	10.1002/sres.2999	https://www.scopus.com/pages/publications/85183838283?origin=resultslist
7.	Meduri Y.; Singh R.; Manoharan G.	Key networks to create disaster resilient Smart Cities Mission: A case	2024	Resilient Cities and Structures	3	4	10.1016/j.rcns.2024.09.001	https://www.scopus.com/pages/publications/85207766198?origin=resultslist

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		for remodeling India's Smart Cities Mission to include disaster resilience						
8.	Rathnasiri M.S.H.; Dewasiri N.J.; Kumar A.A.	Policy Framework and Implementation Strategies for Sri Lanka's Transition to a Net-Zero Economy	2024	CSR, Sustainability, Ethics and Governance	Part F2880		10.1007/978-3-031-55779-8_3	https://www.scopus.com/pages/publications/85195992549?origin=resultslist
9.	Nayak D.V.; Arun Kumar A.; Suryadevara R.; Khan S.	Financing the Transformation to Net Zero Goals: IREDA Investment for Sustainable Initiatives	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_4	https://www.scopus.com/pages/publications/85209591609?origin=resultslist
10.	Falk A.F.; Jordaan M.; Saeed S.T.; Bhaskara Rao M.; El Houda Chaoui N.	A program evaluation of an international, intercultural e-community-engagement initiative	2024	Journal of Applied Research in Higher Education	16	4	10.1108/JARHE-03-2023-0111	https://www.scopus.com/pages/publications/85176926207?origin=resultslist
11.	Arun Kumar A.; Sowmyya T.; Sambrani S.; Shekhar S.	Behavioral Changes and Public Engagement in Net-Zero Policies: Issues and Challenges	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_14	https://www.scopus.com/pages/publications/85209558650?origin=resultslist
12.	Falk A.F.; Saeed S.T.; Jordaan M.; Rao M.B.; Chaoui N.E.H.	An international e-community engagement initiative exploring college and career pathways: A literature review	2024	Applications of Service Learning in Higher Education			10.4018/979-8-3693-2133-1.ch013	https://www.scopus.com/pages/publications/85193494612?origin=resultslist
13.	Kompella S.	Persisting Menace: A Case-Based Study of Remote Workplace Bullying in India	2024	International Journal of Bullying Prevention	6	3	10.1007/s42380-022-00152-8	https://www.scopus.com/pages/publications/85144278242?origin=resultslist
14.	Rai A.	Empowering leadership in cognitive processes and behavioural	2025	International Journal of Human Resources Development and Management	24	2026-02-01 00:00:00	10.1504/IJHRDM.2025.147099	https://www.scopus.com/pages/publications/105010477958?origin=resultslist

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		dynamics: a thematic analysis						
15.	Srivastava A.	Designing an efficient set-aside policy for advancing human rights goals through public procurement	2025	Social Sciences and Humanities Open	11		10.1016/j.ssaho.2024.101217	https://www.scopus.com/pages/publications/85209097171?origin=resultslist
16.	Balamurali R.	The Role of Social Media in Shaping Adolescent Mental Well-being: A Comprehensive Review on Its Pros and Cons	2025	Adolescent Psychiatry	15	3	10.2174/0122106766339175241202105325	https://www.scopus.com/pages/publications/105005189332?origin=resultslist
17.	Nayak D.V.; Kumar A.A.; Suryadevara R.; Tewari L.M.	Innovative Financing For Integrating Climate Change And Sustainable Development Goals In India: Issues And Challenges	2025	Developments in Corporate Governance and Responsibility	25		10.1108/S2043-052320250000025013	https://www.scopus.com/pages/publications/105005436735?origin=resultslist
18.	Sreeram A.; Mishra M.K.; Vinya V.L.; Reddy S.; Tripathi R.K.; Raj N.; Chel S.R.	Developing KPI-Driven Performance Dashboards for University Libraries	2025	Indian Journal of Information Sources and Services	15	3	10.51983/ijiss-2025.IJISS.15.3.48	https://www.scopus.com/pages/publications/105020445071?origin=resultslist
19.	Sreeram A.; Mehra R.; Parashar K.; Rao B.U.; Mohapatra C.K.; Jabbar M.A.; Malagi V.	Ethical Leadership in Managing AI-Integrated Library Environments	2025	Indian Journal of Information Sources and Services	15	3	10.51983/ijiss-2025.IJISS.15.3.15	https://www.scopus.com/pages/publications/105020755743?origin=resultslist
20.	Russo E.; Mirza B.; Mataruna-dos-Santos L.J.; Roy S.	Profit and purpose in a mission-driven market: the case of sustainology	2025	Emerald Emerging Markets Case Studies	15	3	10.1108/EEMCS-11-2024-0501	https://www.scopus.com/pages/publications/105025103367?origin=resultslist
21.	Kant R.; Pal R.; Dixit A.K.; Kaur G.	Dark Net and Deep Web: Legal Issues and Regulations	2025	Lecture Notes in Networks and Systems	1408 LNNS		10.1007/978-981-96-6297-5_42	https://www.scopus.com/pages/publications/105014492730?origin=resultslist
22.	Dash D.P.; Dash A.K.; Parida Y.	Lethal attraction: crime as tourism externality-	2025	Asia Pacific Journal of Tourism Research	30	1	10.1080/10941665.2024.2426196	https://www.scopus.com/pages/publications/85209878565?origin=resultslist

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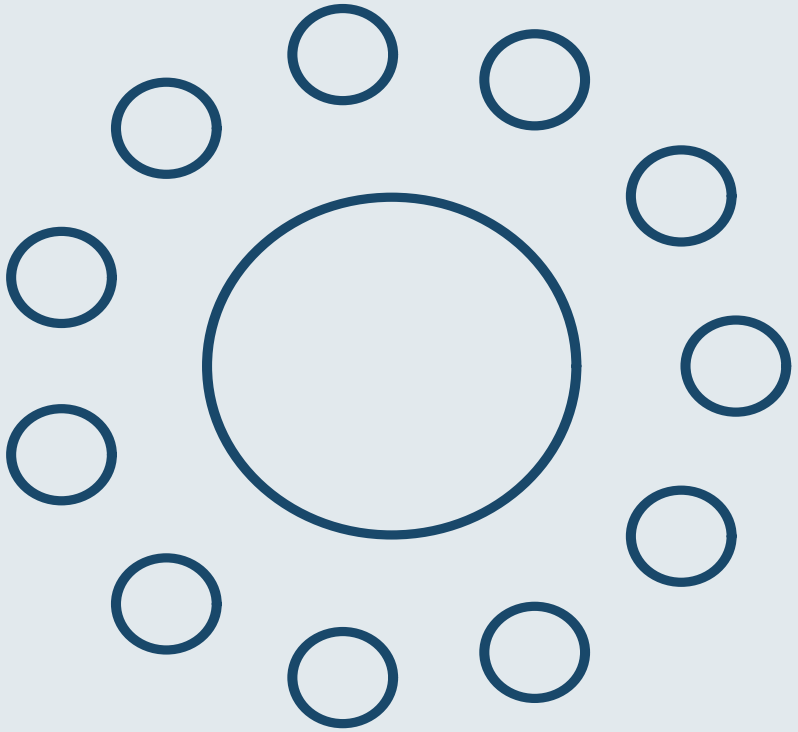
		evidence from the Indian states						
23.	Aier B.; Singh N.; Singh P.K.	Cultural fusion: Tradition meets faith in nagaland, a way forward for religious tourism in India	2025	Challenges, Opportunities, and Limitations of Religious Tourism in the Next Decade				https://www.scopus.com/pages/publications/105013534956?origin=resultslist

17

SUSTAINABLE DEVELOPMENT GOAL

SDG 17

Partnerships for the Goals



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SDG-17 Partnership for the Goals

1.	Kumari S.; Vineeth M.; Girish G.P.	An Analysis of Financial and Technological Factors Influencing AgriTech Acceptance in Bengaluru Division, Karnataka	2024	Lecture Notes in Networks and Systems	1168 LNNS		10.1007/978-3-031-73321-5_22	https://www.scopus.com/pages/publications/85213378200?origin=resultslist
2.	Jayanthi S.; Ganesan J.; Begum I.; Ramesh E.; Balaraman R.; Gunasree S.	Leveraging Machine Learning to Predict IFC Project Success and Failure	2024	2024 1st International Conference for Women in Computing, InCoWoCo 2024 - Proceedings			10.1109/InCoWoCo64194.2024.10863562	https://www.scopus.com/pages/publications/85218349006?origin=resultslist
3.	Yadu C.R.; Mehra S.	Re-Examining the Narrative of Structural Transformation: Insights from India's Development Experience	2024	Forum for Social Economics			10.1080/07360932.2024.2413507	https://www.scopus.com/pages/publications/85206571883?origin=resultslist
4.	Rathnasiri M.S.H.; Dewasiri N.J.; Kumar A.A.	Policy Framework and Implementation Strategies for Sri Lanka's Transition to a Net-Zero Economy	2024	CSR, Sustainability, Ethics and Governance	Part F2880		10.1007/978-3-031-55779-8_3	https://www.scopus.com/pages/publications/85195992549?origin=resultslist
5.	Thakkar J.J.; Rathore R.; Chatterjee C.	Analyzing interrelationships among factors affecting hygiene and sanitization in India: key insights and policy recommendations	2024	International Journal of Social Economics	51	12	10.1108/IJSE-11-2022-0761	https://www.scopus.com/pages/publications/85188811508?origin=resultslist
6.	Kancharla R.; Das C.; Kumar N.; Sawarn U.; Rai A.	Impact Of Goods And Services Tax (Gst) Implementation On Sector Indices Of The Indian Stock Market: An Event Study Analysis	2024	International Journal of Development and Conflict	14	1		https://www.scopus.com/pages/publications/85212339516?origin=resultslist
7.	Rath B.N.; Dash A.K.; Mishra A.K.	The linkage between FDI and energy use in	2024	Environment, Development and Sustainability			10.1007/s10668-024-05747-3	https://www.scopus.com/pages/publications/85210508334?origin=resultslist

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		the case of emerging market economies						
8.	Arun Kumar A.; Sowmyya T.; Sambrani S.; Shekhar S.	Behavioral Changes and Public Engagement in Net-Zero Policies: Issues and Challenges	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_14	https://www.scopus.com/pages/publications/85209558650?origin=resultslist
9.	Kumari S.; Nair J.	Empowering farmers and enhancing sustainability: Inaru's impact on the Dominican cocoa industry	2024	Emerald Emerging Markets Case Studies	14	3	10.1108/EEMCS-04-2024-0161	https://www.scopus.com/pages/publications/85199763324?origin=resultslist
10.	Gautam V.	Understanding the sustainable banking practices: Empirical evidence from an emerging economy	2024	International Social Science Journal	74	251	10.1111/issj.12446	https://www.scopus.com/pages/publications/85164348404?origin=resultslist
11.	Potharla S.; Turubilli S.K.; Shekar M.C.	The Social Pillar of ESG: Exploring the Link Between Social Sustainability and Stock Price Synchronicity	2024	Indian Journal of Corporate Governance	17	1	10.1177/09746862241236551	https://www.scopus.com/pages/publications/85188289695?origin=resultslist
12.	Singh S.; Rai A.	Harnessing Innovation for Sustainable Urban Futures: A Deep Dive Into Smart Cities and Sustainable Urban Development	2024	Nexus of AI, Climatology, and Urbanism for Smart Cities			10.4018/979-8-3693-5918-1.ch013	https://www.scopus.com/pages/publications/105007378310?origin=resultslist
13.	Chakradhar J.; Singh J.; Renukunta A.	Linder hypothesis and India's services trade	2024	Economics and Business Review	10	3	10.18559/ebr.2024.3.1045	https://www.scopus.com/pages/publications/85206974994?origin=resultslist
14.	Singh G.	Dividend policy adjustments under bankruptcy law: Insights from distressed firms	2024	Finance Research Letters	70		10.1016/j.frl.2024.106253	https://www.scopus.com/pages/publications/85206533618?origin=resultslist
15.	Gollagari R.; Perini P.	External Debt and Economic Growth of BRICS Nations: How	2024	BRICS Journal of Economics	5	3	10.3897/brics-econ.5.e129299	https://www.scopus.com/pages/publications/105015407814?origin=resultslist

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		can BRICS Integration help them?						
16.	Varaprasada Rao K.; Panda S.K.	Initiation, Innovation, Implementation and Integration of CBDC in Digital Virtual Payment Systems	2024	Lecture Notes in Electrical Engineering	1156 LNEE		10.1007/978-981-97-0767-6_20	https://www.scopus.com/pages/publications/85194245669?origin=resultslist
17.	Shrivastava P.; Gautam V.	Examining patronage intentions of customers: a case of green hotels	2024	Frontiers in Sustainable Tourism	3		10.3389/frsut.2024.1429472	https://www.scopus.com/pages/publications/105011993503?origin=resultslist
18.	Gupta S.; Nagina R.; Paruthi M.; Gupta G.	Marketing and Gamification: Applications, Challenges, and Ethics	2024	Marketing and Gamification: Applications, Challenges, and Ethics			10.4324/9781032694238	https://www.scopus.com/pages/publications/85208895162?origin=resultslist
19.	Nayak D.V.; Arun Kumar A.; Suryadevara R.; Khan S.	Financing the Transformation to Net Zero Goals: IREDA Investment for Sustainable Initiatives	2024	Approaches to Global Sustainability, Markets, and Governance	2024		10.1007/978-981-97-5756-5_4	https://www.scopus.com/pages/publications/85209591609?origin=resultslist
20.	Mohanty A.; Ghosh A.; Roy S.	Calling for better ecological values: Integrating indigenous knowledge system with sustainable policies	2024	Purushartha	17	1	10.21844/16202117103	https://www.scopus.com/pages/publications/85216461067?origin=resultslist
21.	Kumar S.	Bankruptcy law and the leverage speed of adjustment	2024	Finance Research Letters	66		10.1016/j.frl.2024.105673	https://www.scopus.com/pages/publications/85195796877?origin=resultslist
22.	Kumar A.A.; Suryadevara R.; Sowmyya T.; Chanal G.B.	Exploring the Intersection of AI, Healthcare, and Environmental Sustainability: Future Trends and Challenges	2024	Approaches to Global Sustainability, Markets, and Governance	Part F4088		10.1007/978-981-97-9555-0_2	https://www.scopus.com/pages/publications/85218741533?origin=resultslist
23.	Girish G.P.	Forecasting Day Ahead Spot Electricity Prices	2024	Lecture Notes in Networks and Systems	1169		10.1007/978-3-031-73324-6_59	https://www.scopus.com/pages/publications/85218449888?origin=resultslist

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24.	Mishra P.; Singhal A.K.; Thakur V.S.; Sharma D.; Bedi M.	Beyond Traditional Intellectual Property: Rise of Non-Fungible Tokens (NFTs) and Role of Blockchain in Protecting Digital Art	2024	Journal of Intellectual Property Rights	29	3	10.56042/jipr.v29i3.2636	https://www.scopus.com/pages/publications/85196058892?origin=resultslist
25.	Ahamed N.; Jeet D.	Corporate Social Responsibility as a Corporate Strategy for Sustainable Development	2025	Sustainability and Sustainable Development From Vision To Reality			10.1201/9781003638100-14	https://www.scopus.com/pages/publications/105006534829?origin=resultslist
26.	Chanal G.B.; Arun Kumar A.; Sowmyya T.; Suryadevara R.	Climate Neutrality in Small and Medium Enterprises (SMEs): The Role of Smart Eco-Innovation	2025	Climate Change Management	Part F106		10.1007/978-3-031-83250-5_6	https://www.scopus.com/pages/publications/86000640293?origin=resultslist
27.	Kumar S.; Singh G.; Pathak R.	Foreign institutional investors and dividends: the corporate governance role of cross-listing	2025	Applied Economics			10.1080/00036846.2025.2570948	https://www.scopus.com/pages/publications/105018844575?origin=resultslist
28.	Gangadhari R.K.; Karadayi-Usta S.; Lim W.M.	Breaking barriers toward a net-zero economy	2025	Natural Resources Forum	49	1	10.1111/1477-8947.12378	https://www.scopus.com/pages/publications/85179323015?origin=resultslist
29.	Singh V.P.; Bhadra M.; Priyadarsani M.G.; Acharjee M.; Kaur R.; Ola M.O.	AI-Enhanced Environmental Compliance: Legal Strategies for Green Technology Implementation	2025	International Conference on Intelligent and Innovative Practices in Engineering and Management, IIPEM 2025			10.1109/IIPEM65914.2025.11548009	https://www.scopus.com/pages/publications/105042477121?origin=resultslist
30.	Raoa M.B.; Raob P.M.; Singhc A.	The Role of Worldviews and Values in Shaping Effective Institutional Governance, Leadership, and Capacity-Building	2025	Worldviews and Values in Higher Education: Institutional Governance, Leadership, and Capacity Building			10.1108/978-1-83549-634-320251001	https://www.scopus.com/pages/publications/85218835051?origin=resultslist

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31.	Tudu P.N.; Mishra V.	Toward smart and green: A sustainable IT-HRM framework	2025	Technological Forecasting and Social Change	218		10.1016/j.techfore.2025.124201	https://www.scopus.com/pages/publications/105005579954?origin=resultslist
32.	Behera B.; Sethi N.; Dash A.K.	Reconciling the climate finance, energy access, human capital, and institutional quality nexus for sustainable food security in South Asia	2025	International Journal of Sustainable Development and World Ecology	32	7	10.1080/13504509.2025.2560638	https://www.scopus.com/pages/publications/105016758156?origin=resultslist
33.	Chanal G.B.; Suryadevara R.; Kumar A.A.; Krishna C.Y.S.	Digital Technologies for Circular Economy: Environmental and Ethical Considerations for Sustainable Business Practices	2025	Sustainable Innovations and Digital Circular Economy			10.1007/9789819610648_15	https://www.scopus.com/pages/publications/105004544757?origin=resultslist
34.	Anumalla K.; Sunil Kumar G.; Sree Vani M.; Rao K.S.	BCDNN: Enhancing CNN Model for Automatic Detection of Breast Cancer Using Histopathology Images	2025	Indonesian Journal of Electrical Engineering and Informatics	13	2	10.52549/ijeei.v13i2.5854	https://www.scopus.com/pages/publications/105010593385?origin=resultslist
35.	Chittineni J.; Maheswari P.; Sahila C.; Balakrishnan S.	Generative Artificial Intelligence and Green Choices: Exploring Environmental Attitudes and Digital Behaviour in India	2025	Journal of Research, Innovation and Technologies	4	2	10.57017/jorit.v4.2(8).03	https://www.scopus.com/pages/publications/105010948076?origin=resultslist
36.	Shekhawat K.K.; Kumar N.; Kumar P.; Sharma V.	Impact of renewable energy, financial globalization, and technological innovation on environmental sustainability in BRICS	2025	Discover Sustainability	6	1	10.1007/s43621-025-01486-1	https://www.scopus.com/pages/publications/105010708731?origin=resultslist
37.	Adil M.H.; Sharma V.; Fatima S.	Nonlinear Monetary Policy Reaction Function And Macroeconomic Fundamentals In India	2025	Buletin Ekonomi Moneter dan Perbankan/Monetary and banking economics bulletin	28	1	10.59091/2460-9196.2516	https://www.scopus.com/pages/publications/105003731234?origin=resultslist

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38.	Singh P.D.; Saini G.L.; Singh K.D.; Kumari R.	Dew Computing in Smart Agriculture to Improve Real-Time Data Processing and Decision-Making Capabilities for Sustainable Farming	2025	Lecture Notes in Networks and Systems	1295		10.1007/978-981-96-3311-1_20	https://www.scopus.com/pages/publications/105005481031?origin=resultslist
39.	Potharla S.; Dissanayake H.; Manta O.	Sustainable Growth Strategies: Integrating Climate Neutrality into BRICS National Development Plans	2025	Approaches to Global Sustainability, Markets, and Governance	Part F745		10.1007/978-981-96-7181-6_17	https://www.scopus.com/pages/publications/105015322514?origin=resultslist
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41.	Choudhary P.; Kumar N.; Ghosh A.	Is the Power Industry the Root Cause of C02 Emissions or is it Receiving Undue Abomination?	2025	Indian Journal of Environmental Protection	45	4		https://www.scopus.com/pages/publications/105003704074?origin=resultslist
42.	Gupta M.; Pandey M.; Kakkar A.	A Review of Consumer Perspectives on Green Apparel	2025	Springer Proceedings in Materials	55		10.1007/978-981-97-5902-6_15	https://www.scopus.com/pages/publications/85217879590?origin=resultslist
43.	Hasanuzzaman; Chakraborty K.; Bag S.	Forging a sustainable path: improving India's (Bharat's) coal mining operations for a better tomorrow	2025	Benchmarking	32	2	10.1108/BIJ-08-2023-0572	https://www.scopus.com/pages/publications/85181884416?origin=resultslist
44.	Jeet D.; Mohanty S.N.; Basa S.S.	Sustainability and Sustainable Development From Vision To Reality	2025	Sustainability and Sustainable Development From Vision To Reality				https://www.scopus.com/pages/publications/105006477675?origin=resultslist
45.	Raj R.; Bhope A.; Kodmalwar P.A.; Sudindra V.R.; Sharma A.; Selvakumar P.; Manjunath T.C.	Exchange Rates and Trade Dynamics	2025	Monetary Dynamics and Socio-Economic Development in Emerging Economies			10.4018/979-8-3693-9765-7.ch007	https://www.scopus.com/pages/publications/105017731314?origin=resultslist

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46.	Das R.; Mazumdar R.; Tyagi B.	Robot Tax and The Indian Perspective	2025	International Journal of Accounting and Economics Studies	12	6	10.14419/4990pq11	https://www.scopus.com/pages/publications/105018851469?origin=resultslist
47.	Fuloria S.; Roy S.; Gopal G.	Mindfulness, Sustainability, and Future Employability: A Triadic Conceptual Framework for Higher Education	2025	Purushartha	18	2	10.21844/16202118206	https://www.scopus.com/pages/publications/105045271859?origin=resultslist
48.	Nayak D.V.; Kumar A.A.; Chanal G.B.; Bolagani S.	Sustainable Finance and Green Investments: The Role of Blockchain Circular Economy	2025	Environmental Footprints and Eco-Design of Products and Processes	Part F701		10.1007/978-3-031-89183-0_2	https://www.scopus.com/pages/publications/105012153098?origin=resultslist
49.	Ikrama S.; Qumer S.M.	DiDi's growth in Latin America: strategies for success in emerging markets	2025	Emerald Emerging Markets Case Studies	15	3	10.1108/EEMCS-04-2025-0210	https://www.scopus.com/pages/publications/105025095323?origin=resultslist
50.	Ikrama S.; Qumer S.M.	Malavika Hegde at Café Coffee Day: navigating a turnaround amidst uncertainty and market shifts	2025	Emerald Emerging Markets Case Studies	15	2	10.1108/EEMCS-11-2024-0509	https://www.scopus.com/pages/publications/105002655314?origin=resultslist
51.	Nayak D.V.; Kumar A.A.; Suryadevara R.; Tewari L.M.	Innovative Financing For Integrating Climate Change And Sustainable Development Goals In India: Issues And Challenges	2025	Developments in Corporate Governance and Responsibility	25		10.1108/S2043-052320250000025013	https://www.scopus.com/pages/publications/105005436735?origin=resultslist
52.	Sharma A.; Kumar K.; Dwesar R.	"Keenly aware of environmental issues, yet wavering in conviction": Understanding the factors influencing the consumers' willingness to pay for green energy	2025	Sustainable Futures	9		10.1016/j.sftr.2024.100427	https://www.scopus.com/pages/publications/85213883467?origin=resultslist

Publications in SCOPUS Indexed Journals
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53.	Suryadevara R.; Arun Kumar A.; Hariharan K.; Hari Krishna B.	Innovative sustainable business models for the automobile industry in India	2025	Innovation Ecosystems and Sustainable Technologies: Enhancing Competitiveness and Sustainability			10.1108/978-1-83662-368-720251004	https://www.scopus.com/pages/publications/105009450409?origin=resultslist
54.	Fuloria S.; Roy S.	Ancient Wisdom, Modern Dilemmas: Reframing Decision-Making through the lens of Indian Epics	2025	Purushartha	18	1	10.21844/16202118103	https://www.scopus.com/pages/publications/105028099893?origin=resultslist
55.	Lahri V.; Singh N.K.; Virmani N.	Prioritising criteria for sustainable battery supplier selection in the EV sector using fuzzy-ordinal priority approach	2025	International Journal of Industrial Engineering and Operations Management			10.1108/IJIEOM-07-2025-0144	https://www.scopus.com/pages/publications/105024450647?origin=resultslist
56.	Kumar S.; Chaturvedula C.; Rastogi N.	From distress to flexibility: A quasi-natural evidence from creditors' rights reform	2025	Finance Research Letters	86		10.1016/j.frl.2025.108632	https://www.scopus.com/pages/publications/105018222301?origin=resultslist
57.	Sreeram A.; Mehra R.; Parashar K.; Rao B.U.; Mohapatra C.K.; Jabbar M.A.; Malagi V.	Ethical Leadership in Managing AI-Integrated Library Environments	2025	Indian Journal of Information Sources and Services	15	3	10.51983/ijiss-2025.IJISS.15.3.15	https://www.scopus.com/pages/publications/105020755743?origin=resultslist
58.	Kumar A.A.; Suryadevara R.; Rakesh K.; Marri V.S.	Sustainable Supply Chains in the Zero-Carbon Era	2025	World Sustainability Series	Part F62		10.1007/978-3-031-80220-1_6	https://www.scopus.com/pages/publications/85219020694?origin=resultslist
59.	Samantarai M.; Dutta S.	Lorna Rutto's EcoPost: creating a sustainable solution to Kenya's plastic waste problem	2025	CASE Journal	21	6	10.1108/TCJ-05-2024-0148	https://www.scopus.com/pages/publications/85209759683?origin=resultslist
60.	Gopal B.S.; Davidson B.G.J.; Tur A.	Digital transformation and sustainability in the textile industry: Macro challenges for micro and small businesses	2025	Evolving Landscapes of Research and Development: Trends, Challenges, and Opportunities			10.4018/979-8-3693-7101-5.ch007	https://www.scopus.com/pages/publications/85218125813?origin=resultslist
61.	Bhalla S.; Kansal P.	Do we need harsh punishment? The effect	2025	Journal of Services Marketing	39	2	10.1108/JSM-02-2024-0093	https://www.scopus.com/pages/publications/85215099327?origin=resultslist

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Aligned to SDGs

		of coercive power in collaborative consumption services						
62.	Swamy V.; Narayanamurthy V.	Are private banks more sensitive to changes in reserve requirements? Evidence from an emerging market	2025	Journal of Economics, Finance and Administrative Science	30	59	10.1108/JEFAS-11-2022-0261	https://www.scopus.com/pages/publications/105003951282?origin=resultslist
63.	Raghavendra Rao G.N.; Muralidhara G.V.; Sidenur L.	Impact of Industrialization on Urban Temperature: A Comparative Study of Bengaluru, Vadodara, and Visakhapatnam	2025	Lecture Notes in Networks and Systems	1277 LNNS		10.1007/978-981-96-2700-4_22	https://www.scopus.com/pages/publications/105011262865?origin=resultslist
64.	Gopal B.S.; Davidson B.G.J.	Street vendors in India: The beginnings of a digital transformation journey	2025	Evolving Landscapes of Research and Development: Trends, Challenges, and Opportunities			10.4018/979-8-3693-7101-5.ch016	https://www.scopus.com/pages/publications/85218087696?origin=resultslist
65.	Singh G.	Does Affiliation to Business Groups Moderate the Relation Between Dividend Policy and Creditors' Rights?	2025	Journal of Public Affairs	25	3	10.1002/pa.70054	https://www.scopus.com/pages/publications/105007636355?origin=resultslist

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SUSTAINABLE DEVELOPMENT GOALS

EMBEDDED CASE STUDIES

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SDG-WISE COMPENDIUM | 2026

RESEARCH / TEACHING / SUSTAINABILITY

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SDG 01 | CASE STUDIES

7 case studies indexed under this Sustainable Development Goal

01. ETSY'S GROWTH STRATEGY IN INDIA: EMPOWERING ARTISANS

MKTG460 | 524-0017-1 | January, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=MKTG460

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02. SELFINA: EMPOWERING WOMEN THROUGH MICRO-LEASING IN TANZANIA

LDEN228 | 825-0019-1 | January, 2025 | 2025

The case discusses about how social entrepreneur Victoria Kisyombe (Kisyombe) founded Sero Lease and Finance Ltd. (SELFINA), a social enterprise which provided micro-leasing services to the marginalized women in Tanzania. Women in Tanzania found it difficult to obtain finances from financial institutions to start a business since they did not have any land or asset in their name owing to the customs and traditions prevailing in the country. To tackle this challenge, Kisyombe started SELFINA in 2002 as a micro-leasing facility wherein women who did not own any asset or land and had minimal or no business experience could take equipment on lease from SELFINA and start a business. As of 2023, SELFINA had provided 25,000 leases and had made a positive impact on the lives of 440,000 people, providing US$22 million in credit. In addition to this, the company had helped 200,000 people in Tanzania come out of poverty. By 2023, SELFINA had served 12 districts in Tanzania. The company planned to open more offices in Tanzania and expand into other regions in East Africa. The company received more demand for assets for micro-leasing than it could finance due to financial constraints. Should SELFINA expand geographically? What are the pros and cons of geographical expansion for Kisyombe's for-profit social venture? What should Kisyombe do to make SELFINA financially sustainable?

Source: https://icmrindia.org/case-study-details?casecode=LDEN228

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03. UNILEVER SCALES DOWN ITS SUSTAINABILITY COMMITMENTS: GOOD MOVE OR GREEN DECEPTION?

CSRS019 | 725-0049-1 | April, 2025 | 2025

The case discusses global FMCG giant Unilever’s radical refocus of its sustainability strategy that included extending deadlines for taking action as well as reducing the scale of its targets for environmental, social, and governance (ESG) measures to focus on growth. Amidst years of disappointing growth and dwindling stock performance and under pressure from shareholders to cut costs and generate profit, Hein Schumacher (Schumacher), who assumed the role of CEO in July 2023, introduced a revised and more focused ESG strategy. The new strategy involved structuring the company's sustainability around four pillars – climate, nature, plastics, and livelihoods – with division heads and brand managers setting progress metrics. As part of the revamped strategy, Schumacher axed a range of ESG targets, including pledges to halve food waste, hire more disabled staff, and cut the use of plastic. The consumer goods company also walked back its previous commitment to slash its use of virgin plastics by 50% by 2025, with the updated target focusing on a 30% reduction by 2026. Unilever’s downgrading of its ESG commitments received mixed reactions. While some people commended the shift, others expressed disappointment. Going forward, the challenges ahead of Schumacher include the tough task of building upon his predecessors’ sustainability legacy while striking an appropriate balance between purpose and financial success, maintaining profits, and boosting growth.

Source: https://icmrindia.org/case-study-details?casecode=CSRS019

04. PABIBEN RABARI: BRINGING INDIGENOUS CRAFTS BACK TO LIFE AND EMPOWERING RURAL WOMEN ARTISANS

LDEN231 | 825-0049-1 | July, 2025 | 2025

Pabiben Rabari (Pabiben), a woman of the Rabari community in Gujarat (India), became an internationally acclaimed artisan from a daily wage worker. The Rabari community, known for its rich traditions, and exquisite embroidery, apparently put a ban on the embroidery work for societal reasons resulting in the traditional intricate skill heading toward extinction. Pabiben wanted to not only preserve the art form from dying but also to provide a livelihood to women using their exquisite needlework skills. In 2015, Pabiben started her business under the name Pabiben.com. The Rabari artisans made varieties of bags, gift items, and many other things and sold them through the website to buyers in India and abroad. As of 2023, the organization had around 500 SKUs with cumulative sales of Rs. 2 crore and provided employment to 300 women artisans. Just as the demand for the embroidered goods was rising, Pabiben and her enterprise faced challenges in scaling up the business. Pabiben faced competition from other players. Furthermore, expanding her reach nationally or internationally would require strategic partnerships, and also more funds. Would Pabiben be able to raise the funds, grow the business and continue providing a livelihood to more artisans?

Source: https://icmrindia.org/case-study-details?casecode=LDEN231

05. ‘WELL-BEING OUT OF WASTE’ – ITC’S SUSTAINABLE WASTE MANAGEMENT PROGRAM

BECG198 | 726-0002-1 | December, 2025 | 2026

The case ‘Well-Being Out of Waste’ – ITC’s Sustainable Waste Management Program” is about the sustainable waste management program of ITC Limited (ITC), an Indian conglomerate. ITC’s ‘Well-Being Out of Waste’ (WOW) initiative helped create awareness among the public about sustainable waste management and waste segregation at source into solid and wet waste. The WOW program was carried out with the active participation and involvement of the local municipal authorities. The WOW initiative also provided training to waste pickers in waste segregation and paid them fair wages. Apart from the WOW program, ITC implemented various sustainable initiatives at its other divisions and also developed sustainable packaging solutions at its ITC Life Sciences and Technology Center (LSTC) in Bengaluru. It remained to be seen how ITC’s sustainable waste management initiatives would pan out in the future and whether its collaboration with the government and NGOs would bring forth the desired results.

Source: https://icmrindia.org/case-study-details?casecode=BECG198

06. THE SCALING UP NUTRITION (SUN) MOVEMENT: A GLOBAL COLLABORATION TO END MALNUTRITION

BECG197 | 726-0004-1 | December, 2025 | 2026

The case is about The Scaling Up Nutrition (SUN) Movement, a country-driven multi-stakeholder and multi-sector global collaboration that harnesses the broad capacities of public and private sectors to end malnutrition in all its forms and supports achievement of the Sustainable Development Goals (SDGs). With the governments of the SUN member countries in the lead, the Movement unites people – from civil society, the United Nations (UN), donors, businesses, and researchers – in a collective effort to end malnutrition by 2030. As of 2024, the Movement included +4,000 civil society organizations, +1,400 businesses, 5 UN agencies, and a strong donor network. The case discusses how malnutrition is a global health problem and the rationale behind the launch of the SUN Movement. Reportedly, since the launch of the Movement, the number of children under 5 affected by stunting had decreased from 171 million to 144 million globally as of 2020. Some of the key challenges before the alliance were to convene stakeholders from various sectors and foster a transparent and collaborative environment to end the malnutrition crisis, overcome shortfalls in governance, and obtain sustainable funding. It remains to be seen whether this broad and inclusive Movement will be successful in achieving sustainable and equitable reductions in malnutrition for all by 2030.

Source: https://icmrindia.org/case-study-details?casecode=BECG197

07. WILL OXXO BE ABLE TO REPLICATE ITS LATIN AMERICAN CONVENIENCE STORE SUCCESS IN THE US?

BSTR707 | January, 2026 | 2026

The case study “Will OXXO be Able to Replicate Its Latin American Convenience Store Success in the US?” contemplates the possibility of OXXO – Latin America’s largest c-store chain and part of Mexican multinational company, Fomento Económico Mexicano, S.A.B. de C.V (FEMSA) – leveraging its core competencies in retail to achieve success in a completely new and challenging market – the US. The case starts out by documenting the evolution of OXXO from its humble beginnings in the late 1970s in Mexico, into a dominant force through effective localization and strategic store locations. OXXO also grew through continuous diversification – both geographically and in business operations. Another key driver of OXXO’s success was its strategy to leverage its stores to provide a range of financial services to the unbanked population in Mexico, thereby playing a crucial role in bringing about financial inclusion. The case provides details of how OXXO even leveraged technology in that endeavor and eventually became a vital player in Mexico’s fintech landscape. OXXO had strong global ambitions. Having a dominant position in Latin America and a foothold in Europe, OXXO had set its eyes on conquering the highly competitive US retail market. Can OXXO establish a strong presence in the US retail industry, or will it face challenges in replicating its success outside Latin America?

Source: https://icmrindia.org/case-study-details?casecode=BSTR707

SDG 02 | CASE STUDIES

5 case studies indexed under this Sustainable Development Goal

01. PURE HARVEST SMART FARMS – A TECHNOLOGY-ENABLED AGRIBUSINESS STARTUP ADDRESSING THE FOOD SECURITY CHALLENGES IN THE MIDDLE EAST

LDEN216 | 824-0011-1 | February, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=LDEN216

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02. DANONE: REALIGNING SUSTAINABILITY FOR PROFITABILITY?

BSTR677 | 324-0090-1 | March, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=BSTR677

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03. THE TINGO GROUP SCAM

BECG188 | 724-0053-1 | April, 2024 | 2024

Tingo, an agri-fintech firm established by Odogwu Banue Mmobuosi (Mmobuosi) in 2001 in Nigeria, supposedly pioneered financial inclusion among farmers with its innovative device-as-a-service model. By providing mobile phones to farmers through its mobile company, Tingo Mobile, the company provided the farmers access to crucial resources. The company was listed the US OTC market in August 2021 and on the NASDAQ in 2022. However, investigation by short-seller Hindenburg showed that Tingo was a web of lies perpetrated by Mmobuosi and neither the company, not its mobile phones, customers or farmers actually existed. The Securities Exchange Commission filed lawsuits against Mmobuosi and his companies, citing false financial reporting and a securities fraud. On January 02, 2024, the FBI indicted Mmobuosi on securities fraud charges, accusing him of conspiracy and false filings with the SEC. Subsequently, in February 2024, Tingo voluntarily delisted from the NASDAQ. The fallout of Tingo's scandal reverberated beyond the company itself, casting a shadow on the Nigerian business landscape and raising concerns about fintech companies from emerging markets. Tingo's meteoric rise and subsequent fall epitomized the perils of unchecked ambition and fraudulent practices in the corporate world, serving as a cautionary tale for investors and regulators alike.

Source: https://icmrindia.org/case-study-details?casecode=BECG188

04. POLYBEE: PROVIDING DRONE-POWERED POLLINATION SOLUTION

BSTR689 | 325-0102-1 | March, 2025 | 2025

In 2024, Singapore-based ag-tech startup Polybee launched drone-powered pollination to boost horticulture efficiency. The drones were designed to perform bee-like functions in places where they were scarce. Founded by Siddharth Yadav, the drones were equipped with artificial intelligence and used digital phenotyping to help farmers make better informed decisions about their produce and how to make more profits. The company believed that drone pollination would be able to enhance food security by optimizing the value chain. Some analysts believed that drones were a viable option for pollination, while others opined that despite the innovative technology, drones could not replace bees. As per experts, except for a few large companies and investors, the technology might not be accessible to all. While on the on the one hand, inaccuracies in yield prediction methods resulted in downstream challenges for growers and breeders when making decisions regarding pricing, there was a lack of scalable, high throughput phenotyping and crop registration solutions. It would be interesting to see whether Polybee will be able to emerge as a technically and economically feasible alternative to bees to address the problem of crop pollination. Going forward, it would be interesting to see how Siddharth will grow his business.

Source: https://icmrindia.org/case-study-details?casecode=BSTR689

05. THE SCALING UP NUTRITION (SUN) MOVEMENT: A GLOBAL COLLABORATION TO END MALNUTRITION

BECG197 | 726-0004-1 | December, 2025 | 2026

The case is about The Scaling Up Nutrition (SUN) Movement, a country-driven multi-stakeholder and multi-sector global collaboration that harnesses the broad capacities of public and private sectors to end malnutrition in all its forms and supports achievement of the Sustainable Development Goals (SDGs). With the governments of the SUN member countries in the lead, the Movement unites people – from civil society, the United Nations (UN), donors, businesses, and researchers – in a collective effort to end malnutrition by 2030. As of 2024, the Movement included +4,000 civil society organizations, +1,400 businesses, 5 UN agencies, and a strong donor network. The case discusses how malnutrition is a global health problem and the rationale behind the launch of the SUN Movement. Reportedly, since the launch of the Movement, the number of children under 5 affected by stunting had decreased from 171 million to 144 million globally as of 2020. Some of the key challenges before the alliance were to convene stakeholders from various sectors and foster a transparent and collaborative environment to end the malnutrition crisis, overcome shortfalls in governance, and obtain sustainable funding. It remains to be seen whether this broad and inclusive Movement will be successful in achieving sustainable and equitable reductions in malnutrition for all by 2030.

Source: https://icmrindia.org/case-study-details?casecode=BECG197

SDG 03 | CASE STUDIES

24 case studies indexed under this Sustainable Development Goal

01. UNDERSTANDING AND ANALYZING THE FINANCIAL STATEMENTS OF COLGATE-PALMOLIVE (INDIA) LTD.

FINC212 | 124-0023-1 | January, 2024 | 2024

Colgate-Palmolive (India) Ltd, (CPIL) one of India’s oldest personal care fast moving consumer goods (FMCG) companies, achieved a major milestone in 2022 with its sales crossing Rs.50,000 mn. It recorded a modest profit growth of 4.1%. But the financial performance of CPIL was overshadowed by a record dividend payment of Rs 40 per share. CPIL had steadily increased its dividend payout from 2019–20, reaching100 percent for the year 2021– 22.Despite constantly innovating and building some of the biggest brands, CPIL witnessed a lower rate of sales and profit than its peers. The company was also facing huge competition from other global majors as well as from companies like Patanjali and Dabur which had positioned themselves as green and as using natural ingredients. At the same time, the company had also seen a reduction in fixed assets and capital expenditure. The case would help to analyze the following questions: Does the reduction in Plant and Machinery and capital investments in the last 3 years mean anything to the company’s growth prospects? Also, does the steady increase in Dividend Payout, reaching 100 % in FY 2021-22, mean the company is maturing? Does this payment of all the surplus to its shareholders mean no major investments are needed in R&D and that there is no need for funds to set up additional facilities to manufacture and cater to the growing consumer base? Or, is CPIL depending on its parent company Colgate Palmolive to launch new products which it will then market in India by paying a certain royalty to Colgate Palmolive? Does the analysis of the financial statements and conducting a vertical and horizontal analysis reveal a certain trend which would not only reveal past performance but also help predict the company’s immediate future performance?

Source: https://icmrindia.org/case-study-details?casecode=FINC212

02. BLUELAND: AN INNOVATION-LED SOLUTION ADDRESSING GLOBAL CLIMATE CHALLENGES

LDEN212 | 824-0009-1 | February, 2024 | 2024

The case is about New York-based eco-friendly refillable cleaning supply retailer Blueland. It was founded by serial entrepreneurs Sarah Paiji 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 BioPreferrd, 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.

Source: https://icmrindia.org/case-study-details?casecode=LDEN212

03. CAN REPLIKA'S EMOTIONAL AI REPLACE HUMAN COMPANIONSHIP?

ITSY140 | 924-0012-1 | April, 2024 | 2024

The case study "Can Replika's Emotional AI Replace Human Companionship?" debates the possibility of emotional AI (Artificial Intelligence) technology-based chatbot, Replika – owned by Luka, Inc. – being able to ultimately replace the need for human companionship in its users. The case starts out with the emotional reasons that drove Luka's co-founder, Eugenia Kuyda, to develop Replika. The case then describes in detail the specific AI technology that formed the heart of Replika. A brief glimpse of Replika's business model is provided. The case then takes an in-depth look into the way Replika simulated human-like conversations, thereby providing users with a unique platform for companionship, mental wellness support, and personal growth. It offers insights into the evolving landscape of human-computer interaction, highlighting the complex interaction between technology and human psychology in the context of AI companionship. Despite its obvious advantages, however, Replika raised serious questions among health workers and the society at large about its long-term impact on human interactions. Can Emotional AI-based technologies such as Replika really benefit people or does it raise unrealistic expectations about human interactions?

Source: https://icmrindia.org/case-study-details?casecode=ITSY140

04. DANONE’S ‘ONE PERSON, ONE VOICE, ONE SHARE’ PROGRAM: EMPLOYEE ENGAGEMENT FOR SUSTAINABLE TRANSFORMATION

HROB259 | 424-0056-1 | May, 2024 | 2024

Danone's "One Person, One Voice, One Share" (OPOVOS) program illustrates the company's innovative approach to employee engagement to achieve sustainability goals. This case study explores how Danone, a global food and beverage company, leveraged its employee base to drive its "One Planet One Health" vision, aligning with the United Nations Sustainable Development Goals (SDGs). By implementing OPOVOS across its business and production facilities, Danone aimed to ensure that employees played an active role in the company's sustainability agenda. The OPOVOS program had two key components: "One Person, One Voice," focusing on employee input through stages of inform, listen, implement, and walk the talk; and "One Person, One Share," which encouraged employees to adopt an ownership mindset through share-based participation. This approach fostered a sense of co-ownership and empowered employees to influence the company's sustainability roadmaps. The case study also highlights significant impacts of the program, such as the opening of a new research and innovation center in Shanghai, China, and the acceleration of Danone's B-Corp certification process. The primary audience for this case study includes MBA students and Executive MBA participants interested in management topics such as sustainability, corporate governance, and employee engagement. By examining Danone's journey, students will gain insights into the critical role of employee engagement in fostering innovation and achieving strategic business objectives with a focus on sustainability. Professors can use this case to discuss corporate social responsibility (CSR), change management, and leadership in the context of achieving long-term sustainability goals.

Source: https://icmrindia.org/case-study-details?casecode=HROB259

05. BANYAN NATION: DRIVING INDIA’S CIRCULAR ECONOMY

LDEN221 | 824-0046-1 | June, 2024 | 2024

The case study “Banyan Nation: Driving India’s Circular Economy” talks about the contributions made by India-based plastic recycling start-up Banyan Sustainable Waste Management Pvt. Ltd. in building India’s circular economy. It was in the early 2010s that Banyan’s founders Mani Kishore Vajipeyajula and Rajkiran Madangopal learnt that the un-scientific recycling methods used by the plastic recyclers in India’s informal sector were not only causing untold health damage to the people who did the processing, but were also harming the environment irrevocably. That prompted them to establish Banyan in 2013. Banyan employed a varied range of technologies to ensure a safe and effective plastic recycling process. The case discusses in depth the functioning of Banyan – a vertically integrated plastic recycling company involved in all the three stages of plastic recycling – collection (pre-sorting and post-sorting), recycling, and the subsequent sale of recycled plastic to companies. It describes Banyan’s product that it referred to as Better Plastic that could compete with virgin plastic on aspects such as quality, price, and reliability. The case ends with a look at the challenges being faced by Banyan and the various avenues for its growth. Considering the fact that the circular economy can be an important instrument to tackle the planetary crises on climate, biodiversity, and pollution, can Banyan spearhead India’s circular economy?

Source: https://icmrindia.org/case-study-details?casecode=LDEN221

06. COMPASSIONATE CARE IN ACTION: SCALING MATERNAL HEALTH SERVICES UNDER DR. EVITA FERNANDEZ'S LEADERSHIP

LDEN223 | 824-0062-1 | August, 2024 | 2024

The case focuses on how Evita Fernandez, the chairperson of Fernandez foundation undertook various initiatives to attain clinical leadership in compassionate healthcare and quality of caregiving. Her parents started Fernandez Hospital in 1948 with just two beds and Evita inherited the hospital in the early 1990s and scaled it from 30 beds to a 300 bed hospital by 2011 with the necessary infrastructure using evidence-based practices. The case then describes the various initiatives taken to bring about changes in the child birthing process through compassionate care. Evita also set up the Fernandez School of Nursing in 2005, and from 2008, she offered free midwifery education to tribal girls from across the country. In 2011, Evita spearheaded the midwifery initiative with the Professional Midwifery Services to create a national cadre of midwives. She also launched a two-year Professional Midwifery Education and Training Program. The case ends with Evita's efforts to scale up the compassionate care model by partnering with various government and non-government organizations. She worked closely with the Ministry of Health and UNICEF to increase normal births and train nurses and doctors in public hospitals in some of the states of India.

Source: https://icmrindia.org/case-study-details?casecode=LDEN223

07. ZIPLINE: NAVIGATING THE RWANDA SKIES TO MAKE MEDICAL SUPPLIES ACCESSIBLE TO MILLIONS ON LAND

OPER162 | 624-0039-1 | August, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=OPER162

08. BURN MANUFACTURING: FUELING SUSTAINABILITY THROUGH PRODUCT AND FINANCING INNOVATION IN AFRICA

LDEN224 | 824-0075-1 | November, 2024 | 2025

This case study focuses on BURN Manufacturing, a pioneering clean cookstove manufacturer in Kenya, and its efforts to provide sustainable cooking solutions across sub-Saharan Africa. As of July 2022, biomass fuels still accounted for 85% of household cooking energy in the region, highlighting the urgent need for more efficient alternatives. Co-founder Peter Scott spearheaded BURN's mission by developing fuel-efficient cookstoves, including charcoal, wood, and electric models, followed by LPG stoves. The company emphasized R&D through the BURN Design Lab and pursued continuous innovation to enhance product efficiency. BURN also established a full carbon value chain, incorporating sustainable manufacturing processes and partnering with credit cooperatives to offer financing options. A gender-focused distribution strategy was employed, training local women to promote cookstoves within their communities, boosting adoption rates. Despite challenges in scaling, BURN implemented financing innovations such as carbon financing and green bonds. The company collaborated with e-commerce platforms, supermarkets, microfinance institutions, and social organizations to accelerate the adoption of clean cooking solutions, particularly in underserved regions. BURN’s impact extends to over 20 million lives, reducing carbon emissions, improving women's health, and providing financial benefits. The case is ideal for management courses on Sustainable Business Growth, Financing Mechanisms, and Operational Challenges in Emerging Markets, particularly for social enterprises.

Source: https://icmrindia.org/case-study-details?casecode=LDEN224

09. AETNA AT CROSSROADS: CAN KAREN LYNCH LEAD THE COMPANY BACK TO HEALTH?

LDEN225 | 825-0004-1 | December, 2024 | 2025

The case describes how CVS Health CEO Karen Lynch took swift action to address financial and operational challenges at Aetna, CVS Health’s insurance division, after a financial report showed a 39% decline in Aetna’s operating income and a 9% drop in CVS Health’s net income. Lynch responded by making leadership changes that included the exit of Aetna’s president, Brian Kane, and assuming direct oversight of Aetna alongside CFO Tom Cowhey, drawing on her prior experience as Aetna’s former president. The case focuses on the complex factors contributing to Aetna's financial difficulties, such as Medicaid redeterminations, risk adjustment accruals, increased service utilization, and a decline in Medicare Advantage star ratings. The case also discusses Lynch’s strategic response, which included a $2 billion cost-saving initiative and plans to open new Oak Street Health clinics, emphasizing both cost control and investment in growth areas. The case then touches upon the leadership challenge of balancing decisive action with the risk of disrupting stability, raising critical questions about timing, leadership transitions, and the need to reassure shareholders. Targeted at MBA and Executive MBA students, this case study is ideal for courses in Strategic Management, Leadership, and Corporate Governance. It offers opportunities to students to explore topics like crisis management, stakeholder engagement, performance improvement strategies, and the complexities of leading in a challenging environment.

Source: https://icmrindia.org/case-study-details?casecode=LDEN225

10. CHEFAA – REVOLUTIONIZING HEALTHCARE ACCESS IN THE MIDDLE EAST THROUGH PATIENT-CENTRIC E-HEALTH PLATFORM

LDEN226 | 825-0005-1 | December, 2024 | 2025

Chefaa, a health-tech startup founded by Doaa Aref and Dr. Rasha Rady, addresses the challenges faced by patients with chronic illnesses using an AI-powered app that connects patients with nearby pharmacies. Chefaa's platform enables patients to order, schedule, and refill medications, making healthcare more accessible and affordable. With its simple interface, the app caters to users with minimal technological expertise, ensuring broad accessibility. Within 18 months, Chefaa had recorded over 150,000 orders and $2.25 million in sales. The company strategically expanded its offerings and partnerships, launching new services such as Chefaa Prime, an alternative health insurance program tailored for developing countries. Partnerships with Baheya Hospital and Paymob to facilitate payments through the BNPL (Buy-now-pay-later) format further enhanced its service delivery, driving digital transformation in pharmacies and improving patient care. By 2023, Chefaa had expanded into Saudi Arabia, solidifying its position in the MENA region. This case is ideal for MBA students in Entrepreneurship, Technology Innovation, and Healthcare Management courses. It offers insights into technology-driven innovation, market expansion strategies, and social entrepreneurship, making it a valuable resource for faculty teaching courses on Business Strategy, Digital Health, and Emerging Markets. The case is particularly relevant for discussions on business model development, strategic partnerships, and ethical considerations in tech-driven startups, appealing to educators looking to provide a comprehensive understanding of entrepreneurship in the digital age.

Source: https://icmrindia.org/case-study-details?casecode=LDEN226

11. IS DROPBOX'S 'VIRTUAL FIRST' MODEL REDEFINING THE FUTURE OF WORK?

HROB274 | 425-0005-1 | December, 2024 | 2025

The case study "Is Dropbox's 'Virtual First Model' Redefining the Future of Work?" explores the long-term feasibility of US-based technology company Dropbox Inc.(Dropbox)'s 'Virtual First' model (VFM) – an approach for remote work that it had first adopted following the outbreak of COVID-19 pandemic. The case starts out by mentioning the reasons that drove Dropbox to shift to a completely remote work environment in mid-2020. It then lays out the various changes that Dropbox made to its organization – culture, HR practices, communication methods, etc. – in order to make a smooth and irreversible transition to remote work. The case mentions how VFM enabled Dropbox to enhance flexibility, improve employee satisfaction, and achieve a diverse talent pool unrestricted by geographical limitations. It also sets out the limitations of VFM that could raise challenges in future for the company. The case ends with a look at how other organizations were going back to their old working styles after the pandemic, creating pressure on Dropbox to do the same. Nonetheless, Drew Houston (Houston), the CEO of Dropbox, intended to continue with VFM as he believed that it was what his employees wanted. Is Houston right in thinking that approaches such as VFM will be the 'Future of Work'?

Source: https://icmrindia.org/case-study-details?casecode=HROB274

12. THE TRAVAILS OF ‘BEYOND MEAT’: ARE MEAT ALTERNATIVES STILL THE FUTURE OF FOOD?

MKTG470 | 125-0004-1 | December, 2024 | 2025

The case study “The Travails of ‘Beyond Meat’: Are Meat Alternatives still the Future of Food?” discusses the disruption that Beyond Meat, Inc. (BM), a US-based plant-based meat alternatives company, brought in the food industry and analyzes the possibility of meat alternatives becoming mainstream food products in the future. The case starts with a brief insight into the entrepreneurship journey of BM’s Founder and CEO, Ethan Brown (Brown), – who believed that one should eat what they love while helping the environment, the climate, and themselves. The case provides a significant insight into BM’s innovative product development process, wherein products were designed keeping in mind the needs and wants of customers. The case then goes into detail about BM’s market segmentation, positioning, and targeting strategies. Despite early success and worldwide popularity, BM encountered growth stagnation within a few years, leaving it to undertake a business reset. The case mentions the various factors that negatively impacted BM, the key reason being that the plant-based meat revolution was on the wane. Can Brown effectively bolster BM’s growth by devising new product and marketing strategies? What factors does the industry as a whole need to improve to usher in a cultural shift from meat from animals to plant-based food?

Source: https://icmrindia.org/case-study-details?casecode=MKTG470

13. BRITISH PETROLEUM’S LOFTY DE-CARBONIZATION PLANS AND ITS U-TURN

BECG191 | 725-0010-1 | January, 2025 | 2025

The case “British Petroleum’s Lofty De-Carbonization Plans and its U-Turn” is about the de-carbonization initiatives of British Petroleum (BP). In 2023, Bernard Looney (Looney), CEO of BP, announced that the company planned to slow down the commitments it had made in 2020 on de-carbonizing its business. Even though its increased focus on fossil fuels led to BP posting profits, the company had to contend with allegations of greenwashing. The case discusses the carbon transition initiative taken by BP and its impact. The allegations of climate and environmental activists are put forward in the case. The case ends with the dilemma Looney faces in justifying the company’s decision to slow down its carbon transition initiatives while trying to restore the public’s faith in BP.

Source: https://icmrindia.org/case-study-details?casecode=BECG191

14. ADDED SUGAR IN BABY FOOD TURNS BITTER FOR NESTLE

BECG193 | 725-0034-1 | March, 2025 | 2025

This case is about the unethical business practices followed by Nestlé in its baby food products across the world. A report by International Baby Food Action Network (IBFAN) and Public Eye, a Swiss investigative agency, reported that Nestlé's baby food sold in India and some other countries in Asia, Latin America, and Africa contained high levels of added sugar. The report also stated that Nestlé was selling the same baby food without added sugar in developed countries such as the United Kingdom and Germany. The case discusses the growth of Nestlé from its humble beginnings in 1866 into one of the largest Food and Beverages companies in the world. The baby food controversy details are put forth in the case along with the particulars of the double standards practiced by Nestlé in adding sugar in baby foods only in some countries and its unethical marketing practices. The ill effects of added sugars in baby food are discussed in the case with analysts/experts expressing their viewpoints. The next part of the case deals with the previous controversies in which Nestlé was involved. The case ends with details of the action taken by various countries and agencies against Nestlé and of the company's plans for the future. According to analysts, the controversy was expected to affect Nestlé's revenues in the future.

Source: https://icmrindia.org/case-study-details?casecode=BECG193

15. UNILEVER SCALES DOWN ITS SUSTAINABILITY COMMITMENTS: GOOD MOVE OR GREEN DECEPTION?

CSRS019 | 725-0049-1 | April, 2025 | 2025

The case discusses global FMCG giant Unilever's radical refocus of its sustainability strategy that included extending deadlines for taking action as well as reducing the scale of its targets for environmental, social, and governance (ESG) measures to focus on growth. Amidst years of disappointing growth and dwindling stock performance and under pressure from shareholders to cut costs and generate profit, Hein Schumacher (Schumacher), who assumed the role of CEO in July 2023, introduced a revised and more focused ESG strategy. The new strategy involved structuring the company's sustainability around four pillars – climate, nature, plastics, and livelihoods – with division heads and brand managers setting progress metrics. As part of the revamped strategy, Schumacher axed a range of ESG targets, including pledges to halve food waste, hire more disabled staff, and cut the use of plastic. The consumer goods company also walked back its previous commitment to slash its use of virgin plastics by 50% by 2025, with the updated target focusing on a 30% reduction by 2026. Unilever's downgrading of its ESG commitments received mixed reactions. While some people commended the shift, others expressed disappointment. Going forward, the challenges ahead of Schumacher include the tough task of building upon his predecessors' sustainability legacy while striking an appropriate balance between purpose and financial success, maintaining profits, and boosting growth.

Source: https://icmrindia.org/case-study-details?casecode=CSRS019

16. APPLE’S FORAY INTO HEALTHCARE: THE NEXT FRONTIER FOR DISRUPTION?

BSTR693 | 325-0178-1 | June, 2025 | 2025

The case study “Apple’s Foray into Healthcare: The Next Frontier for Disruption?” discusses the implications of US-based multinational technology company Apple Inc.’s strategic expansion into the healthcare sector. The case starts out by analyzing Apple’s streak of disruptive innovation in the consumer electronics industry. It then provides details about the company’s evolving role from a consumer electronics giant to a key player in the consumer digital health space. The case examines how Apple leveraged its existing gadgets – particularly the iPhone, Apple Watch, and Airpods – to disrupt the wearable medical devices market. It also explains how Apple capitalized on its APIs – such as HealthKit, ResearchKit, and CareKit – to build a robust health-related ecosystem around its devices. These APIs enabled developers, healthcare providers, and researchers to access and integrate the health data collected by Apple devices to track vital health metrics, participate in medical research, and manage personal wellness through third-party apps. Despite effectively bridging the gap between consumer electronics and healthcare technology, Apple faced various challenges with regard to regulatory compliance, data governance, and competition. Can the company leverage its strong brand name and gain the necessary regulatory approvals that will help lit to eventually disrupt the entire digital health market?

Source: https://icmrindia.org/case-study-details?casecode=BSTR693

17. CAN WATERGEN’S ‘WATER FROM AIR’ TECHNOLOGY SOLVE GLOBAL WATER SCARCITY?

BSTR692 | 325-0179-1 | June, 2025 | 2025

The case “Can Watergen’s ‘Water from Air’ Technology Solve Global Water Scarcity?” discusses the capability of Israel-based Watergen Ltd. (Watergen) to address the global water scarcity crisis through its innovative atmospheric water generation (AWG) devices. The case begins by taking a brief look at the motivation that drove the development of Watergen’s AWG devices. Watergen created AWG devices targeted at the commercial, residential, and industrial sectors, apart from providing solutions for water generation during humanitarian crises and natural disasters. Gradually, Watergen became the global leader in the AWG market. Despite the Watergen brand having a layer of social responsibility due to its offering of sustainable solutions for water scarcity, the company still had a long way to go in gaining wide scale market adoption. The case provides details about the challenges plaguing the company that were proving to be detrimental to its growth, market adoption, and overall success. Michael Mirilashvili (Mirilashvili), President and CEO of Watergen, was faced with the challenge of getting people to move away from traditional water sources and also realizing the value of AWG devices. What can he do?

Source: https://icmrindia.org/case-study-details?casecode=BSTR692

18. HIMALAYAN CATARACT PROJECT: ERADICATING AVOIDABLE BLINDNESS THROUGH MEDICAL INNOVATION, GLOBAL COLLABORATION AND COMPASSIONATE CAPITALISM

CSRS021 | 825-0047-1 | July, 2025 | 2025

According to the World Health Organization, cataracts are the leading cause of vision impairment. The burden of cataracts was high among the people in middle and low-income countries. Apart from aging, malnutrition, exposure to ultraviolet rays for a long time, altitudes, and weather were the causes for the prevalence of cataract among these people. Cataracts needed a surgical procedure in which the cataract was extracted from behind the cornea, and an intraocular lens (IOL) was placed. This restored the vision of the patients. This procedure was expensive due to the high cost of the IOLs, the equipment required, and the procedure involved. Its availability was limited to a few secondary and tertiary care facilities in a few countries. Dr. Sanduk Ruit from Nepal and Dr. Geoffry Tabin (Tabin) from the USA addressed these challenges through their non-profit organization, Himalayan Cataract Project Cureblindness (HCP). Over three decades, they restored the vision of more than 1.4 million people. HCP used an IOL and a procedure that Ruit developed, altogether costing US$ 20. Through its outreach camps, it performed surgeries in Nepal's hinterlands. The doctors realized, though, that their reach was limited, and to address the challenge of preventable blindness, they needed to transfer their knowledge to local doctors worldwide. HCP developed local capacity in several countries by training doctors, optometrists, and staff. It also developed infrastructure in several countries to provide high-quality patient care. HCP trained over 19,500 eye care professionals and provided basic treatment to 14.5 million people. Its timely interventions were successful in preventing blindness among thousands of people. As HCP continued to expand its operations, there was much that remained to be done. With the global burden of cataracts expected to increase further due to climatic changes and global warming, HCP needed to expand rapidly to reverse the rate of blindness in middle-income and poor countries.

Source: https://icmrindia.org/case-study-details?casecode=CSRS021

19. LAHORI ZEERA – CAN THE DISRUPTIVE INDIAN BEVERAGE BRAND CHALLENGE GLOBAL GIANTS?

MKTG480 | 525-0108-1 | September, 2025 | 2025

The case “Lahori Zeera – Can the Disruptive Indian Beverage Brand Challenge Global Giants?” discusses the meteoric rise of India-based beverage company Archian Foods Private Limited (Archian) –popularly known by its flagship beverage brand name Lahori Zeera (Zeera) to emerge as one of the fastest-growing beverage companies in India. The entrepreneurship journey of Zeera’s three founders, including its CEO Saurabh Munjal (Munjal) is described in detail. The three founders recognized and leveraged a market gap – the lack of mass market ethnic/traditional beverages in India’s large non-alcoholic beverage market — and built Lahori Zeera to fill that void. The case highlights the key strategies that the founders undertook with regard to product innovation, competitive pricing, and grassroots distribution that eventually played a key role in Zeera’s success. The founders managed to “desify” the fizzy drink experience and make it more culturally relevant to Indian consumers. Starting out as a bootstrapped venture, Zeera eventually attracted investors who funded the company’s scaling initiatives. The case takes an in-depth look into Zeera’s challenges, particularly the intense competition from major industry players, including the cola giants, Pepsi and Coke. As of 2025, Zeera was on the cusp of a major market breakthrough. It was in the process of using its investor funds to go in for product diversification, distribution expansion, and international market entry. Can Munjal successfully lead Zeera on the path to becoming an Indian beverage giant?

Source: https://icmrindia.org/case-study-details?casecode=MKTG480

20. MARC KOSKA – A SOCIAL ENTREPRENEUR ON A MISSION TO ‘AUTO-DISABLE’ A HIDDEN MEDICAL CRISIS

LDEN235 | 825-0067-1 | September, 2025 | 2025

The case “Marc Koska – A Social Entrepreneur on a Mission to ‘Auto-Disable’ a Hidden Medical Crisis,” documents the gritty journey undertaken by Marc Koska (Koska) to ensure a world where all unsafe medical injections were eliminated. The case starts out by documenting the early life of Koska and the extensive research that he undertook to learn about syringe reuse in the medical field that led to contamination and consequently disease transmission. The innovation process Koska used to develop the “K1” Auto-Disable Syringe (ADS) that had a lower manufacturing cost than a typical ADS and was reasonably priced, is explained in detail. Later, the case discusses in depth the challenges Koska faced in getting the “K1” syringe adopted by the medical community. The case in particular describes Koska’s efforts to get international relief organizations and government authorities to adopt the “K1” through extensive lobbying, mainly through his nonprofit SafePoint Trust UK (SPT). By the mid-2010s, Koska claimed to have sold almost two billion units of the “K1” ADS, thereby saving billions of lives. Koska continued his endeavor to eliminate unsafe injections and in the mid-2010s, he launched a unique low-cost prefilled injector. He then embarked on another journey to popularize his new product by entering into partnerships and distributing licenses. Koska has another challenge on his hands in trying to replace the traditional syringes with his prefilled injector for all injection purposes. Do you think he will eventually succeed?

Source: https://icmrindia.org/case-study-details?casecode=LDEN235

21. FARMACIAS SIMILARES: DISRUPTING THE MEXICAN HEALTHCARE SYSTEM BY TARGETING THE BOTTOM OF THE PYRAMID

BSTR700 | 326-0005-1 | November, 2025 | 2026

The case “Farmacias Similares: Disrupting the Mexican Healthcare System by Targeting the Bottom of the Pyramid” provides an overview of the way Mexico’s largest pharmacy chain, Farmacias de Similares SA de CV (FS), disrupted the Mexican healthcare system by offering affordable generic medicines to customers at the Bottom of the Pyramid. The case starts out by providing an in-depth look at the issues plaguing the Mexican healthcare system that restricted the growth of generic medicine companies. The case then documents how a change brought about by the Mexican government in the health law opened up the generic medicine market and enabled FS to target the underserved BoP market through its pharmacy outlets that sold its branded generic medicines at low prices. FS then created the pharmacy-doctor business model, wherein it opened a health clinic within each of its pharmacies, which enabled it to make further inroads into the BoP segment. The case describes how FS created a popular mascot – the friendly and cheerful Dr. Simi – to create customer awareness about generic medicines and dispel any misconceptions about them, and how this also played a major role in its market success. Ultimately, FS went on to create a blue ocean in the Mexican healthcare system and its success enabled it to make a market entry into various other Latin American markets. Eventually, several other players entered the Mexican healthcare market, each one targeting the BoP segment with a similar business model. Can FS compete effectively in the market by leveraging its strong brand image and vast network and one day emerge as the largest pharmacy chain (by points of sale) in the world?

Source: https://icmrindia.org/case-study-details?casecode=BSTR700

22. MEXICO CITY GRAPPLING WITH WATER SCARCITY: CAN IT BALANCE SOCIAL AND ENVIRONMENTAL CONCERNS?

ECON105 | 226-0004-1 | November, 2025 | 2026

This case study examines the water crisis in Mexico City, capital of Mexico and the most populous city in North America. The case examines the complex aspects of water problems, such as the effects of climate change, environmental degradation, government policies, and rapid urbanization that lead to inequitable access to clean drinking water for underprivileged communities in large cities. It describes the historical sustainable methods of managing water in Mexico City and how the absence of a holistic integrated water management system, accelerated by rapid urban population growth and government indifference, led to Mexico City looking at Day Zero in 2024. The case study delves in detail into the depletion of the Cutzamala reservoir system and the city's aging pipeline infrastructure that resulted in a loss of 30% to 40% of its piped water because of leaks and illicit connections. It also touches upon the key recommendations from experts and institutions including corporate policies on water usage, restoration of wetlands, and implementation of rainwater harvesting systems that were discussed as potential mitigation strategies. With the looming threat of a "day zero" scenario where the Cutzamala system was no longer able to meet the city's water needs, the case underscores the urgency for immediate and sustainable short-term and long-term water management solutions. The case acts as an example for other cities throughout the world, showcasing the need to tackle difficult environmental problems with a well-rounded strategy that takes social and environmental aspects into account. It remains to be seen how Mexico City can create a more resilient and sustainable future for the city and its people.

Source: https://icmrindia.org/case-study-details?casecode=ECON105

23. THE SCALING UP NUTRITION (SUN) MOVEMENT: A GLOBAL COLLABORATION TO END MALNUTRITION

BECG197 | 726-0004-1 | December, 2025 | 2026

The case is about The Scaling Up Nutrition (SUN) Movement, a country-driven multi-stakeholder and multi-sector global collaboration that harnesses the broad capacities of public and private sectors to end malnutrition in all its forms and supports achievement of the Sustainable Development Goals (SDGs). With the governments of the SUN member countries in the lead, the Movement unites people – from civil society, the United Nations (UN), donors, businesses, and researchers – in a collective effort to end malnutrition by 2030. As of 2024, the Movement included +4,000 civil society organizations, +1,400 businesses, 5 UN agencies, and a strong donor network. The case discusses how malnutrition is a global health problem and the rationale behind the launch of the SUN Movement. Reportedly, since the launch of the Movement, the number of children under 5 affected by stunting had decreased from 171 million to 144 million globally as of 2020. Some of the key challenges before the alliance were to convene stakeholders from various sectors and foster a transparent and collaborative environment to end the malnutrition crisis, overcome shortfalls in governance, and obtain sustainable funding. It remains to be seen whether this broad and inclusive Movement will be successful in achieving sustainable and equitable reductions in malnutrition for all by 2030.

Source: https://icmrindia.org/case-study-details?casecode=BECG197

24. MADAM Q AND THE SLAP CONTROVERSY

GOV0067 | 725-0079-1 | October, 2025

In the socio-political sphere, a troubling trend has emerged of angry individuals publicly slapping or inking political celebrities. Any enthusiasm people may have had for political celebrities has often given way to annoyance, disgust, rage, or discontent with them. With the help of social media and other platforms, these incidents are broadcast and gain previously unheard-of visibility. They are recorded, broadcast, and circulated, sparking political discussions and disputes. These instances of public discomfort come as an embarrassment to political celebrities who use image marketing. Such protest demonstrations are pervasive problems in the modern political system. This case is an endeavor to sensitize society to changing emotional vibrations. This case has been developed from a true story in which an Indian political celebrity, Madam Q (fictionalized) made a derogatory remark about a section of people and later had an altercation with a member of the security force at an airport.

Source: https://www.ibscdc.org/Case_Studies/Corporate%20Governance/GOV0067.htm

SDG 04 | CASE STUDIES

4 case studies indexed under this Sustainable Development Goal

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

LDEN210 | 824-0002-1 | January, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=LDEN210

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02. PHYSICSWALLAH – A DISRUPTER IN THE INDIAN EDTECH INDUSTRY

LDEN214 | 824-0010-1 | February, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=LDEN214

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03. K SURIYA PRABHA: SPEARHEADING THE KNOWLEDGE OF ARTIFICIAL INTELLIGENCE IN RURAL COMMUNITIES IN INDIA

LDS0053 | 825-0028-1 | March, 2025

This case study explores the inspiring journey of K. Suriya Prabha, who was driven by a desire to bridge the educational and technological divide between urban and rural India, particularly with school children in mind. She founded the YouCode Intelligence Solutions with the aim of introducing Artificial Intelligence education to children in the under privileged rural villages of Tamil Nadu, India. The study mentions the numerous challenges, including those of financial constraints, logistical difficulties, and social barriers that Prabha faced. Prabha's efforts underscore the importance of education as a tool for empowerment and how it is a critical need for children to prepare them for a future in a technology driven world.

Source: https://www.ibscdc.org/Case_Studies/Leadership/Leadership,%20Organizational%20Change%20and%20CEOs/LDS0053.htm

04. TECHNICAL NOTE: STORYTELLING AND SOCRATIC METHOD AS A HYBRID PEDAGOGICAL TOOL FOR TEACHING FINANCE TO MANAGEMENT STUDENTS

FAC0067 | 125-0032-6 | March, 2025

Several factors may hinder the implementation of Outcome-Based Education (OBE) in a finance course within a management program. These include being accustomed to a sum-based approach and the inability to visualize business situations effectively. Hence, the need of the hour is to combine innovative pedagogies to help attain learning outcomes in finance, as institutes target skillability rather than rote examination learning. This technical note entails a unique formalized hybrid model that leverages storytelling to engage students in learning and teaching, followed by the Socratic method of teaching, which helps cement the concepts taught in class. The method has the virtues of both behaviorism and constructivism – the two pedagogical schools of thought that can engage the student in the teaching-learning process and help attain the overall goals of outcome-based education.

Source: https://www.ibscdc.org/Case_Studies/Finance,%20Accounting%20and%20Control/Finance,%20Accounting%20and%20Control/FAC0067.htm

SDG 05 | CASE STUDIES

7 case studies indexed under this Sustainable Development Goal

01. WINGREENS – EMPOWERING WOMEN THROUGH SUSTAINABLE LIVELIHOOD

LDEN219 | 824-0039-1 | May, 2024 | 2024

The case 'Wingreens – Empowering Women through Sustainable Livelihood' is about the sustainable farming initiatives taken by Wingreens Farms Pvt Ltd. (Wingreens). The company was involved in the production of minimally processed food products and used raw material that was sustainably sourced and of high quality. The case dwells upon the need for the empowerment of women farmers in India and also focuses on the sustainable and inclusive business model of Wingreens that provided women with a sustainable means of livelihood. The case discusses the entrepreneurial journey of Anju Srivastava (Anju) in launching the Women's Initiative Network. Anju faced numerous challenges in the initial stages of starting her company. The case also focuses on her efforts to convince women to come out and work as societal norms prevalent in the rural areas of India prevented women from working outside. Under the inclusive and sustainable business model of Wingreens, farmers were paid rent for their lands which were utilized for the production of herbs and high demand vegetables. These fetched higher returns than water intensive crops such as rice and wheat. Women were also provided training in food processing. Anju planned to make the company a model organization that would combine the qualities of social equality and environmental sustainability and at the same time develop new products for the customer.

Source: https://icmrindia.org/case-study-details?casecode=LDEN219

02. NIKE INC.: COMMITTED TO DIVERSITY, EQUITY, AND INCLUSION, YET CHALLENGES REMAIN

HROB268 | 424-0100-1 | August, 2024 | 2024

American footwear and apparel company Nike Inc. (Nike) had fostered a diverse and inclusive culture and did not discriminate against its workers based on their gender, race, ethnicity, or sexual orientation. It focused on equitable and inclusive practices to empower its workforce. The company stated that it treated its employees equally and with gender pay parity. However, in 2018, some of its women workers complained of gender discrimination and sexual harassment and of being underpaid compared to their male colleagues. The company also observed that women and People of Color held a few senior-level positions. Consequently, the company made efforts to increase the representation of women globally and of racial and ethnic minorities in the US. Since Diversity, Equity, and Inclusion (DEI) initiatives were top priorities for Nike, it appointed James Loduca (Loduca) as its new chief DEI officer in March 2023. Loduca's challenge was to promote, support, and elevate diversity at Nike, tackle allegations related to gender discrimination and sexual harassment at the workplace, ensure pay equity, and foster an inclusive workplace culture. He also had to create a more equitable future for Black Americans in the company in the US. With Nike as an example of a company with both DE&I shortcomings and accomplishments, students can get to understand the concepts of diversity, inclusion, gender discrimination, racial discrimination, gender equity, and pay parity, and how to apply them in business settings.

Source: https://icmrindia.org/case-study-details?casecode=HROB268

03. BURN MANUFACTURING: FUELING SUSTAINABILITY THROUGH PRODUCT AND FINANCING INNOVATION IN AFRICA

LDEN224 | 824-0075-1 | November, 2024 | 2025

This case study focuses on BURN Manufacturing, a pioneering clean cookstove manufacturer in Kenya, and its efforts to provide sustainable cooking solutions across sub-Saharan Africa. As of July 2022, biomass fuels still accounted for 85% of household cooking energy in the region, highlighting the urgent need for more efficient alternatives. Co-founder Peter Scott spearheaded BURN's mission by developing fuel-efficient cookstoves, including charcoal, wood, and electric models, followed by LPG stoves. The company emphasized R&D through the BURN Design Lab and pursued continuous innovation to enhance product efficiency. BURN also established a full carbon value chain, incorporating sustainable manufacturing processes and partnering with credit cooperatives to offer financing options. A gender-focused distribution strategy was employed, training local women to promote cookstoves within their communities, boosting adoption rates. Despite challenges in scaling, BURN implemented financing innovations such as carbon financing and green bonds. The company collaborated with e-commerce platforms, supermarkets, microfinance institutions, and social organizations to accelerate the adoption of clean cooking solutions, particularly in underserved regions. BURN’s impact extends to over 20 million lives, reducing carbon emissions, improving women's health, and providing financial benefits. The case is ideal for management courses on Sustainable Business Growth, Financing Mechanisms, and Operational Challenges in Emerging Markets, particularly for social enterprises.

Source: https://icmrindia.org/case-study-details?casecode=LDEN224

04. ZALANDO: MAKING FASHION INCLUSIVE

HROB270 | 424-0127-1 | November, 2024 | 2025

The case explores Europe’s biggest online fashion and lifestyle retailer Zalando’s commitment to making fashion more inclusive and how it embedded Diversity and Inclusion (D&I) across its business operations as an employer, fashion platform, and business partner. Zalando wanted everyone right from its employees to its partners, models, and customers, to feel equally valued, heard, and empowered. To achieve this goal, it launched its Diversity & Inclusion (D&I) Strategy, “do.BETTER,” in May 2021 that included a comprehensive action plan with 12 commitments organized across four pillars: Talents, Leaders, Customers, and Partners. As part of its diversity commitment, it had onboarded over 70 Black-owned brands to the Zalando Fashion Store as of 2023. Zalando was also one of the first online fashion platforms in Europe to offer an extensive assortment for disabled customers. In May 2023, Zalando launched an Inclusive Designer Footwear collection targeting underserved shoppers such as Drag Queens and Trans Women in 25 European markets. For its employees, Zalando built an inclusive workplace that provided fair access to opportunities. In 2022, Zalando launched its first company-wide D&I survey to help it better understand the needs of employees. It continued to invest strongly in supporting women in tech careers and leadership roles. By the end of 2023, women accounted for almost half (47.4%) of Zalando’s workforce and held 25.9% of roles across Zalando tech job families. Though Zalando had made progress toward many of its D&I goals, going forward the challenges before Co-CEOs of Zalando, would be to sustain and deepen the fashion retailer’s commitment to the areas of D&I, constantly improve diversity in all areas of the business, and help shape a fashion industry where everyone felt wanted.

Source: https://icmrindia.org/case-study-details?casecode=HROB270

05. SELFINA: EMPOWERING WOMEN THROUGH MICRO-LEASING IN TANZANIA

LDEN228 | 825-0019-1 | January, 2025 | 2025

The case discusses about how social entrepreneur Victoria Kisyombe (Kisyombe) founded Sero Lease and Finance Ltd. (SELFINA), a social enterprise which provided micro-leasing services to the marginalized women in Tanzania. Women in Tanzania found it difficult to obtain finances from financial institutions to start a business since they did not have any land or asset in their name owing to the customs and traditions prevailing in the country. To tackle this challenge, Kisyombe started SELFINA in 2002 as a micro-leasing facility wherein women who did not own any asset or land and had minimal or no business experience could take equipment on lease from SELFINA and start a business. As of 2023, SELFINA had provided 25,000 leases and had made a positive impact on the lives of 440,000 people, providing US$22 million in credit. In addition to this, the company had helped 200,000 people in Tanzania come out of poverty. By 2023, SELFINA had served 12 districts in Tanzania. The company planned to open more offices in Tanzania and expand into other regions in East Africa. The company received more demand for assets for micro-leasing than it could finance due to financial constraints. Should SELFINA expand geographically? What are the pros and cons of geographical expansion for Kisyombe’s for-profit social venture? What should Kisyombe do to make SELFINA financially sustainable?

Source: https://icmrindia.org/case-study-details?casecode=LDEN228

06. CREATING AN INCLUSIVE WORKPLACE: INITIATIVES FOR NEURODIVERSE INDIVIDUALS AT AMAZON INDIA

HROB276 | 425-0046-1 | March, 2025 | 2025

The case study explores the Aurora program's attempts to promote an inclusive workplace while examining Amazon India's neurodiversity hiring strategy. In November 2023, Amazon India launched the Aurora program to harness the talents of individuals with learning disabilities, continuing its commitment to diversity, equity, and inclusion (DEI). Under the leadership of HR Director Liju Thomas, Amazon India implemented various programs to create a more inclusive workplace, emphasizing the importance of equity and opportunity for all employees. The Aurora program highlighted the possibilities for businesses, demonstrated Amazon's commitment to fostering fair employment opportunities, and underscored the potential for businesses to integrate neurodiverse talent successfully as part of its broader DEI strategy, Amazon India focused on integrating neurodiverse individuals into a wider range of roles, recognizing their unique problem-solving abilities and innovative thinking. This case is ideal for graduate-level courses in Diversity, Equity, and Inclusion (DEI), and Human Resource Management. It is particularly suitable for faculty teaching DEI concepts who want to explore real-world applications of inclusive hiring practices and the challenges of implementing such initiatives in a large, multinational company. By analyzing Amazon India's approach, students will gain valuable insights into the complexities of fostering an inclusive workplace and the strategic importance of DEI in driving organizational success.

Source: https://icmrindia.org/case-study-details?casecode=HROB276

07. THE CAPTAIN OF CHANGE: LEADERSHIP LESSONS FROM LISA LUTOFF-PERLO

LDEN234 | 825-0050-1 | July, 2025 | 2025

The case focuses on the remarkable career of Lisa Lutoff-Perlo, the first and only woman CEO of a cruise line. Lisa, who joined Royal Caribbean Group (RCG) as a district sales manager in 1985, became the CEO of Celebrity Cruises in 2014. Known for her transformative leadership skills, Lisa introduced a new range of cruise ships called the Edge series. She fought her way up to break the glass ceiling at the organization and tirelessly strove to increase diversity by improving the representation of female employees at all levels of the organization and in the cruise industry. The strategic initiatives Lisa took contributed to the financial growth of RCG. She left the cruise industry in 2024 to head the FIFA World Cup 2026 Miami host committee. The new role brought in a unique set of challenges and opportunities for her. Lisa needs to leverage her cruise industry experience to manage one of the most popular sporting events in the world. The case prompts inquiry into leveraging leadership skills in new roles, the role of gender in executive roles, and the importance of innovation to succeeding in a competitive environment.

Source: https://icmrindia.org/case-study-details?casecode=LDEN234

SDG 06 | CASE STUDIES

7 case studies indexed under this Sustainable Development Goal

01. BLUELAND: AN INNOVATION-LED SOLUTION ADDRESSING GLOBAL CLIMATE CHALLENGES

LDEN212 | 824-0009-1 | February, 2024 | 2024

The case is about New York-based eco-friendly refillable cleaning supply retailer Blueland. It was founded by serial entrepreneurs Sarah Paiji 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 BioPreferrd, 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.

Source: https://icmrindia.org/case-study-details?casecode=LDEN212

02. DANONE: REALIGNING SUSTAINABILITY FOR PROFITABILITY?

BSTR677 | 324-0090-1 | March, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=BSTR677

03. UNILEVER SCALES DOWN ITS SUSTAINABILITY COMMITMENTS: GOOD MOVE OR GREEN DECEPTION?

CSRS019 | 725-0049-1 | April, 2025 | 2025

The case discusses global FMCG giant Unilever’s radical refocus of its sustainability strategy that included extending deadlines for taking action as well as reducing the scale of its targets for environmental, social, and governance (ESG) measures to focus on growth. Amidst years of disappointing growth and dwindling stock performance and under pressure from shareholders to cut costs and generate profit, Hein Schumacher (Schumacher), who assumed the role of CEO in July 2023, introduced a revised and more focused ESG strategy. The new strategy involved structuring the company's sustainability around four pillars – climate, nature, plastics, and livelihoods – with division heads and brand managers setting progress metrics. As part of the revamped strategy, Schumacher axed a range of ESG targets, including pledges to halve food waste, hire more disabled staff, and cut the use of plastic. The consumer goods company also walked back its previous commitment to slash its use of virgin plastics by 50% by 2025, with the updated target focusing on a 30% reduction by 2026. Unilever’s downgrading of its ESG commitments received mixed reactions. While some people commended the shift, others expressed disappointment. Going forward, the challenges ahead of Schumacher include the tough task of building upon his predecessors’ sustainability legacy while striking an appropriate balance between purpose and financial success, maintaining profits, and boosting growth.

Source: https://icmrindia.org/case-study-details?casecode=CSRS019

04. CAN WATERGEN’S ‘WATER FROM AIR’ TECHNOLOGY SOLVE GLOBAL WATER SCARCITY?

BSTR692 | 325-0179-1 | June, 2025 | 2025

The case “Can Watergen’s ‘Water from Air’ Technology Solve Global Water Scarcity?” discusses the capability of Israel-based Watergen Ltd. (Watergen) to address the global water scarcity crisis through its innovative atmospheric water generation (AWG) devices. The case begins by taking a brief look at the motivation that drove the development of Watergen’s AWG devices. Watergen created AWG devices targeted at the commercial, residential, and industrial sectors, apart from providing solutions for water generation during humanitarian crises and natural disasters. Gradually, Watergen became the global leader in the AWG market. Despite the Watergen brand having a layer of social responsibility due to its offering of sustainable solutions for water scarcity, the company still had a long way to go in gaining wide scale market adoption. The case provides details about the challenges plaguing the company that were proving to be detrimental to its growth, market adoption, and overall success. Michael Mirilashvili (Mirilashvili), President and CEO of Watergen, was faced with the challenge of getting people to move away from traditional water sources and also realizing the value of AWG devices. What can he do?

Source: https://icmrindia.org/case-study-details?casecode=BSTR692

05. ACWA POWER’S COLLABORATION WITH CHINA’S BELT AND ROAD INITIATIVE: GLOBAL GROWTH OR STRATEGIC DEPENDENCE?

BSTR699 | 325-0325-1 | September, 2025 | 2025

ACWA Power, a Saudi-listed global leader in renewable energy and desalination, has rapidly expanded internationally through strategic partnerships, particularly with Chinese firms under the Belt and Road Initiative (BRI). Since establishing a Beijing office in 2009, ACWA Power has leveraged Chinese financing, EPC contractors, and investment partners to secure over US$30 billion in projects, including pioneering ventures in wind, solar, desalination, and green hydrogen. By 2023, the company had launched its ambitious “ACWA Power 2.0” strategy aligned with Saudi Vision 2030, aiming to triple assets under management to USD 250 billion by 2030. However, ACWA Power could face strategic dilemmas. Its deep reliance on Chinese partnerships —while accelerating growth — raises concerns about overdependence, particularly with BRI coming under scrutiny for debt sustainability, geopolitical risks, and environmental impacts. With global calls for greener finance and low-income countries struggling with BRI-related debt, CEO Marco Arcelli must consider whether to double down on China-led collaborations or diversify partnerships globally to safeguard long-term independence and resilience. This case can be used in International Business, Strategic Management, and Sustainability & Energy Management courses. Topics include strategic alliances, global expansion, risk diversification, energy transition, and geopolitical risk management.

Source: https://icmrindia.org/case-study-details?casecode=BSTR699

06. MEXICO CITY GRAPPLING WITH WATER SCARCITY: CAN IT BALANCE SOCIAL AND ENVIRONMENTAL CONCERNS?

ECON105 | 226-0004-1 | November, 2025 | 2026

This case study examines the water crisis in Mexico City, capital of Mexico and the most populous city in North America. The case examines the complex aspects of water problems, such as the effects of climate change, environmental degradation, government policies, and rapid urbanization that lead to inequitable access to clean drinking water for underprivileged communities in large cities. It describes the historical sustainable methods of managing water in Mexico City and how the absence of a holistic integrated water management system, accelerated by rapid urban population growth and government indifference, led to Mexico City looking at Day Zero in 2024. The case study delves in detail into the depletion of the Cutzamala reservoir system and the city's aging pipeline infrastructure that resulted in a loss of 30% to 40% of its piped water because of leaks and illicit connections. It also touches upon the key recommendations from experts and institutions including corporate policies on water usage, restoration of wetlands, and implementation of rainwater harvesting systems that were discussed as potential mitigation strategies. With the looming threat of a "day zero" scenario where the Cutzamala system was no longer able to meet the city's water needs, the case underscores the urgency for immediate and sustainable short-term and long-term water management solutions. The case acts as an example for other cities throughout the world, showcasing the need to tackle difficult environmental problems with a well-rounded strategy that takes social and environmental aspects into account. It remains to be seen how Mexico City can create a more resilient and sustainable future for the city and its people.

Source: https://icmrindia.org/case-study-details?casecode=ECON105

07. CLEANER APPAREL VALUE CHAINS — TIRUPUR PILOT UNDER THE UNIDO-GEF INDIA INITIATIVE

OM0044 | January, 2026

When Dr. Anita Verma, UNIDO's Project Coordinator for South Asia, visited Tirupur in 2023, she stood at the crossroads of India's textile boom and its environmental burden. The case "Cleaner Apparel Value Chains, Tirupur Pilot under the UNIDO-GEF India Initiative" explores this moment, focusing on a real United Nations Industrial Development Organization (UNIDO) and Global Environment Facility (GEF) project designed to eliminate hazardous chemicals and promote sustainable production in India's apparel sector. To be Implemented by 2029, the initiative spans eight major clusters, including Tirupur, India's knitwear capital, and involves about 320 pilot units nationwide. With an Environmental and Social Management Plan (ESMP) budget of USD 300,000 and a total GEF contribution of around USD 7 million, the project blends technical support, policy engagement, and cleaner technology demonstrations to build circular value chains. Tirupur's environmental challenges, extensive chemical use, high water and energy intensity, and pollution, frame the project's ambition to reduce 18,375 tons of harmful chemicals, cut 350,000 tCO_2-equivalent in direct emissions, and improve the livelihoods of 40,000 direct and 80,000 indirect beneficiaries. This case invites students to analyze UNIDO's Social Cost Benefit Assessment (SCBA) approach and explore how global sustainability frameworks can create shared value in industrial clusters.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20Management/OM0044.htm

SDG 07 | CASE STUDIES

13 case studies indexed under this Sustainable Development Goal

01. ADIDAS: SUSTAINABILITY BOND

FINC210 | 124-0021-1 | January, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=FINC210

02. CAN XPENG'S DISRUPTIVE INNOVATION MAKE IT A CHALLENGER BRAND IN CHINA'S ELECTRIC VEHICLE MARKET?

BSTR671 | 324-0068-1 | February, 2024 | 2024

The case "Can XPeng's Disruptive Innovation make it a Challenger Brand in China's Electric Vehicle Market?" talks about the journey of Chinese electric vehicle (EV) startup, Guangzhou Xiaopeng Motors Technology Co. Ltd (XPeng) and discusses its potential to one day emerge as a worthy competitor to the largest EV manufacturers in the world. The case starts with how He Xiaopeng (Xiaopeng) – a Chinese entrepreneur – was impressed by the technologically advanced Tesla Inc.'s EVs and decided to set up XPeng to manufacture EVs. The case gives an in-depth look into how XPeng sought to incorporate advanced technologies in its EVs to differentiate itself effectively in the market. It also provides details of XPeng's funding and the way it managed to gain a foothold in the Chinese and European EV markets. The case documents the various operational, marketing and financial challenges with which XPeng was combatting. Considering XPeng's various pressing issues, can it realize its global ambitions and emerge as a 'Tesla Killer'?

Source: https://icmrindia.org/case-study-details?casecode=BSTR671

03. LONGI GREEN ENERGY’S QUEST FOR GROWTH AND SUSTAINABILITY IN A CHANGING SOLAR LANDSCAPE

BSTR683 | 324-0235-1 | July, 2024 | 2024

LONGi Green Energy Technology Co., Ltd., a leading player in the global solar market, earned a spot on Forbes China's 2022 TOP 50 Sustainable Development Industrial Enterprises list on February 7, 2023. Founded in 2000, LONGi’s focus was on customer-driven growth and comprehensive energy transformation. The company's mission to foster a greener world through solar energy led to its establishing five key business areas: monocrystalline silicon wafer cells and modules, commercial and industrial solar solutions, green energy solutions, and hydrogen equipment. In 2021, LONGi launched a photovoltaic-focused decarburization program and began producing alkaline water electrolyzers for hydrogen. The company also initiated "PV + Transportation" projects to enhance metropolitan grids and advance green energy adoption. Despite its success, LONGi faced significant challenges due to rapid sector evolution, heightened competition, and the need to integrate new technologies. By late 2023, the company undertook reorganization, including layoffs, to address an oversupply of solar products and the impact of long-term Chinese subsidies. The case provides insights into balancing short-term performance with long-term technological advancements, making it valuable for discussions on strategic planning and competitive positioning, to explore challenges in manufacturing and supply chain management, innovation and technology management, and sustainability and Corporate Social Responsibility (CSR).

Source: https://icmrindia.org/case-study-details?casecode=BSTR683

04. SEA6 ENERGY: CAN THIS DEEP TECH START-UP SCALE-UP OPERATIONS AND MAKE IT BIG?

LDEN222 | 824-0063-1 | August, 2024 | 2024

Sea6 Energy, founded in July 2010 by four engineering students under the mentorship of Shrikumar Suryanarayan, former R&D head of Biocon and adjunct faculty at IIT Madras, embarked on a mission to revolutionize sustainable farming. The case study explores their journey from the inception of the idea to develop large-scale agriculture on the sea using sea plants to produce marine biomass for biofuels. It delves into the deep-tech ecosystem in India and the challenges the team faced in securing funding and developing products. The focus then shifts to Sea6's innovative efforts, including patenting products derived from sea plants, such as biofuels and biostimulants, to ensure exclusivity and monetization. Key innovations like the SeaCombine, the world’s first sea tractor, and Dweep, an artificial floating island system, highlight their approach to scaling production. The case concludes by examining the market for biostimulants and ocean farming, and the challenges Sea6 faces as it transitions from research and development to scaling, growth, and profitability. This case study is ideal for courses in Entrepreneurship, particularly those focusing on deep-tech startups and sustainability-driven ventures. It can also be used in Innovation Management to discuss technology commercialization and patent strategies, as well as in Sustainable Business courses that explore the balance between profitability and environmental impact, aligning with the UN Sustainable Development Goals (UN SDGs).

Source: https://icmrindia.org/case-study-details?casecode=LDEN222

05. BURN MANUFACTURING: FUELING SUSTAINABILITY THROUGH PRODUCT AND FINANCING INNOVATION IN AFRICA

LDEN224 | 824-0075-1 | November, 2024 | 2025

This case study focuses on BURN Manufacturing, a pioneering clean cookstove manufacturer in Kenya, and its efforts to provide sustainable cooking solutions across sub-Saharan Africa. As of July 2022, biomass fuels still accounted for 85% of household cooking energy in the region, highlighting the urgent need for more efficient alternatives. Co-founder Peter Scott spearheaded BURN's mission by developing fuel-efficient cookstoves, including charcoal, wood, and electric models, followed by LPG stoves. The company emphasized R&D through the BURN Design Lab and pursued continuous innovation to enhance product efficiency. BURN also established a full carbon value chain, incorporating sustainable manufacturing processes and partnering with credit cooperatives to offer financing options. A gender-focused distribution strategy was employed, training local women to promote cookstoves within their communities, boosting adoption rates. Despite challenges in scaling, BURN implemented financing innovations such as carbon financing and green bonds. The company collaborated with e-commerce platforms, supermarkets, microfinance institutions, and social organizations to accelerate the adoption of clean cooking solutions, particularly in underserved regions. BURN’s impact extends to over 20 million lives, reducing carbon emissions, improving women's health, and providing financial benefits. The case is ideal for management courses on Sustainable Business Growth, Financing Mechanisms, and Operational Challenges in Emerging Markets, particularly for social enterprises.

Source: https://icmrindia.org/case-study-details?casecode=LDEN224

06. BRITISH PETROLEUM’S LOFTY DE-CARBONIZATION PLANS AND ITS U-TURN

BECG191 | 725-0010-1 | January, 2025 | 2025

The case “British Petroleum’s Lofty De-Carbonization Plans and its U-Turn” is about the de-carbonization initiatives of British Petroleum (BP). In 2023, Bernard Looney (Looney), CEO of BP, announced that the company planned to slow down the commitments it had made in 2020 on de-carbonizing its business. Even though its increased focus on fossil fuels led to BP posting profits, the company had to contend with allegations of greenwashing. The case discusses the carbon transition initiative taken by BP and its impact. The allegations of climate and environmental activists are put forward in the case. The case ends with the dilemma Looney faces in justifying the company’s decision to slow down its carbon transition initiatives while trying to restore the public’s faith in BP.

Source: https://icmrindia.org/case-study-details?casecode=BECG191

07. FROM WASTE TO WORTH: DELL'S STRATEGY FOR A CIRCULAR ECONOMY

BECG192 | 625-0007-1 | January, 2025 | 2025

The case study "From Waste to Worth: Dell's Strategy for a Circular Economy" explores US-based multinational technology company, Dell Technologies, Inc. (Dell)'s pioneering approach to integrating sustainability into its business model. The case highlights how Dell contributed to the circular economy by leveraging innovative strategies to transform electronic waste (e-waste) into valuable resources. It embraced principles like modularity, reparability, and standardization. The case study examines Dell's closed-loop recycling program, wherein discarded electronics were repurposed into new products and sustainable materials like ocean-bound plastics were used in its production methods and packaging. Dell operated the world's largest take-back program, offering recycling services in 78 countries and territories. The case details Dell's Environmental, Social, and Governance (ESG) Goals plan, which it sought to achieve by the year 2030. Dell's adoption of a circular economy framework was intended to reduce its environmental footprint and create new value propositions for customers and stakeholders. Nonetheless, the company faced a host of challenges in its sustainability journey. Can Dell continue to maintain affordability for its customers, while investing in costly sustainable materials, modular designs, and advanced recycling processes?

Source: https://icmrindia.org/case-study-details?casecode=BECG192

08. PEPSICO'S GREEN BONDS

FINC217 | 125-0031-1 | February, 2025 | 2025

In 2021, PepsiCo Inc. (PepsiCo) unveiled its goal to achieve net zero emissions by 2040. To achieve its target, the company started issuing Green Bonds. The case talks about the company's Green Bond issue and provides the scope to bring in various important dimensions related to the bond issue. It also helps students to learn about the calculation of Current Yield (CY), Yields to Maturity (YTM), and Yield to Call (YTC) using PepsiCo's Green Bond issue.

Source: https://icmrindia.org/case-study-details?casecode=FINC217

09. CAN WATERGEN'S 'WATER FROM AIR' TECHNOLOGY SOLVE GLOBAL WATER SCARCITY?

BSTR692 | 325-0179-1 | June, 2025 | 2025

The case "Can Watergen's 'Water from Air' Technology Solve Global Water Scarcity?" discusses the capability of Israel-based Watergen Ltd. (Watergen) to address the global water scarcity crisis through its innovative atmospheric water generation (AWG) devices. The case begins by taking a brief look at the motivation that drove the development of Watergen's AWG devices. Watergen created AWG devices targeted at the commercial, residential, and industrial sectors, apart from providing solutions for water generation during humanitarian crises and natural disasters. Gradually, Watergen became the global leader in the AWG market. Despite the Watergen brand having a layer of social responsibility due to its offering of sustainable solutions for water scarcity, the company still had a long way to go in gaining wide scale market adoption. The case provides details about the challenges plaguing the company that were proving to be detrimental to its growth, market adoption, and overall success. Michael Mirilashvili (Mirilashvili), President and CEO of Watergen, was faced with the challenge of getting people to move away from traditional water sources and also realizing the value of AWG devices. What can he do?

Source: https://icmrindia.org/case-study-details?casecode=BSTR692

10. ACWA POWER’S COLLABORATION WITH CHINA’S BELT AND ROAD INITIATIVE: GLOBAL GROWTH OR STRATEGIC DEPENDENCE?

BSTR699 | 325-0325-1 | September, 2025 | 2025

ACWA Power, a Saudi-listed global leader in renewable energy and desalination, has rapidly expanded internationally through strategic partnerships, particularly with Chinese firms under the Belt and Road Initiative (BRI). Since establishing a Beijing office in 2009, ACWA Power has leveraged Chinese financing, EPC contractors, and investment partners to secure over US$30 billion in projects, including pioneering ventures in wind, solar, desalination, and green hydrogen. By 2023, the company had launched its ambitious “ACWA Power 2.0” strategy aligned with Saudi Vision 2030, aiming to triple assets under management to USD 250 billion by 2030. However, ACWA Power could face strategic dilemmas. Its deep reliance on Chinese partnerships —while accelerating growth — raises concerns about overdependence, particularly with BRI coming under scrutiny for debt sustainability, geopolitical risks, and environmental impacts. With global calls for greener finance and low-income countries struggling with BRI-related debt, CEO Marco Arcelli must consider whether to double down on China-led collaborations or diversify partnerships globally to safeguard long-term independence and resilience. This case can be used in International Business, Strategic Management, and Sustainability & Energy Management courses. Topics include strategic alliances, global expansion, risk diversification, energy transition, and geopolitical risk management.

Source: https://icmrindia.org/case-study-details?casecode=BSTR699

11. MICROSOFT’S AI PUSH: A ROADBLOCK TO ACHIEVING ITS CARBON EMISSION GOALS?

BSTR708 | January, 2026 | 2026

In May 2024, US-based tech giant Microsoft reported that the company’s carbon emissions for the year had gone up by 30 percent compared to 2020. The rise in emissions was attributed to the company’s construction of a large number of data centers to support its AI and cloud computing services. The carbon footprint surge was a setback to Microsoft’s ambitious target of becoming carbon negative by 2030. In early 2020, Brad Smith (Brad), President, Microsoft, announced the company would eliminate all of the carbon it had released and become carbon negative that by 2030. However, the company’s unrestrained drive to become a global leader in AI emerged as a roadblock to its achieving its carbon negative goals. As of 2024, Microsoft operated 200 data centers, 190 points of presence (PoPs), and more than 60 data center regions. Will Microsoft be able to balance the growing demand for AI and cloud services with the urgent need to reduce carbon emissions? Will the company succeed in attaining its ambitious target of becoming carbon negative by 2030? What should Microsoft do to achieve the target? These were the questions troubling Brad and he knew he needed to quickly find the right answers.

Source: https://icmrindia.org/case-study-details?casecode=BSTR708

12. NORTHVOLT: A SWEDISH BATTERY MAKER'S RISE AND FALL

BSTR705 | January, 2026 | 2026

The case narrates the journey of Swedish battery manufacturer Northvolt from when it was one of the leading producers of electric vehicle (EV) batteries in Europe to its filing for bankruptcy. Founded in 2016, the company emerged as a tough competitor to Asian battery manufacturers dominating the European market. With billions of dollars in funding, strong support from the Swedish government, and significant partnerships with automotive manufacturers, Northvolt rapidly grew to become a well-funded and significant battery manufacturer. However, the company's overly ambitious expansion goals, lack of focus, serious production and quality issues, order cancellations, and stiff competition led to severe cash flow problems over the years and to loss of investor confidence. In 2024, Northvolt voluntarily filed for Chapter 11 bankruptcy protection in the U.S Bankruptcy Court for Texas. With setbacks caused by both internal and external factors, Northvolt found itself in a dilemma between restructuring quickly and risking liquidation. With it having filed for Chapter 11 bankruptcy and stakeholders maintaining a close watch, it remained to be seen whether Peter Carlsson, CEO of Northvolt, would be able to steer the company through such turbulent times. What strategies can Northvolt use to make a comeback?

Source: https://icmrindia.org/case-study-details?casecode=BSTR705

13. POWERING LIVELIHOODS' COLLECTIVE DEPLOYMENT OF DRE LIVELIHOOD TECHNOLOGIES

OPM0044 | 625-0035-1 | September, 2025

In 2001, the Council on Energy, Environment, and Water (CEEW) and Villgro Innovations Foundation (Villgro) collaborated in a joint venture and established Powering Livelihoods (PL). This case examines the financial and strategic dilemmas faced by PL in 2025, as it considered moving from isolated pilots of decentralized renewable energy (DRE) livelihood technologies to a collective deployment model. PL had previously supported technologies such as solar silk reeling machines, horticulture processors, solar refrigerators, micro solar pumps, vertical fodder units, dryers, and dehydrators across rural India, showing measurable livelihood impact. The proposed collective deployment program promised wider adoption and deeper impact through clustered installations for self-help groups (SHGs), farmer producer organizations (FPOs), and rural microenterprises. However, the program required US$520,555 in investment, raised from reserves, CSR-linked grants, and concessional loans. The board debated whether the funding structure and intermediate cash flows were sustainable, and whether traditional appraisal methods adequately captured financial viability and social impact. The case challenges students to assess financial structures, revenue projections, and impact trade-offs in scaling renewable energy technologies for rural livelihoods.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0044.htm

SDG 08 | CASE STUDIES

25 case studies indexed under this Sustainable Development Goal

01. AMAZON'S PRIVATE LABEL BRANDS: AN ETHICAL PERSPECTIVE

BECG186 | 724-0003-1 | January, 2024 | 2024

The case "Amazon's Private Label Brands: An Ethical Perspective" discusses the ethical implications surrounding the promotion of US-based multinational technology company Amazon.com, Inc. (Amazon) of Amazon Private Label (APL) products on its online marketplace. The case starts out with a brief look at the world's largest e-commerce platform's launch of various APL products from the late 2000s. It then delves into the various controversies surrounding APL products through the years, such as counterfeiting, search result manipulation, data theft, and antitrust issues. This case presents Amazon's perspective and gives an insight into the reasons that led it to adopt some of its allegedly controversial business practices. How can the company grow its APL business within the Amazon ecosystem, while ensuring fair competition, consumer choice, and transparent business practices?

Source: https://icmrindia.org/case-study-details?casecode=BECG186

02. ENBRIDGE: A DIVERSITY, EQUITY & INCLUSION (DEI) LEADER IN THE ENERGY INDUSTRY

HROB257 | 424-0008-1 | January, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=HROB257

03. ETSY’S GROWTH STRATEGY IN INDIA: EMPOWERING ARTISANS

MKTG460 | 524-0017-1 | January, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=MKTG460

04. HAS BARNES & NOBLE MADE A SUCCESSFUL TURNAROUND IN THE DIGITAL AGE?

HROB258 | 424-0018-1 | January, 2024 | 2024

The case “Has Barnes & Noble Made A Successful Turnaround in the Digital Age?” discusses whether the world’s largest retail bookseller, Barnes & Noble Booksellers, Inc., (B&N) has been able to turn around the business, after it had been pushed to the verge of bankruptcy by its inability to compete effectively in the digital age. The case begins with a brief background note on B&N and mentions the factors that led to its occupying a strong market position in the bookselling industry. The case then looks at how the entry of online retail behemoth Amazon.com, Inc. (Amazon) completely disrupted the bookselling business and played a critical role in B&N’s downfall. The case then documents the turnaround efforts of B&N’s CEO James Daunt, a veteran independent bookseller who had previously played a key role in reviving Britain’s largest bookstore chain, Waterstones Booksellers Ltd. that had been in financial trouble. By 2023, it was evident that B&N’s fortunes were on the mend, as the retail bookseller announced plans to expand its footprint. The case contemplates whether the COVID-19 pandemic that stimulated an interest in reading and book-buying actually played a role in B&N’s resurgence. Considering the fact that Amazon continues to dominate the US bookselling industry, can B&N – which seems once again to be carving out a place for itself in the bookselling industry – survive and flourish in the future?

Source: https://icmrindia.org/case-study-details?casecode=HROB258

05. IS JOHN RIADY SET TO HEAD HIS FAMILY-RUN LIPPO GROUP?

BSTR668 | 324-0065-1 | January, 2024 | 2024

The case “Is John Riady Set to Head His Family-Run Lippo Group?” discusses the efforts of John Riady (Riady) -- scion of the Riady Family that owned the multinational family conglomerate, Lippo Group (LG) – in bringing about a turnaround at one of the trouble-prone group companies called Lippo Karawaci Tbk (LK). The case starts out with a brief history of the Riady Family of Indonesia that within three generations established one of the country’s largest and most diversified conglomerates with an ever-expanding global footprint. The case gives a glimpse into the early stint of Riady at LG, wherein he demonstrated his competency to take up the leadership position at the company. The various turnaround strategies that Riady adopted at LK are discussed in detail. The case ends with a mention of Riady’s vision and the strategic direction he intended to take for LG. Can Riady effectively lead LG and make it one of the largest business groups in Asia in the future?

Source: https://icmrindia.org/case-study-details?casecode=BSTR668

06. LINKEDIN: SHAPING THE FUTURE OF RECRUITMENT WITH ARTIFICIAL INTELLIGENCE (AI)

ITSY137 | 924-0001-1 | January, 2024 | 2024

This case study “LinkedIn: Shaping the Future of Recruitment with Artificial Intelligence (AI)” delves into the transformative role that Artificial Intelligence (AI) was expected to play not only within leading professional networking site LinkedIn, but also within the recruitment industry in general. The case discusses in detail how LinkedIn integrated AI into the various tools it provided recruiters and job-seekers on its platform. The case mentions the impact that the tools had on enhancing the number of job applications and easing the recruitment process on LinkedIn. Can LinkedIn’s use of AI enable it to differentiate itself better in the recruitment industry and make the platform more attractive to both recruiters and job-seekers?

Source: https://icmrindia.org/case-study-details?casecode=ITSY137

07. NAVER WEBTOONS: REDRAWING THE COMICS INDUSTRY THROUGH A PLATFORM BUSINESS MODEL

BSTR669 | 324-0067-1 | January, 2024 | 2024

The case “Naver Webtoons: Redrawing the Comics Industry through a Platform Business Model” discusses the way South-Korea based Naver Webtoon Corp. (NW) – a subsidiary of South Korean Internet conglomerate Naver Corporation (Naver) – went about creating a platform business model in the two-century-old comics industry. The case starts out with the factors that drove NW to build a platform to showcase the webtoon comic format. It then documents the various ways in which JunKoo Kim (Kim), CEO of NW, attracted creators and users to NW’s webtoon platform and created a webtoon ecosystem. The case provides details of how NW encouraged webtoon creators and ensured a productive platform. The case documents the success of NW’s webtoon platform and gives an insight into the ways in which NW monetized it to build a multi-billion dollar business. Furthermore, NW actively pursued opportunities to capitalize on the webtoon’s Intellectual Properties (IPs) and got them adapted into movies, TV shows and games. In addition, NW expanded its webtoon platform globally, overcoming language and cultural barriers, ultimately emerging as the largest webtoon platform in the world. Considering the intense competition among various entertainment formats, can Kim ensure that NW’s webtoon platform continues to keep up user’s attention in the future?

Source: https://icmrindia.org/case-study-details?casecode=BSTR669

08. UNDERSTANDING AND ANALYZING THE FINANCIAL STATEMENTS OF COLGATE-PALMOLIVE (INDIA) LTD.

FINC212 | 124-0023-1 | January, 2024 | 2024

Colgate-Palmolive (India) Ltd, (CPIL) one of India's oldest personal care fast moving consumer goods (FMCG) companies, achieved a major milestone in 2022 with its sales crossing Rs.50,000 mn. It recorded a modest profit growth of 4.1%. But the financial performance of CPIL was overshadowed by a record dividend payment of Rs 40 per share. CPIL had steadily increased its dividend payout from 2019–20, reaching100 percent for the year 2021– 22.Despite constantly innovating and building some of the biggest brands, CPIL witnessed a lower rate of sales and profit than its peers. The company was also facing huge competition from other global majors as well as from companies like Patanjali and Dabur which had positioned themselves as green and as using natural ingredients. At the same time, the company had also seen a reduction in fixed assets and capital expenditure. The case would help to analyze the following questions: Does the reduction in Plant and Machinery and capital investments in the last 3 years mean anything to the company's growth prospects? Also, does the steady increase in Dividend Payout, reaching 100 % in FY 2021-22, mean the company is maturing? Does this payment of all the surplus to its shareholders mean no major investments are needed in R&D and that there is no need for funds to set up additional facilities to manufacture and cater to the growing consumer base? Or, is CPIL depending on its parent company Colgate Palmolive to launch new products which it will then market in India by paying a certain royalty to Colgate Palmolive? Does the analysis of the financial statements and conducting a vertical and horizontal analysis reveal a certain trend which would not only reveal past performance but also help predict the company's immediate future performance?

Source: https://icmrindia.org/case-study-details?casecode=FINC212

09. ARAKUNOMICS: AN INTEGRATED ECONOMIC MODEL EMPOWERING LOCAL TRIBAL COMMUNITIES

LDEN220 | 824-0037-1 | May, 2024 | 2024

The case 'Arakunomics: An Integrated Economic Model Empowering Local Tribal Communities' is about Araku Coffee, a social initiative by Manoj Kumar (Manoj), CEO of Naandi Foundation, an NGO based in India. Araku Coffee was a specialty coffee grown by the tribal farmers of Araku Valley in Andhra Pradesh, India. The organically certified coffee was produced by tribal farmers through fair trade cooperatives, among the largest cooperatives in the world. The case dwells upon the need for the social initiative for the tribal farmers and also focuses on the sustainable and inclusive Arakunomics model of social entrepreneurship that provided the tribals with a sustainable means of livelihood. The case also looks at Manoj's efforts to convince the tribals to grow coffee through organic farming in a sustainable way. The Arakunomics model was an integrated economic model which assured farmers of profits and the consumers of quality products through the use of regenerative agriculture. The tribals were also provided training in the use of bio-composting with the locally available organic material. The impact of Arakunomics and its success in bringing the tribals above the poverty line with a sustainable mode of living are discussed in the case. The success of the social initiative led to Naandi Foundation planning to implement the Arakunomics model of social entrepreneurship in other places of the country. Can Manoj successfully replicate the Arakunomics model and transform the lives of farmers across the country?

Source: https://icmrindia.org/case-study-details?casecode=LDEN220

10. WINGREENS – EMPOWERING WOMEN THROUGH SUSTAINABLE LIVELIHOOD

LDEN219 | 824-0039-1 | May, 2024 | 2024

The case ‘Wingreens – Empowering Women through Sustainable Livelihood’ is about the sustainable farming initiatives taken by Wingreens Farms Pvt Ltd. (Wingreens). The company was involved in the production of minimally processed food products and used raw material that was sustainably sourced and of high quality. The case dwells upon the need for the empowerment of women farmers in India and also focuses on the sustainable and inclusive business model of Wingreens that provided women with a sustainable means of livelihood. The case discusses the entrepreneurial journey of Anju Srivastava (Anju) in launching the Women’s Initiative Network. Anju faced numerous challenges in the initial stages of starting her company. The case also focuses on her efforts to convince women to come out and work as societal norms prevalent in the rural areas of India prevented women from working outside. Under the inclusive and sustainable business model of Wingreens, farmers were paid rent for their lands which were utilized for the production of herbs and high demand vegetables. These fetched higher returns than water intensive crops such as rice and wheat. Women were also provided training in food processing. Anju planned to make the company a model organization that would combine the qualities of social equality and environmental sustainability and at the same time develop new products for the customer.

Source: https://icmrindia.org/case-study-details?casecode=LDEN219

11. JPMORGAN’S AUTISM AT WORK PROGRAM

HROB266 | 424-0085-1 | July, 2024 | 2024

The case "Neurodiversity Hiring at JPMorgan" illustrates the company’s pioneering effort to foster a more inclusive workplace through its Autism at Work program. Initially launched as a pilot in Delaware, the program revealed that neurodivergent employees, particularly those with autism, were significantly more productive than their peers. Buoyed by the success of the pilot, JPMorgan expanded the program globally, aiming to employ 300 neurodiverse individuals by 2020. The company adopted an innovative ‘inversion of flow’ approach, partnering with NGOs to train and prepare neurodiverse candidates for the workforce. To facilitate a smooth integration, JPMorgan provided specialized support for neurodivergent employees and conducted sensitivity training for managers and team members. The case also delves into JPMorgan’s broader efforts to advocate for neurodiversity beyond the workplace, including supporting disability-owned businesses and offering business coaching for neurodiverse entrepreneurs. This case is relevant for MBA courses in Organizational Behavior, Human Resource Management, and Leadership. It provides a comprehensive look at key topics such as diversity and inclusion, innovative HR practices, change management, and the role of leadership in driving cultural and organizational transformation.

Source: https://icmrindia.org/case-study-details?casecode=HROB266

12. BURN MANUFACTURING: FUELING SUSTAINABILITY THROUGH PRODUCT AND FINANCING INNOVATION IN AFRICA

LDEN224 | 824-0075-1 | November, 2024 | 2025

This case study focuses on BURN Manufacturing, a pioneering clean cookstove manufacturer in Kenya, and its efforts to provide sustainable cooking solutions across sub-Saharan Africa. As of July 2022, biomass fuels still accounted for 85% of household cooking energy in the region, highlighting the urgent need for more efficient alternatives. Co-founder Peter Scott spearheaded BURN's mission by developing fuel-efficient cookstoves, including charcoal, wood, and electric models, followed by LPG stoves. The company emphasized R&D through the BURN Design Lab and pursued continuous innovation to enhance product efficiency. BURN also established a full carbon value chain, incorporating sustainable manufacturing processes and partnering with credit cooperatives to offer financing options. A gender-focused distribution strategy was employed, training local women to promote cookstoves within their communities, boosting adoption rates. Despite challenges in scaling, BURN implemented financing innovations such as carbon financing and green bonds. The company collaborated with e-commerce platforms, supermarkets, microfinance institutions, and social organizations to accelerate the adoption of clean cooking solutions, particularly in underserved regions. BURN’s impact extends to over 20 million lives, reducing carbon emissions, improving women's health, and providing financial benefits. The case is ideal for management courses on Sustainable Business Growth, Financing Mechanisms, and Operational Challenges in Emerging Markets, particularly for social enterprises.

Source: https://icmrindia.org/case-study-details?casecode=LDEN224

13. NAVIGATING UNIONIZATION: TESLA’S BATTLE WITH NORDIC LABOR UNIONS

HROB271 | 424-0125-1 | November, 2024 | 2025

The case study “Navigating Unionization: Tesla’s Battle with Nordic Labor Unions” discusses the intense and closely-watched clash that started between US-based multinational automotive and clean energy company Tesla Inc. (Tesla) and Nordic labor unions in October 2023. Elon Musk, who led Tesla – known for its innovative technologies and ‘ultra-hardcore’ work culture – was staunchly anti-union and had previously striven to quell unionization efforts at Tesla’s US plants. However, Musk’s anti-union stance did not go down well with Industrifacket Metall (IF Metall), a Swedish trade union that had been striving to have employee contract talks with Tesla for the previous five years. Tesla’s approach clashed with the deep-rooted union culture in Nordic countries, where high unionization rates and strong labor protections were the norm. IF Metall then called a strike at the company, in which it was joined by various other Nordic labor unions. As a result, postal workers, garbage collectors, repair center personnel, port workers, electricians, and cleaners refused to do business with Tesla, leaving it to find various alternative ways of running its operations. The case study provides insights into the broader implications for multinational corporations operating in regions with strong labor protections. It highlights the potential challenges and necessary adaptations needed by companies like Tesla when expanding into markets with a different labor environment. How can Musk demonstrate ethical leadership and derive an amicable solution for this conflict between corporate practices and strong labor laws?

Source: https://icmrindia.org/case-study-details?casecode=HROB271

14. IS DROPBOX'S 'VIRTUAL FIRST' MODEL REDEFINING THE FUTURE OF WORK?

HROB274 | 425-0005-1 | December, 2024 | 2025

The case study "Is Dropbox's 'Virtual First Model' Redefining the Future of Work?" explores the long-term feasibility of US-based technology company Dropbox Inc.(Dropbox)'s 'Virtual First' model (VFM) – an approach for remote work that it had first adopted following the outbreak of COVID-19 pandemic. The case starts out by mentioning the reasons that drove Dropbox to shift to a completely remote work environment in mid-2020. It then lays out the various changes that Dropbox made to its organization – culture, HR practices, communication methods, etc. – in order to make a smooth and irreversible transition to remote work. The case mentions how VFM enabled Dropbox to enhance flexibility, improve employee satisfaction, and achieve a diverse talent pool unrestricted by geographical limitations. It also sets out the limitations of VFM that could raise challenges in future for the company. The case ends with a look at how other organizations were going back to their old working styles after the pandemic, creating pressure on Dropbox to do the same. Nonetheless, Drew Houston (Houston), the CEO of Dropbox, intended to continue with VFM as he believed that it was what his employees wanted. Is Houston right in thinking that approaches such as VFM will be the 'Future of Work'?

Source: https://icmrindia.org/case-study-details?casecode=HROB274

15. SELFINA: EMPOWERING WOMEN THROUGH MICRO-LEASING IN TANZANIA

LDEN228 | 825-0019-1 | January, 2025 | 2025

The case discusses about how social entrepreneur Victoria Kisyombe (Kisyombe) founded Sero Lease and Finance Ltd. (SELFINA), a social enterprise which provided micro-leasing services to the marginalized women in Tanzania. Women in Tanzania found it difficult to obtain finances from financial institutions to start a business since they did not have any land or asset in their name owing to the customs and traditions prevailing in the country. To tackle this challenge, Kisyombe started SELFINA in 2002 as a micro-leasing facility wherein women who did not own any asset or land and had minimal or no business experience could take equipment on lease from SELFINA and start a business. As of 2023, SELFINA had provided 25,000 leases and had made a positive impact on the lives of 440,000 people, providing US$22 million in credit. In addition to this, the company had helped 200,000 people in Tanzania come out of poverty. By 2023, SELFINA had served 12 districts in Tanzania. The company planned to open more offices in Tanzania and expand into other regions in East Africa. The company received more demand for assets for micro-leasing than it could finance due to financial constraints. Should SELFINA expand geographically? What are the pros and cons of geographical expansion for Kisyombe's for-profit social venture? What should Kisyombe do to make SELFINA financially sustainable?

Source: https://icmrindia.org/case-study-details?casecode=LDEN228

16. IS A FRESH LEASE OF LIFE AT HMT'S PRAGA POSSIBLE?

BSTR694 | 325-0180-1 | June, 2025 | 2025

The case study, "Is a Fresh Lease of Life at HMT's Praga Possible?" discusses the possibility of an eventual turnaround being achieved at Praga Tools Limited (Praga), a unit of HMT Machine Tools Limited (HMTMTL) – a wholly owned subsidiary of Indian Central Public Sector Enterprise (CPSE), HMT Ltd. (HMT). Praga – a precision tool manufacturing unit – had seen a period of significant growth and development, particularly from the 1960s to the 1990s, which could be considered its "golden period." However, once India's economy was liberalized in 1991, Praga could not withstand the onslaught of global competitors with their advanced technologies. The case discusses the various challenges plaguing the company – systemic inefficiencies, outdated technology, limited modernization, and poor workforce engagement. The various revival efforts made by the Government of India (GoI) through the decades had yielded limited results and Praga was experiencing mounting losses. As of 2025, the GoI had clarified that it intended to expand HMTMTL's various divisions including Praga, but had yet to come up with another revival plan. Amid growing global and domestic opportunities in the machine tools industry – prompted by AI, IoT, and the 'Make in India' initiative – analysts believed that Praga's revival was still possible with focused investment in modernization, employee upskilling, and inclusive management practices. What do you think?

Source: https://icmrindia.org/case-study-details?casecode=BSTR694

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17. VIRTUAL MODELS, REAL IMPACT: LALALAND.AI'S DISRUPTION OF ONLINE FASHION

ITSY146 | 925-0019-1 | June, 2025 | 2025

The case study, "Virtual Models, Real Impact: Lalaland.ai's Disruption of Online Fashion," discusses the disruption unleashed by Lalaland.ai (Lalaland) – a Netherlands-based fashion-tech AI startup – on the fashion industry. The case talks about the founders including CEO Michael Musandu (Musandu)'s motivations to set up the company that leveraged Generative Adversarial Networks (GANs) to create hyper-realistic, customizable digital models, representing diverse body types, ages, and skin tones. The case documents the various benefits that were provided by Lalaland to fashion brands, retailers and fashion designers. The company not only had a broader mission to challenge norms in fashion representation and promote diversity in digital spaces, but also presented a scalable commercial solution. By offering superior visual accuracy for customers, the platform aimed to reduce waste, lower costs, and eventually contribute to a more sustainable and inclusive e-commerce experience. Nonetheless, the case also raises pertinent questions about the potential of AI to eventually replace humans in another major industry and the impact this could have on livelihoods and creativity. Can Musandu successfully scale Lalaland, without causing long term repercussions in the thriving fashion industry?

Source: https://icmrindia.org/case-study-details?casecode=ITSY146

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18. PABIBEN RABARI: BRINGING INDIGENOUS CRAFTS BACK TO LIFE AND EMPOWERING RURAL WOMEN ARTISANS

LDEN231 | 825-0049-1 | July, 2025 | 2025

Pabiben Rabari (Pabiben), a woman of the Rabari community in Gujarat (India), became an internationally acclaimed artisan from a daily wage worker. The Rabari community, known for its rich traditions, and exquisite embroidery, apparently put a ban on the embroidery work for societal reasons resulting in the traditional intricate skill heading toward extinction. Pabiben wanted to not only preserve the art form from dying but also to provide a livelihood to women using their exquisite needlework skills. In 2015, Pabiben started her business under the name Pabiben.com. The Rabari artisans made varieties of bags, gift items, and many other things and sold them through the website to buyers in India and abroad. As of 2023, the organization had around 500 SKUs with cumulative sales of Rs. 2 crore and provided employment to 300 women artisans. Just as the demand for the embroidered goods was rising, Pabiben and her enterprise faced challenges in scaling up the business. Pabiben faced competition from other players. Furthermore, expanding her reach nationally or internationally would require strategic partnerships, and also more funds. Would Pabiben be able to raise the funds, grow the business and continue providing a livelihood to more artisans?

Source: https://icmrindia.org/case-study-details?casecode=LDEN231

19. CHEVRON’S NEURODIVERSITY PROGRAM: FOSTERING INCLUSION

HROB287 | 425-0090-1 | August, 2025 | 2025

The case study explores Chevron's initiative to address high unemployment rates among neurodivergent individuals by launching a neurodiversity hiring program. Recognizing that 10 to 20 percent of the global population is neurodiverse, and with 85 percent of people on the autism spectrum in the US unemployed, Chevron aimed to expand opportunities for this group, leverage neurodiversity as a competitive advantage, and reinforce its commitment to diversity and inclusion. Launched in 2019, the program began as a three-month paid internship, providing training and career support across various roles within the company. Successful interns were offered full-time positions suited to their abilities. The pilot program at Chevron Stations Inc. (CSI) hired 10 Station Support Representatives (SSRs) with intellectual and developmental disabilities for roles in California’s Central Coast and Santa Barbara regions. These SSRs were responsible for merchandising, stocking, cleaning, maintenance, and customer service. The case highlights the benefits of the program for both the company and neurodivergent employees and positions Chevron's approach as a model for leveraging diversity. This case study is an excellent resource that offers practical insights into the implementation and benefits of neurodiversity programs, making it a valuable teaching tool for courses focused on creating inclusive workplace cultures, strategic HR practices, and leveraging diversity for competitive advantage.

Source: https://icmrindia.org/case-study-details?casecode=HROB287

20. CHRISTIAN DIOR'S VIOLATION OF SUPPLY CHAIN ETHICS: A THREAT TO THE BRAND?

BECG196 | 726-0001-1 | November, 2025 | 2026

This case study, "Christian Dior's Violation of Supply Chain Ethics: A Threat to the Brand?" explores the negative brand impact that Christian Dior SE (Dior) due to a lapse in regulatory compliance within the supply chain of its Italian unit. In 2024, Italian prosecutors launched a formal investigation into Dior's Italian unit's subcontractors, which uncovered serious violations such as hiring of illegal immigrants, poor labor conditions, and worker exploitation. Consequently, the Italian unit of Dior was placed under court administration for one year. The scandal sparked media scrutiny and public backlash, which threatened the integrity and exclusivity of the Dior brand. The case examines how unethical supply chain practices contradicted Dior's 'Made in Italy' label, which has been traditionally associated with high-quality craftsmanship and ethical standards. Following the scandal, Dior distanced itself from the concerned subcontractors, developed several best practices in its supply chain, implemented stringent procedures for selecting and monitoring its suppliers, and supported initiatives aimed at assisting victims of labor exploitation. The case highlights the risks that luxury brands faced when outsourcing production and the consequences of weak supply chain controls. The case calls for discussion on legal accountability, brand reputation management, and the growing importance of ethical sourcing in the global fashion industry.

Source: https://icmrindia.org/case-study-details?casecode=BECG196

21. 'WELL-BEING OUT OF WASTE' – ITC'S SUSTAINABLE WASTE MANAGEMENT PROGRAM

BECG198 | 726-0002-1 | December, 2025 | 2026

The case 'Well-Being Out of Waste' – ITC's Sustainable Waste Management Program" is about the sustainable waste management program of ITC Limited (ITC), an Indian conglomerate. ITC's 'Well-Being Out of Waste' (WOW) initiative helped create awareness among the public about sustainable waste management and waste segregation at source into solid and wet waste. The WOW program was carried out with the active participation and involvement of the local municipal authorities. The WOW initiative also provided training to waste pickers in waste segregation and paid them fair wages. Apart from the WOW program, ITC implemented various sustainable initiatives at its other divisions and also developed sustainable packaging solutions at its ITC Life Sciences and Technology Center (LSTC) in Bengaluru. It remained to be seen how ITC's sustainable waste management initiatives would pan out in the future and whether its collaboration with the government and NGOs would bring forth the desired results.

Source: https://icmrindia.org/case-study-details?casecode=BECG198

22. DUOLINGO’S AI-FIRST STRATEGY: HAS THE LOSS OF THE HUMAN TOUCH ALIENATED THE QUIRKY BRAND?

MKTG486 | January, 2026 | 2026

This case study “Duolingo’s AI-First Strategy: Has the Loss of The Human Touch Alienated the Quirky Brand?” examines the chaos that followed the announcement that US-based mobile learning platform Duolingo, Inc. (Duolingo)’s was going to increase AI integration through its AI-first strategy. The case begins with an in-depth look at how Duolingo – over the years – had improved learning experiences by integrating AI into its platform, including its in-house AI system, Birdbrain. The case then talks about the pertinent details of Duolingo’s AI-first strategy that was announced by its CEO Luis von Ahn (Von Ahn) in April 2025. Von Ahn had set out to position AI as a central component of the company’s future growth aiming to create more personalized and efficient experiences for users. However, the wording of his announcement led Duolingo users and social media commentators to interpret the strategy as undervaluing the creative contributions of employees and favoring technology over human involvement. That led Duolingo to face immense backlash and even subscription cancellations, leading to a reputational crisis. Many Duolingo users even argued that AI-generated lessons lacked depth, cultural context, and the engaging tone associated with human-created content. Von Ahn then worked to rebuild trust by engaging with Duolingo’s stakeholders and assuring them that the company’s AI strategy would not negatively impact its human resources. While Duolingo’s AI-first model offered cost benefits and growth potential, the case underscores the need for companies to strike a balance between technological advancement and retaining the human element. Can Von Ahn successfully achieve this?

Source: https://icmrindia.org/case-study-details?casecode=MKTG486

23. TRAINING EFFECTIVENESS AT NGS FOODS

HRM0094 | 425-0083-1 | July, 2025

This case is about a fast food retail startup which invested a lot of time and money in training its new hires. The founder of this startup, who himself had over 15 years of experience as a senior HR executive, was keen on understanding the overall effectiveness of the training program. The case gives basic facts and figures pertaining to the cost incurred, cost per hour, change in the KSAs of the trainees, and the impact of training on identified employees. The case should help the students in understanding the different metrics involved in the measurement of training effectiveness. It will also help the students in preparing the training cost spreadsheet using the raw data provided in the case. Furthermore, with the limited time and budget allocated for the training exercise, the students as future managers should be able to calculate the key training effectiveness metrics and do the cost-benefit analysis.

Source: https://www.ibscdc.org/Case_Studies/HRM/HRM0094.htm

24. POWERING LIVELIHOODS' COLLECTIVE DEPLOYMENT OF DRE LIVELIHOOD TECHNOLOGIES

OPM0044 | 625-0035-1 | September, 2025

In 2001, the Council on Energy, Environment, and Water (CEEW) and Villgro Innovations Foundation (Villgro) collaborated in a joint venture and established Powering Livelihoods (PL). This case examines the financial and strategic dilemmas faced by PL in 2025, as it considered moving from isolated pilots of decentralized renewable energy (DRE) livelihood technologies to a collective deployment model. PL had previously supported technologies such as solar silk reeling machines, horticulture processors, solar refrigerators, micro solar pumps, vertical fodder units, dryers, and dehydrators across rural India, showing measurable livelihood impact. The proposed collective deployment program promised wider adoption and deeper impact through clustered installations for self-help groups (SHGs), farmer producer organizations (FPOs), and rural microenterprises. However, the program required US$520,555 in investment, raised from reserves, CSR-linked grants, and concessional loans. The board debated whether the funding structure and intermediate cash flows were sustainable, and whether traditional appraisal methods adequately captured financial viability and social impact. The case challenges students to assess financial structures, revenue projections, and impact trade-offs in scaling renewable energy technologies for rural livelihoods.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0044.htm

25. CLEANER APPAREL VALUE CHAINS — TIRUPUR PILOT UNDER THE UNIDO-GEF INDIA INITIATIVE

OM0044 | January, 2026

When Dr. Anita Verma, UNIDO's Project Coordinator for South Asia, visited Tirupur in 2023, she stood at the crossroads of India's textile boom and its environmental burden. The case "Cleaner Apparel Value Chains, Tirupur Pilot under the UNIDO-GEF India Initiative" explores this moment, focusing on a real United Nations Industrial Development Organization (UNIDO) and Global Environment Facility (GEF) project designed to eliminate hazardous chemicals and promote sustainable production in India's apparel sector. To be Implemented by 2029, the initiative spans eight major clusters, including Tirupur, India's knitwear capital, and involves about 320 pilot units nationwide. With an Environmental and Social Management Plan (ESMP) budget of USD 300,000 and a total GEF contribution of around USD 7 million, the project blends technical support, policy engagement, and cleaner technology demonstrations to build circular value chains. Tirupur's environmental challenges, extensive chemical use, high water and energy intensity, and pollution, frame the project's ambition to reduce 18,375 tons of harmful chemicals, cut 350,000 tCO_2-equivalent in direct emissions, and improve the livelihoods of 40,000 direct and 80,000 indirect beneficiaries. This case invites students to analyze UNIDO's Social Cost Benefit Assessment (SCBA) approach and explore how global sustainability frameworks can create shared value in industrial clusters.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20Management/OM0044.htm

SDG 09 | CASE STUDIES

38 case studies indexed under this Sustainable Development Goal

01. ADANI'S ACQUISITION OF HOLCIM

BSTR667 | 324-0064-1 | January, 2024 | 2024

In May 2022, India's leading multinational business conglomerate Adani Group acquired the Indian subsidiary units of leading global cement manufacturing giant, the Holcim Group - for an enterprise value of US$ 10.5 billion. The acquisition of the subsidiary units, Ambuja Cements Limited (ACL) and ACC Limited (ACCL), was considered to be a landmark in the history of the Indian cement industry. With the acquisition, the Adani Group, which had a limited presence in the cement industry, became the second largest cement manufacturer in the country. Strategically, the acquisition was considered as complementing the existing business units of Adani. The cement industry had huge scope in India with the increasing demand for cement as a result of the government's policy initiatives for development of infrastructure and housing projects. The increasing middle class population and their demand for affordable housing had also spiked demand. The Adani Group was known for its unique diversification strategy that gave it an edge over the competition in different business segments. Similarly, the acquisition of ACL and ACCL was expected to give it an advantage in the cement industry in India and across the globe. However, challenges remained with respect to balancing the integration of its internal business units with the cement businesses, and in meeting domestic and global market requirements.

Source: https://icmrindia.org/case-study-details?casecode=BSTR667

02. ADIDAS: SUSTAINABILITY BOND

FINC210 | 124-0021-1 | January, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=FINC210

03. AMAZON'S PRIVATE LABEL BRANDS: AN ETHICAL PERSPECTIVE

BECG186 | 724-0003-1 | January, 2024 | 2024

The case "Amazon's Private Label Brands: An Ethical Perspective" discusses the ethical implications surrounding the promotion of US-based multinational technology company Amazon.com, Inc. (Amazon) of Amazon Private Label (APL) products on its online marketplace. The case starts out with a brief look at the world's largest e-commerce platform's launch of various APL products from the late 2000s. It then delves into the various controversies surrounding APL products through the years, such as counterfeiting, search result manipulation, data theft, and antitrust issues. This case presents Amazon's perspective and gives an insight into the reasons that led it to adopt some of its allegedly controversial business practices. How can the company grow its APL business within the Amazon ecosystem, while ensuring fair competition, consumer choice, and transparent business practices?

Source: https://icmrindia.org/case-study-details?casecode=BECG186

04. HAS BARNES & NOBLE MADE A SUCCESSFUL TURNAROUND IN THE DIGITAL AGE?

HROB258 | 424-0018-1 | January, 2024 | 2024

The case "Has Barnes & Noble Made A Successful Turnaround in the Digital Age?" discusses whether the world's largest retail bookseller, Barnes & Noble Booksellers, Inc., (B&N) has been able to turn around the business, after it had been pushed to the verge of bankruptcy by its inability to compete effectively in the digital age. The case begins with a brief background note on B&N and mentions the factors that led to its occupying a strong market position in the bookselling industry. The case then looks at how the entry of online retail behemoth Amazon.com, Inc. (Amazon) completely disrupted the bookselling business and played a critical role in B&N's downfall. The case then documents the turnaround efforts of B&N's CEO James Daunt, a veteran independent bookseller who had previously played a key role in reviving Britain's largest bookstore chain, Waterstones Booksellers Ltd. that had been in financial trouble. By 2023, it was evident that B&N's fortunes were on the mend, as the retail bookseller announced plans to expand its footprint. The case contemplates whether the COVID-19 pandemic that stimulated an interest in reading and book-buying actually played a role in B&N's resurgence. Considering the fact that Amazon continues to dominate the US bookselling industry, can B&N – which seems once again to be carving out a place for itself in the bookselling industry – survive and flourish in the future?

Source: https://icmrindia.org/case-study-details?casecode=HROB258

05. IS JOHN RIADY SET TO HEAD HIS FAMILY-RUN LIPPO GROUP?

BSTR668 | 324-0065-1 | January, 2024 | 2024

The case "Is John Riady Set to Head His Family-Run Lippo Group?" discusses the efforts of John Riady (Riady) -- scion of the Riady Family that owned the multinational family conglomerate, Lippo Group (LG) – in bringing about a turnaround at one of the trouble-prone group companies called Lippo Karawaci Tbk (LK). The case starts out with a brief history of the Riady Family of Indonesia that within three generations established one of the country's largest and most diversified conglomerates with an ever-expanding global footprint. The case gives a glimpse into the early stint of Riady at LG, wherein he demonstrated his competency to take up the leadership position at the company. The various turnaround strategies that Riady adopted at LK are discussed in detail. The case ends with a mention of Riady's vision and the strategic direction he intended to take for LG. Can Riady effectively lead LG and make it one of the largest business groups in Asia in the future?

Source: https://icmrindia.org/case-study-details?casecode=BSTR668

06. LEAD’S INTEGRATED EDTECH SOLUTION: COMBINING TECHNOLOGY, CURRICULUM AND PEDAGOGY TO TRANSFORM TRADITIONAL EDUCATION

LDEN210 | 824-0002-1 | January, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=LDEN210

07. LINKEDIN: SHAPING THE FUTURE OF RECRUITMENT WITH ARTIFICIAL INTELLIGENCE (AI)

ITSY137 | 924-0001-1 | January, 2024 | 2024

This case study “LinkedIn: Shaping the Future of Recruitment with Artificial Intelligence (AI)” delves into the transformative role that Artificial Intelligence (AI) was expected to play not only within leading professional networking site LinkedIn, but also within the recruitment industry in general. The case discusses in detail how LinkedIn integrated AI into the various tools it provided recruiters and job-seekers on its platform. The case mentions the impact that the tools had on enhancing the number of job applications and easing the recruitment process on LinkedIn. Can LinkedIn’s use of AI enable it to differentiate itself better in the recruitment industry and make the platform more attractive to both recruiters and job-seekers?

Source: https://icmrindia.org/case-study-details?casecode=ITSY137

08. NAVER WEBTOONS: REDRAWING THE COMICS INDUSTRY THROUGH A PLATFORM BUSINESS MODEL

BSTR669 | 324-0067-1 | January, 2024 | 2024

The case “Naver Webtoons: Redrawing the Comics Industry through a Platform Business Model” discusses the way South-Korea based Naver Webtoon Corp. (NW) – a subsidiary of South Korean Internet conglomerate Naver Corporation (Naver) – went about creating a platform business model in the two-century-old comics industry. The case starts out with the factors that drove NW to build a platform to showcase the webtoon comic format. It then documents the various ways in which JunKoo Kim (Kim), CEO of NW, attracted creators and users to NW’s webtoon platform and created a webtoon ecosystem. The case provides details of how NW encouraged webtoon creators and ensured a productive platform. The case documents the success of NW’s webtoon platform and gives an insight into the ways in which NW monetized it to build a multi-billion dollar business. Furthermore, NW actively pursued opportunities to capitalize on the webtoon’s Intellectual Properties (IPs) and got them adapted into movies, TV shows and games. In addition, NW expanded its webtoon platform globally, overcoming language and cultural barriers, ultimately emerging as the largest webtoon platform in the world. Considering the intense competition among various entertainment formats, can Kim ensure that NW’s webtoon platform continues to keep up user’s attention in the future?

Source: https://icmrindia.org/case-study-details?casecode=BSTR669

09. UNDERSTANDING AND ANALYZING THE FINANCIAL STATEMENTS OF COLGATE-PALMOLIVE (INDIA) LTD.

FINC212 | 124-0023-1 | January, 2024 | 2024

Colgate-Palmolive (India) Ltd, (CPIL) one of India’s oldest personal care fast moving consumer goods (FMCG) companies, achieved a major milestone in 2022 with its sales crossing Rs.50,000 mn. It recorded a modest profit growth of 4.1%. But the financial performance of CPIL was overshadowed by a record dividend payment of Rs 40 per share. CPIL had steadily increased its dividend payout from 2019–20, reaching100 percent for the year 2021– 22.Despite constantly innovating and building some of the biggest brands, CPIL witnessed a lower rate of sales and profit than its peers. The company was also facing huge competition from other global majors as well as from companies like Patanjali and Dabur which had positioned themselves as green and as using natural ingredients. At the same time, the company had also seen a reduction in fixed assets and capital expenditure. The case would help to analyze the following questions: Does the reduction in Plant and Machinery and capital investments in the last 3 years mean anything to the company’s growth prospects? Also, does the steady increase in Dividend Payout, reaching 100 % in FY 2021-22, mean the company is maturing? Does this payment of all the surplus to its shareholders mean no major investments are needed in R&D and that there is no need for funds to set up additional facilities to manufacture and cater to the growing consumer base? Or, is CPIL depending on its parent company Colgate Palmolive to launch new products which it will then market in India by paying a certain royalty to Colgate Palmolive? Does the analysis of the financial statements and conducting a vertical and horizontal analysis reveal a certain trend which would not only reveal past performance but also help predict the company’s immediate future performance?

Source: https://icmrindia.org/case-study-details?casecode=FINC212

10. CAN XPENG'S DISRUPTIVE INNOVATION MAKE IT A CHALLENGER BRAND IN CHINA'S ELECTRIC VEHICLE MARKET?

BSTR671 | 324-0068-1 | February, 2024 | 2024

The case "Can XPeng's Disruptive Innovation make it a Challenger Brand in China's Electric Vehicle Market?" talks about the journey of Chinese electric vehicle (EV) startup, Guangzhou Xiaopeng Motors Technology Co. Ltd (XPeng) and discusses its potential to one day emerge as a worthy competitor to the largest EV manufacturers in the world. The case starts with how He Xiaopeng (Xiaopeng) – a Chinese entrepreneur – was impressed by the technologically advanced Tesla Inc.'s EVs and decided to set up XPeng to manufacture EVs. The case gives an in-depth look into how XPeng sought to incorporate advanced technologies in its EVs to differentiate itself effectively in the market. It also provides details of XPeng's funding and the way it managed to gain a foothold in the Chinese and European EV markets. The case documents the various operational, marketing and financial challenges with which XPeng was combatting. Considering XPeng's various pressing issues, can it realize its global ambitions and emerge as a 'Tesla Killer'?

Source: https://icmrindia.org/case-study-details?casecode=BSTR671

11. PURE HARVEST SMART FARMS – A TECHNOLOGY-ENABLED AGRIBUSINESS STARTUP ADDRESSING THE FOOD SECURITY CHALLENGES IN THE MIDDLE EAST

LDEN216 | 824-0011-1 | February, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=LDEN216

12. BANYAN NATION: DRIVING INDIA’S CIRCULAR ECONOMY

LDEN221 | 824-0046-1 | June, 2024 | 2024

The case study “Banyan Nation: Driving India’s Circular Economy” talks about the contributions made by India-based plastic recycling start-up Banyan Sustainable Waste Management Pvt. Ltd. in building India’s circular economy. It was in the early 2010s that Banyan’s founders Mani Kishore Vajipeyajula and Rajkiran Madangopal learnt that the un-scientific recycling methods used by the plastic recyclers in India’s informal sector were not only causing untold health damage to the people who did the processing, but were also harming the environment irrevocably. That prompted them to establish Banyan in 2013. Banyan employed a varied range of technologies to ensure a safe and effective plastic recycling process. The case discusses in depth the functioning of Banyan – a vertically integrated plastic recycling company involved in all the three stages of plastic recycling – collection (pre-sorting and post-sorting), recycling, and the subsequent sale of recycled plastic to companies. It describes Banyan’s product that it referred to as Better Plastic that could compete with virgin plastic on aspects such as quality, price, and reliability. The case ends with a look at the challenges being faced by Banyan and the various avenues for its growth. Considering the fact that the circular economy can be an important instrument to tackle the planetary crises on climate, biodiversity, and pollution, can Banyan spearhead India’s circular economy?

Source: https://icmrindia.org/case-study-details?casecode=LDEN221

13. GRAVITA INDIA LIMITED – DRIVING SUSTAINABILITY THROUGH RECYCLING

BSTR682 | 324-0234-1 | July, 2024 | 2024

Gravita India Limited (GIL), one of India's leading and reputed recycling companies, grew to have a global presence with various waste sourcing and manufacturing units. With a thirty-year history in the industry, the company had built up a core competency in developing innovative technologies for recycling various metallic wastes like lead and aluminum and plastics. The in-built technology enabled the company to produce quality products from recycled waste and increased the life time of the recycled waste. The company owned a well-diversified portfolio of recycled products and services developed from lead, aluminum, and plastic scraps. The company developed strategic objectives built around the core philosophy of sustainability across the value chain based on the fundamental values of fairness, trust, respect, passion, and nurturing relationships. The present case study can be used to understand and discuss the process of strategy formulation and analysis of the vision, mission, and strategic objectives of a business. It will also help in understanding the impact of the internal and external business environment on a company and an industry.

Source: https://icmrindia.org/case-study-details?casecode=BSTR682

14. ZIPLINE: NAVIGATING THE RWANDA SKIES TO MAKE MEDICAL SUPPLIES ACCESSIBLE TO MILLIONS ON LAND

OPER162 | 624-0039-1 | August, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=OPER162

15. THE TRAVAILS OF 'BEYOND MEAT': ARE MEAT ALTERNATIVES STILL THE FUTURE OF FOOD?

MKTG470 | 125-0004-1 | December, 2024 | 2025

The case study "The Travails of 'Beyond Meat': Are Meat Alternatives still the Future of Food?" discusses the disruption that Beyond Meat, Inc. (BM), a US-based plant-based meat alternatives company, brought in the food industry and analyzes the possibility of meat alternatives becoming mainstream food products in the future. The case starts with a brief insight into the entrepreneurship journey of BM's Founder and CEO, Ethan Brown (Brown), – who believed that one should eat what they love while helping the environment, the climate, and themselves. The case provides a significant insight into BM's innovative product development process, wherein products were designed keeping in mind the needs and wants of customers. The case then goes into detail about BM's market segmentation, positioning, and targeting strategies. Despite early success and worldwide popularity, BM encountered growth stagnation within a few years, leaving it to undertake a business reset. The case mentions the various factors that negatively impacted BM, the key reason being that the plant-based meat revolution was on the wane. Can Brown effectively bolster BM's growth by devising new product and marketing strategies? What factors does the industry as a whole need to improve to usher in a cultural shift from meat from animals to plant-based food?

Source: https://icmrindia.org/case-study-details?casecode=MKTG470

16. ATHER ENERGY: PIONEERING ELECTRIC MOBILITY IN INDIA

LDEN229 | 825-0018-1 | January, 2025 | 2025

The case "Ather Energy: Pioneering the Future of Electric Mobility in India" describes how Ather Energy revolutionized electric mobility in India and positioned itself as a torchbearer in the electric two-wheeler market. This case discusses how Ather Energy capitalized on a sustainable production approach and positioned itself as a beacon of innovation and sustainability. It talks about the technology embedded in electric scooters and the necessity of building charging infrastructure in India. The case ends by taking a look at the future plans of the company.

Source: https://icmrindia.org/case-study-details?casecode=LDEN229

17. FASTCAP'S LEAN TRANSFORMATION: DRIVING OPERATIONAL EXCELLENCE

OPER164 | 625-0006-1 | January, 2025 | 2025

FastCap LLC, a US-based product development company, was known for its innovative woodworking tools and commitment to continuous improvement through Lean principles. Founded in 1997 by Paul Akers, FastCap's Lean journey was inspired by Akers' experiences with Japanese companies like Toyota and Lexus, which emphasized Lean practices for efficiency. Initially driven by Akers' passion, Lean at FastCap soon became a company-wide initiative involving employees in continuous improvement. At FastCap, Lean practices included the 3S approach—Sweep, Sort, and Standardize—where employees organized their workspace and planned for the day ahead. Morning meetings were held to discuss sales, improvements, and challenges, fostering collaboration and problem-solving. Lean tools like Kaizen, Kanban, and Visual Management were employed to streamline processes. FastCap's hallmark was its "2-Second Lean" philosophy, which encouraged employees to make small, incremental improvements in their tasks, leading to significant long-term benefits. This empowered workforce contributed to new product development, cost reduction, and high-quality standards. FastCap raised prices only three times in over 20 years due to continuous efficiency improvements. Akers advocated Lean worldwide, offering workshops, tours to Japan, and sharing process improvement videos, helping spread Lean principles across industries.

Source: https://icmrindia.org/case-study-details?casecode=OPER164

18. FROM WASTE TO WORTH: DELL'S STRATEGY FOR A CIRCULAR ECONOMY

BECG192 | 625-0007-1 | January, 2025 | 2025

The case study "From Waste to Worth: Dell's Strategy for a Circular Economy" explores US-based multinational technology company, Dell Technologies, Inc. (Dell)'s pioneering approach to integrating sustainability into its business model. The case highlights how Dell contributed to the circular economy by leveraging innovative strategies to transform electronic waste (e-waste) into valuable resources. It embraced principles like modularity, reparability, and standardization. The case study examines Dell's closed-loop recycling program, wherein discarded electronics were repurposed into new products and sustainable materials like ocean-bound plastics were used in its production methods and packaging. Dell operated the world's largest take-back program, offering recycling services in 78 countries and territories. The case details Dell's Environmental, Social, and Governance (ESG) Goals plan, which it sought to achieve by the year 2030. Dell's adoption of a circular economy framework was intended to reduce its environmental footprint and create new value propositions for customers and stakeholders. Nonetheless, the company faced a host of challenges in its sustainability journey. Can Dell continue to maintain affordability for its customers, while investing in costly sustainable materials, modular designs, and advanced recycling processes?

Source: https://icmrindia.org/case-study-details?casecode=BECG192

19. PEPSICO'S GREEN BONDS

FINC217 | 125-0031-1 | February, 2025 | 2025

In 2021, PepsiCo Inc. (PepsiCo) unveiled its goal to achieve net zero emissions by 2040. To achieve its target, the company started issuing Green Bonds. The case talks about the company's Green Bond issue and provides the scope to bring in various important dimensions related to the bond issue. It also helps students to learn about the calculation of Current Yield (CY), Yields to Maturity (YTM), and Yield to Call (YTC) using PepsiCo's Green Bond issue.

Source: https://icmrindia.org/case-study-details?casecode=FINC217

20. POLYBEE: PROVIDING DRONE-POWERED POLLINATION SOLUTION

BSTR689 | 325-0102-1 | March, 2025 | 2025

In 2024, Singapore-based ag-tech startup Polybee launched drone-powered pollination to boost horticulture efficiency. The drones were designed to perform bee-like functions in places where they were scarce. Founded by Siddharth Yadav, the drones were equipped with artificial intelligence and used digital phenotyping to help farmers make better informed decisions about their produce and how to make more profits. The company believed that drone pollination would be able to enhance food security by optimizing the value chain. Some analysts believed that drones were a viable option for pollination, while others opined that despite the innovative technology, drones could not replace bees. As per experts, except for a few large companies and investors, the technology might not be accessible to all. While on the on the one hand, inaccuracies in yield prediction methods resulted in downstream challenges for growers and breeders when making decisions regarding pricing, there was a lack of scalable, high throughput phenotyping and crop registration solutions. It would be interesting to see whether Polybee will be able to emerge as a technically and economically feasible alternative to bees to address the problem of crop pollination. Going forward, it would be interesting to see how Siddharth will grow his business.

Source: https://icmrindia.org/case-study-details?casecode=BSTR689

21. TUPPERWARE IN TROUBLE

MKTG474 | 525-0060-1 | May, 2025 | 2025

US-based manufacturer of food storage containers Tupperware Brands Corporation (Tupperware) filed for Chapter 11 bankruptcy protection in September 2024. At this point of time, the company declared assets of about $500 million to $1 billion and liabilities of $1 billion to $10 billion. Tupperware had been struggling to continue as a business for quite a long time. To overcome its problems, the company tried to turn the business around, but was unsuccessful. It eventually ended up filing for bankruptcy. According to industry experts, it became evident that the party was over for Tupperware as it had fallen victim to the Innovator's Dilemma and had failed to adapt to modern consumer trends. Others felt that Tupperware's bankruptcy filing marked a significant step toward restructuring the company’s debt and operations. The company was later taken over by lenders and got a new name, ‘The New Tupperware Company’. The new company was expected to rebuild with a start-up mentality and expand its operations in core global markets. How can Tupperware navigate these testing times? Will The New Tupperware Company be able to bring back the old legacy of the brand? What strategy can the company adopt to revitalize the brand?

Source: https://icmrindia.org/case-study-details?casecode=MKTG474

22. APPLE’S FORAY INTO HEALTHCARE: THE NEXT FRONTIER FOR DISRUPTION?

BSTR693 | 325-0178-1 | June, 2025 | 2025

The case study “Apple’s Foray into Healthcare: The Next Frontier for Disruption?” discusses the implications of US-based multinational technology company Apple Inc.’s strategic expansion into the healthcare sector. The case starts out by analyzing Apple’s streak of disruptive innovation in the consumer electronics industry. It then provides details about the company’s evolving role from a consumer electronics giant to a key player in the consumer digital health space. The case examines how Apple leveraged its existing gadgets – particularly the iPhone, Apple Watch, and Airpods – to disrupt the wearable medical devices market. It also explains how Apple capitalized on its APIs – such as HealthKit, ResearchKit, and CareKit – to build a robust health-related ecosystem around its devices. These APIs enabled developers, healthcare providers, and researchers to access and integrate the health data collected by Apple devices to track vital health metrics, participate in medical research, and manage personal wellness through third-party apps. Despite effectively bridging the gap between consumer electronics and healthcare technology, Apple faced various challenges with regard to regulatory compliance, data governance, and competition. Can the company leverage its strong brand name and gain the necessary regulatory approvals that will help lit to eventually disrupt the entire digital health market?

Source: https://icmrindia.org/case-study-details?casecode=BSTR693

23. CAN WATERGEN'S 'WATER FROM AIR' TECHNOLOGY SOLVE GLOBAL WATER SCARCITY?

BSTR692 | 325-0179-1 | June, 2025 | 2025

The case "Can Watergen's 'Water from Air' Technology Solve Global Water Scarcity?" discusses the capability of Israel-based Watergen Ltd. (Watergen) to address the global water scarcity crisis through its innovative atmospheric water generation (AWG) devices. The case begins by taking a brief look at the motivation that drove the development of Watergen's AWG devices. Watergen created AWG devices targeted at the commercial, residential, and industrial sectors, apart from providing solutions for water generation during humanitarian crises and natural disasters. Gradually, Watergen became the global leader in the AWG market. Despite the Watergen brand having a layer of social responsibility due to its offering of sustainable solutions for water scarcity, the company still had a long way to go in gaining wide scale market adoption. The case provides details about the challenges plaguing the company that were proving to be detrimental to its growth, market adoption, and overall success. Michael Mirilashvili (Mirilashvili), President and CEO of Watergen, was faced with the challenge of getting people to move away from traditional water sources and also realizing the value of AWG devices. What can he do?

Source: https://icmrindia.org/case-study-details?casecode=BSTR692

24. IS A FRESH LEASE OF LIFE AT HMT'S PRAGA POSSIBLE?

BSTR694 | 325-0180-1 | June, 2025 | 2025

The case study, "Is a Fresh Lease of Life at HMT's Praga Possible?" discusses the possibility of an eventual turnaround being achieved at Praga Tools Limited (Praga), a unit of HMT Machine Tools Limited (HMTMTL) – a wholly owned subsidiary of Indian Central Public Sector Enterprise (CPSE), HMT Ltd. (HMT). Praga – a precision tool manufacturing unit – had seen a period of significant growth and development, particularly from the 1960s to the 1990s, which could be considered its "golden period." However, once India's economy was liberalized in 1991, Praga could not withstand the onslaught of global competitors with their advanced technologies. The case discusses the various challenges plaguing the company – systemic inefficiencies, outdated technology, limited modernization, and poor workforce engagement. The various revival efforts made by the Government of India (GoI) through the decades had yielded limited results and Praga was experiencing mounting losses. As of 2025, the GoI had clarified that it intended to expand HMTMTL's various divisions including Praga, but had yet to come up with another revival plan. Amid growing global and domestic opportunities in the machine tools industry – prompted by AI, IoT, and the 'Make in India' initiative – analysts believed that Praga's revival was still possible with focused investment in modernization, employee upskilling, and inclusive management practices. What do you think?

Source: https://icmrindia.org/case-study-details?casecode=BSTR694

25. VIRTUAL MODELS, REAL IMPACT: LALALAND.AI'S DISRUPTION OF ONLINE FASHION

ITSY146 | 925-0019-1 | June, 2025 | 2025

The case study, "Virtual Models, Real Impact: Lalaland.ai's Disruption of Online Fashion," discusses the disruption unleashed by Lalaland.ai (Lalaland) – a Netherlands-based fashion-tech AI startup – on the fashion industry. The case talks about the founders including CEO Michael Musandu (Musandu)'s motivations to set up the company that leveraged Generative Adversarial Networks (GANs) to create hyper-realistic, customizable digital models, representing diverse body types, ages, and skin tones. The case documents the various benefits that were provided by Lalaland to fashion brands, retailers and fashion designers. The company not only had a broader mission to challenge norms in fashion representation and promote diversity in digital spaces, but also presented a scalable commercial solution. By offering superior visual accuracy for customers, the platform aimed to reduce waste, lower costs, and eventually contribute to a more sustainable and inclusive e-commerce experience. Nonetheless, the case also raises pertinent questions about the potential of AI to eventually replace humans in another major industry and the impact this could have on livelihoods and creativity. Can Musandu successfully scale Lalaland, without causing long term repercussions in the thriving fashion industry?

Source: https://icmrindia.org/case-study-details?casecode=ITSY146

26. PABIBEN RABARI: BRINGING INDIGENOUS CRAFTS BACK TO LIFE AND EMPOWERING RURAL WOMEN ARTISANS

LDEN231 | 825-0049-1 | July, 2025 | 2025

Pabiben Rabari (Pabiben), a woman of the Rabari community in Gujarat (India), became an internationally acclaimed artisan from a daily wage worker. The Rabari community, known for its rich traditions, and exquisite embroidery, apparently put a ban on the embroidery work for societal reasons resulting in the traditional intricate skill heading toward extinction. Pabiben wanted to not only preserve the art form from dying but also to provide a livelihood to women using their exquisite needlework skills. In 2015, Pabiben started her business under the name Pabiben.com. The Rabari artisans made varieties of bags, gift items, and many other things and sold them through the website to buyers in India and abroad. As of 2023, the organization had around 500 SKUs with cumulative sales of Rs. 2 crore and provided employment to 300 women artisans. Just as the demand for the embroidered goods was rising, Pabiben and her enterprise faced challenges in scaling up the business. Pabiben faced competition from other players. Furthermore, expanding her reach nationally or internationally would require strategic partnerships, and also more funds. Would Pabiben be able to raise the funds, grow the business and continue providing a livelihood to more artisans?

Source: https://icmrindia.org/case-study-details?casecode=LDEN231

27. LAHORI ZEERA – CAN THE DISRUPTIVE INDIAN BEVERAGE BRAND CHALLENGE GLOBAL GIANTS?

MKTG480 | 525-0108-1 | September, 2025 | 2025

The case “Lahori Zeera – Can the Disruptive Indian Beverage Brand Challenge Global Giants?” discusses the meteoric rise of India-based beverage company Archian Foods Private Limited (Archian) –popularly known by its flagship beverage brand name Lahori Zeera (Zeera) to emerge as one of the fastest-growing beverage companies in India. The entrepreneurship journey of Zeera’s three founders, including its CEO Saurabh Munjal (Munjal) is described in detail. The three founders recognized and leveraged a market gap – the lack of mass market ethnic/traditional beverages in India’s large non-alcoholic beverage market — and built Lahori Zeera to fill that void. The case highlights the key strategies that the founders undertook with regard to product innovation, competitive pricing, and grassroots distribution that eventually played a key role in Zeera’s success. The founders managed to “desify” the fizzy drink experience and make it more culturally relevant to Indian consumers. Starting out as a bootstrapped venture, Zeera eventually attracted investors who funded the company’s scaling initiatives. The case takes an in-depth look into Zeera’s challenges, particularly the intense competition from major industry players, including the cola giants, Pepsi and Coke. As of 2025, Zeera was on the cusp of a major market breakthrough. It was in the process of using its investor funds to go in for product diversification, distribution expansion, and international market entry. Can Munjal successfully lead Zeera on the path to becoming an Indian beverage giant?

Source: https://icmrindia.org/case-study-details?casecode=MKTG480

28. MARC KOSKA – A SOCIAL ENTREPRENEUR ON A MISSION TO ‘AUTO-DISABLE’ A HIDDEN MEDICAL CRISIS

LDEN235 | 825-0067-1 | September, 2025 | 2025

The case “Marc Koska – A Social Entrepreneur on a Mission to ‘Auto-Disable’ a Hidden Medical Crisis,” documents the gritty journey undertaken by Marc Koska (Koska) to ensure a world where all unsafe medical injections were eliminated. The case starts out by documenting the early life of Koska and the extensive research that he undertook to learn about syringe reuse in the medical field that led to contamination and consequently disease transmission. The innovation process Koska used to develop the “K1” Auto-Disable Syringe (ADS) that had a lower manufacturing cost than a typical ADS and was reasonably priced, is explained in detail. Later, the case discusses in depth the challenges Koska faced in getting the “K1” syringe adopted by the medical community. The case in particular describes Koska’s efforts to get international relief organizations and government authorities to adopt the “K1” through extensive lobbying, mainly through his nonprofit SafePoint Trust UK (SPT). By the mid-2010s, Koska claimed to have sold almost two billion units of the “K1” ADS, thereby saving billions of lives. Koska continued his endeavor to eliminate unsafe injections and in the mid-2010s, he launched a unique low-cost prefilled injector. He then embarked on another journey to popularize his new product by entering into partnerships and distributing licenses. Koska has another challenge on his hands in trying to replace the traditional syringes with his prefilled injector for all injection purposes. Do you think he will eventually succeed?

Source: https://icmrindia.org/case-study-details?casecode=LDEN235

29. ABEEGO’S REUSABLE BEESWAX FOOD WRAPS – DISRUPTING THE PLASTIC FOOD WRAP INDUSTRY?

LDEN239 | 826-0005-1 | December, 2025 | 2026

The case is about the sustainable food wraps produced by Abeego Designs (Abeego), a Canadian company started by Toni Desrosiers (Toni). Abeego produced reusable beeswax wraps that customers could use to store leftover foods in the refrigerator and keep them fresh over a long period of time. The case dwells upon the need for sustainable food wrap solutions and focuses on the need to eliminate the usage of single use plastic for packaging leftover foods. The case discusses Toni’s entrepreneurial journey and the various challenges she faced in setting up her startup and trying to ensure its growth. Abeego’s sustainable initiatives are discussed along with its future plans. In the future, Toni planned to grow her startup, diversify into new sustainable products, and distribute the products all over the world. Would Toni be able to maintain her company’s growth with its sustainable food wrap solutions? Will Abeego be able to disrupt the traditional plastic food wrap industry with its beeswax wrap? That remained to be seen.

Source: https://icmrindia.org/case-study-details?casecode=LDEN239

30. SALESFORCE AND THE FUTURE OF WORK: PREPARING FOR AN AI-DRIVEN WORKPLACE

HROB291 | 426-0010-1 | December, 2025 | 2026

The case “Salesforce and the Future of Work: Preparing for an AI-Driven Workplace” discusses the various measures being taken by US-based cloud computing and software company Salesforce, Inc. (Salesforce) to transform its business and workforce through the adoption of Artificial Intelligence (AI). The case opens with a detailed account of Salesforce’s product innovation strategy, showing how the company adapted its offerings in step with the evolution of AI, from predictive machine-learning models to generative AI technologies. The case also provides an insight into the way Salesforce integrated AI into its business processes to optimize operations, automate routine tasks, and enable a more agile and innovative workforce. To prepare its employees to thrive in an AI-driven future, Salesforce incorporated AI training into its employees’ reskilling and upskilling programs. The case describes in detail how Salesforce trained its employees to use its agentic AI platform, Agentforce, to prepare them for a future that required new skills and capabilities as AI agents took on more responsibilities. The case highlights the strategic challenges and employee development issues that Salesforce faced in building a hybrid workforce in which humans and AI agents collaborated. Can Salesforce successfully build a workforce ready for the ‘Future of Work’?

Source: https://icmrindia.org/case-study-details?casecode=HROB291

31. DUOLINGO’S AI-FIRST STRATEGY: HAS THE LOSS OF THE HUMAN TOUCH ALIENATED THE QUIRKY BRAND?

MKTG486 | January, 2026 | 2026

This case study “Duolingo’s AI-First Strategy: Has the Loss of The Human Touch Alienated the Quirky Brand?” examines the chaos that followed the announcement that US-based mobile learning platform Duolingo, Inc. (Duolingo)’s was going to increase AI integration through its AI-first strategy. The case begins with an in-depth look at how Duolingo – over the years – had improved learning experiences by integrating AI into its platform, including its in-house AI system, Birdbrain. The case then talks about the pertinent details of Duolingo’s AI-first strategy that was announced by its CEO Luis von Ahn (Von Ahn) in April 2025. Von Ahn had set out to position AI as a central component of the company’s future growth aiming to create more personalized and efficient experiences for users. However, the wording of his announcement led Duolingo users and social media commentators to interpret the strategy as undervaluing the creative contributions of employees and favoring technology over human involvement. That led Duolingo to face immense backlash and even subscription cancellations, leading to a reputational crisis. Many Duolingo users even argued that AI-generated lessons lacked depth, cultural context, and the engaging tone associated with human-created content. Von Ahn then worked to rebuild trust by engaging with Duolingo’s stakeholders and assuring them that the company’s AI strategy would not negatively impact its human resources. While Duolingo’s AI-first model offered cost benefits and growth potential, the case underscores the need for companies to strike a balance between technological advancement and retaining the human element. Can Von Ahn successfully achieve this?

Source: https://icmrindia.org/case-study-details?casecode=MKTG486

32. MICROSOFT’S AI PUSH: A ROADBLOCK TO ACHIEVING ITS CARBON EMISSION GOALS?

BSTR708 | January, 2026 | 2026

In May 2024, US-based tech giant Microsoft reported that the company’s carbon emissions for the year had gone up by 30 percent compared to 2020. The rise in emissions was attributed to the company’s construction of a large number of data centers to support its AI and cloud computing services. The carbon footprint surge was a setback to Microsoft’s ambitious target of becoming carbon negative by 2030. In early 2020, Brad Smith (Brad), President, Microsoft, announced the company would eliminate all of the carbon it had released and become carbon negative that by 2030. However, the company’s unrestrained drive to become a global leader in AI emerged as a roadblock to its achieving its carbon negative goals. As of 2024, Microsoft operated 200 data centers, 190 points of presence (PoPs), and more than 60 data center regions. Will Microsoft be able to balance the growing demand for AI and cloud services with the urgent need to reduce carbon emissions? Will the company succeed in attaining its ambitious target of becoming carbon negative by 2030? What should Microsoft do to achieve the target? These were the questions troubling Brad and he knew he needed to quickly find the right answers.

Source: https://icmrindia.org/case-study-details?casecode=BSTR708

33. WILL OXXO BE ABLE TO REPLICATE ITS LATIN AMERICAN CONVENIENCE STORE SUCCESS IN THE US?

BSTR707 | January, 2026 | 2026

The case study “Will OXXO be Able to Replicate Its Latin American Convenience Store Success in the US?” contemplates the possibility of OXXO – Latin America’s largest c-store chain and part of Mexican multinational company, Fomento Económico Mexicano, S.A.B. de C.V (FEMSA) – leveraging its core competencies in retail to achieve success in a completely new and challenging market – the US. The case starts out by documenting the evolution of OXXO from its humble beginnings in the late 1970s in Mexico, into a dominant force through effective localization and strategic store locations. OXXO also grew through continuous diversification – both geographically and in business operations. Another key driver of OXXO’s success was its strategy to leverage its stores to provide a range of financial services to the unbanked population in Mexico, thereby playing a crucial role in bringing about financial inclusion. The case provides details of how OXXO even leveraged technology in that endeavor and eventually became a vital player in Mexico’s fintech landscape. OXXO had strong global ambitions. Having a dominant position in Latin America and a foothold in Europe, OXXO had set its eyes on conquering the highly competitive US retail market. Can OXXO establish a strong presence in the US retail industry, or will it face challenges in replicating its success outside Latin America?

Source: https://icmrindia.org/case-study-details?casecode=BSTR707

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34. INDIA’S MOON MISSION CHANDRAYAAN-3: FROM FAILURE TO SUCCESS

OPM0041 | 624-0017-1 | February, 2024

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?

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0041.htm

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35. SBI YONO: CHALLENGES GALORE

MM0093 | 525-0069-1 | June, 2025

With the audacious goal of making it available to all Indians, State Bank of India (SBI) debuted YONO, a revolutionary super app, in 2017. However, as of March 2023, it only had 60.7 million users, falling short of its goal of 100 million customers due to intense competition. Fintech behemoths like GPay, Paytm, and PhonePe, who controlled the market with their user-friendly interfaces and aggressive marketing campaigns, were among the difficulties SBI YONO faced. Users lost faith in the service due to problems with the registration process, sporadic server outages, and unexpected crashes. Chairman Mr. Khara and his team recognized that comprehensive strategies were required to restore prominence. Through data analytics, they sought to prioritize personalization, improve user experience, and expedite procedures. The main areas of focus were cooperation with other service providers, increased continuous innovation, and stronger security measures. SBI YONO aimed to strengthen its position in the digital banking sector by emphasizing user-centric design, promoting digital literacy, and leveraging cutting-edge technologies like artificial intelligence and machine intelligence. SBI YONO sought to transform Indian banking and establish itself as the go-to supplier for millions of consumers through these initiatives.

Source: https://www.ibscdc.org/Case_Studies/Marketing/Marketing%20Strategies/sbi-yono-challenges-Case%20Study.htm

36. POWERING LIVELIHOODS' COLLECTIVE DEPLOYMENT OF DRE LIVELIHOOD TECHNOLOGIES

OPM0044 | 625-0035-1 | September, 2025

In 2001, the Council on Energy, Environment, and Water (CEEW) and Villgro Innovations Foundation (Villgro) collaborated in a joint venture and established Powering Livelihoods (PL). This case examines the financial and strategic dilemmas faced by PL in 2025, as it considered moving from isolated pilots of decentralized renewable energy (DRE) livelihood technologies to a collective deployment model. PL had previously supported technologies such as solar silk reeling machines, horticulture processors, solar refrigerators, micro solar pumps, vertical fodder units, dryers, and dehydrators across rural India, showing measurable livelihood impact. The proposed collective deployment program promised wider adoption and deeper impact through clustered installations for self-help groups (SHGs), farmer producer organizations (FPOs), and rural microenterprises. However, the program required US$520,555 in investment, raised from reserves, CSR-linked grants, and concessional loans. The board debated whether the funding structure and intermediate cash flows were sustainable, and whether traditional appraisal methods adequately captured financial viability and social impact. The case challenges students to assess financial structures, revenue projections, and impact trade-offs in scaling renewable energy technologies for rural livelihoods.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0044.htm

37. TESLA ENTERS INDIA: CAN IT CRACK THE PRICE SENSITIVE EV MARKET?

MM0095 | 525-0110-1 | September, 2025

The case puts the students into the shoes of Tesla's India Country General Manager, Prashant Mehta, who has to decide on a 12–18-month go-to-market plan for Tesla India under policy and pricing constraints. Tesla must reconcile its premium global positioning and capital expenditure with India's realities: a price-sensitive market, high import duties on completely built units, charging-infrastructure gaps, and strong mid-market EV rivals.

Source: https://www.ibscdc.org/Case_Studies/HRM/HRM0095.htm

38. CLEANER APPAREL VALUE CHAINS — TIRUPUR PILOT UNDER THE UNIDO-GEF INDIA INITIATIVE

OM0044 | January, 2026

When Dr. Anita Verma, UNIDO's Project Coordinator for South Asia, visited Tirupur in 2023, she stood at the crossroads of India's textile boom and its environmental burden. The case "Cleaner Apparel Value Chains, Tirupur Pilot under the UNIDO-GEF India Initiative" explores this moment, focusing on a real United Nations Industrial Development Organization (UNIDO) and Global Environment Facility (GEF) project designed to eliminate hazardous chemicals and promote sustainable production in India's apparel sector. To be Implemented by 2029, the initiative spans eight major clusters, including Tirupur, India's knitwear capital, and involves about 320 pilot units nationwide. With an Environmental and Social Management Plan (ESMP) budget of USD 300,000 and a total GEF contribution of around USD 7 million, the project blends technical support, policy engagement, and cleaner technology demonstrations to build circular value chains. Tirupur's environmental challenges, extensive chemical use, high water and energy intensity, and pollution, frame the project's ambition to reduce 18,375 tons of harmful chemicals, cut 350,000 tCO_2-equivalent in direct emissions, and improve the livelihoods of 40,000 direct and 80,000 indirect beneficiaries. This case invites students to analyze UNIDO's Social Cost Benefit Assessment (SCBA) approach and explore how global sustainability frameworks can create shared value in industrial clusters.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20Management/OM0044.htm

SDG 10 | CASE STUDIES

14 case studies indexed under this Sustainable Development Goal

01. ADIDAS: SUSTAINABILITY BOND

FINC210 | 124-0021-1 | January, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=FINC210

02. ETSY'S GROWTH STRATEGY IN INDIA: EMPOWERING ARTISANS

MKTG460 | 524-0017-1 | January, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=MKTG460

03. LEAD’S INTEGRATED EDTECH SOLUTION: COMBINING TECHNOLOGY, CURRICULUM AND PEDAGOGY TO TRANSFORM TRADITIONAL EDUCATION

LDEN210 | 824-0002-1 | January, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=LDEN210

04. NYAKIO GRIECO: A ROLE MODEL FOR BIPOC ENTREPRENEURS IN THE US BEAUTY INDUSTRY

LDEN217 | 824-0023-1 | March, 2024 | 2024

The case focuses on how Nyakio Kamoche Grieco (Nyakio), a first-generation Kenyan American, founded her own skin-care line in 2002, and the various challenges she experienced firsthand as a woman of color in the US beauty industry. The case touches upon the issue of systemic racism in the US with specific reference to the beauty industry.The case then describes how Nyakio created an inclusive brand having a greater purpose followed by the various challenges she faced as a black female entrepreneur. Nyakio successful exited her business in 2015. The case then touches upon her second stint as an entrepreneur. She first founded Thirteen Lune, an inclusive beauty e-commerce platform in 2020. Thirteen Lune used a 90-10 strategy, with 90% of its brands being BIPOC. By 2022 the start-up had won several industry awards. Nyakio launched a second cosmetic range, Relevant: Your Skin Seen, in 2022 and focused on an omnichannel strategy to grow the brand. The question was would Nyakio be able to replicate her previous success in her second stint. What should she do to ensure inclusivity on her platform and at the same time offer scalability and create space for Black beauty brands and secure the future of these founders?

Source: https://icmrindia.org/case-study-details?casecode=LDEN217

05. ARAKUNOMICS: AN INTEGRATED ECONOMIC MODEL EMPOWERING LOCAL TRIBAL COMMUNITIES

LDEN220 | 824-0037-1 | May, 2024 | 2024

The case ‘Arakunomics: An Integrated Economic Model Empowering Local Tribal Communities’ is about Araku Coffee, a social initiative by Manoj Kumar (Manoj), CEO of Naandi Foundation, an NGO based in India. Araku Coffee was a specialty coffee grown by the tribal farmers of Araku Valley in Andhra Pradesh, India. The organically certified coffee was produced by tribal farmers through fair trade cooperatives, among the largest cooperatives in the world. The case dwells upon the need for the social initiative for the tribal farmers and also focuses on the sustainable and inclusive Arakunomics model of social entrepreneurship that provided the tribals with a sustainable means of livelihood. The case also looks at Manoj’s efforts to convince the tribals to grow coffee through organic farming in a sustainable way. The Arakunomics model was an integrated economic model which assured farmers of profits and the consumers of quality products through the use of regenerative agriculture. The tribals were also provided training in the use of bio-composting with the locally available organic material. The impact of Arakunomics and its success in bringing the tribals above the poverty line with a sustainable mode of living are discussed in the case. The success of the social initiative led to Naandi Foundation planning to implement the Arakunomics model of social entrepreneurship in other places of the country. Can Manoj successfully replicate the Arakunomics model and transform the lives of farmers across the country?

Source: https://icmrindia.org/case-study-details?casecode=LDEN220

06. ODUNAYO EWENIYI AT PIGGYVEST: FOSTERING A SAVINGS CULTURE AMONG NIGERIANS FOR A BETTER FUTURE

LDEN218 | 824-0038-1 | May, 2024 | 2024

The case discusses how Odunayo Eweniyi , a tech entrepreneur, built a savings culture in Nigeria through PiggyVest, a standalone online savings and investment platform that enabled users to invest their savings with the potential for higher interest rates compared to a traditional savings account. Using advanced digital technologies and mobile solutions, PiggyVest democratized financial services for millennials and Gen Z users in Nigeria. With PiggyVest, customers could deposit as little as US$1 a day into their account whilst accruing about 6% interest per annum on automated savings. By investing in PiggyVest, users could maintain savings discipline and use their savings to accomplish personal goals. Its user base grew from 450 users in 2017 to 7 million users in April 2023. Besides being an entrepreneur, Eweniyi was also a human rights activist who supported women’s empowerment and representation. In order to champion equality of women in Nigerian society, she launched two non-profits along with other female activists. She also co-founded FirstCheck Africa in 2021, a female focused angel fund for African women. As PiggyVest continued to grow, some of the challenges Eweniyi and her team could encounter going forward were lack of regulations in the fintech sector, attracting and retaining customers, building customer trust, acquiring the right talent, raising funds, and reaching scale and profitability.

Source: https://icmrindia.org/case-study-details?casecode=LDEN218

07. WINGREENS – EMPOWERING WOMEN THROUGH SUSTAINABLE LIVELIHOOD

LDEN219 | 824-0039-1 | May, 2024 | 2024

The case ‘Wingreens – Empowering Women through Sustainable Livelihood’ is about the sustainable farming initiatives taken by Wingreens Farms Pvt Ltd. (Wingreens). The company was involved in the production of minimally processed food products and used raw material that was sustainably sourced and of high quality. The case dwells upon the need for the empowerment of women farmers in India and also focuses on the sustainable and inclusive business model of Wingreens that provided women with a sustainable means of livelihood. The case discusses the entrepreneurial journey of Anju Srivastava (Anju) in launching the Women’s Initiative Network. Anju faced numerous challenges in the initial stages of starting her company. The case also focuses on her efforts to convince women to come out and work as societal norms prevalent in the rural areas of India prevented women from working outside. Under the inclusive and sustainable business model of Wingreens, farmers were paid rent for their lands which were utilized for the production of herbs and high demand vegetables. These fetched higher returns than water intensive crops such as rice and wheat. Women were also provided training in food processing. Anju planned to make the company a model organization that would combine the qualities of social equality and environmental sustainability and at the same time develop new products for the customer.

Source: https://icmrindia.org/case-study-details?casecode=LDEN219

08. NIKE INC.: COMMITTED TO DIVERSITY, EQUITY, AND INCLUSION, YET CHALLENGES REMAIN

HROB268 | 424-0100-1 | August, 2024 | 2024

American footwear and apparel company Nike Inc. (Nike) had fostered a diverse and inclusive culture and did not discriminate against its workers based on their gender, race, ethnicity, or sexual orientation. It focused on equitable and inclusive practices to empower its workforce. The company stated that it treated its employees equally and with gender pay parity. However, in 2018, some of its women workers complained of gender discrimination and sexual harassment and of being underpaid compared to their male colleagues. The company also observed that women and People of Color held a few senior-level positions. Consequently, the company made efforts to increase the representation of women globally and of racial and ethnic minorities in the US. Since Diversity, Equity, and Inclusion (DEI) initiatives were top priorities for Nike, it appointed James Loduca (Loduca) as its new chief DEI officer in March 2023. Loduca’s challenge was to promote, support, and elevate diversity at Nike, tackle allegations related to gender discrimination and sexual harassment at the workplace, ensure pay equity, and foster an inclusive workplace culture. He also had to create a more equitable future for Black Americans in the company in the US. With Nike as an example of a company with both DE&I shortcomings and accomplishments, students can get to understand the concepts of diversity, inclusion, gender discrimination, racial discrimination, gender equity, and pay parity, and how to apply them in business settings.

Source: https://icmrindia.org/case-study-details?casecode=HROB268

09. NAVIGATING UNIONIZATION: TESLA’S BATTLE WITH NORDIC LABOR UNIONS

HROB271 | 424-0125-1 | November, 2024 | 2025

The case study “Navigating Unionization: Tesla’s Battle with Nordic Labor Unions” discusses the intense and closely-watched clash that started between US-based multinational automotive and clean energy company Tesla Inc. (Tesla) and Nordic labor unions in October 2023. Elon Musk, who led Tesla – known for its innovative technologies and ‘ultra-hardcore’ work culture – was staunchly anti-union and had previously striven to quell unionization efforts at Tesla’s US plants. However, Musk’s anti-union stance did not go down well with Industrifacket Metall (IF Metall), a Swedish trade union that had been striving to have employee contract talks with Tesla for the previous five years. Tesla’s approach clashed with the deep-rooted union culture in Nordic countries, where high unionization rates and strong labor protections were the norm. IF Metall then called a strike at the company, in which it was joined by various other Nordic labor unions. As a result, postal workers, garbage collectors, repair center personnel, port workers, electricians, and cleaners refused to do business with Tesla, leaving it to find various alternative ways of running its operations. The case study provides insights into the broader implications for multinational corporations operating in regions with strong labor protections. It highlights the potential challenges and necessary adaptations needed by companies like Tesla when expanding into markets with a different labor environment. How can Musk demonstrate ethical leadership and derive an amicable solution for this conflict between corporate practices and strong labor laws?

Source: https://icmrindia.org/case-study-details?casecode=HROB271

10. VIRTUAL MODELS, REAL IMPACT: LALALAND.AI’S DISRUPTION OF ONLINE FASHION

ITSY146 | 925-0019-1 | June, 2025 | 2025

The case study, “Virtual Models, Real Impact: Lalaland.ai’s Disruption of Online Fashion,” discusses the disruption unleashed by Lalaland.ai (Lalaland) – a Netherlands-based fashion-tech AI startup – on the fashion industry. The case talks about the founders including CEO Michael Musandu (Musandu)’s motivations to set up the company that leveraged Generative Adversarial Networks (GANs) to create hyper-realistic, customizable digital models, representing diverse body types, ages, and skin tones. The case documents the various benefits that were provided by Lalaland to fashion brands, retailers and fashion designers. The company not only had a broader mission to challenge norms in fashion representation and promote diversity in digital spaces, but also presented a scalable commercial solution. By offering superior visual accuracy for customers, the platform aimed to reduce waste, lower costs, and eventually contribute to a more sustainable and inclusive e-commerce experience. Nonetheless, the case also raises pertinent questions about the potential of AI to eventually replace humans in another major industry and the impact this could have on livelihoods and creativity. Can Musandu successfully scale Lalaland, without causing long term repercussions in the thriving fashion industry?

Source: https://icmrindia.org/case-study-details?casecode=ITSY146

11. CHRISTIAN DIOR'S VIOLATION OF SUPPLY CHAIN ETHICS: A THREAT TO THE BRAND?

BECG196 | 726-0001-1 | November, 2025 | 2026

This case study, "Christian Dior's Violation of Supply Chain Ethics: A Threat to the Brand?" explores the negative brand impact that Christian Dior SE (Dior) due to a lapse in regulatory compliance within the supply chain of its Italian unit. In 2024, Italian prosecutors launched a formal investigation into Dior's Italian unit's subcontractors, which uncovered serious violations such as hiring of illegal immigrants, poor labor conditions, and worker exploitation. Consequently, the Italian unit of Dior was placed under court administration for one year. The scandal sparked media scrutiny and public backlash, which threatened the integrity and exclusivity of the Dior brand. The case examines how unethical supply chain practices contradicted Dior's 'Made in Italy' label, which has been traditionally associated with high-quality craftsmanship and ethical standards. Following the scandal, Dior distanced itself from the concerned subcontractors, developed several best practices in its supply chain, implemented stringent procedures for selecting and monitoring its suppliers, and supported initiatives aimed at assisting victims of labor exploitation. The case highlights the risks that luxury brands faced when outsourcing production and the consequences of weak supply chain controls. The case calls for discussion on legal accountability, brand reputation management, and the growing importance of ethical sourcing in the global fashion industry.

Source: https://icmrindia.org/case-study-details?casecode=BECG196

12. FARMACIAS SIMILARES: DISRUPTING THE MEXICAN HEALTHCARE SYSTEM BY TARGETING THE BOTTOM OF THE PYRAMID

BSTR700 | 326-0005-1 | November, 2025 | 2026

The case "Farmacias Similares: Disrupting the Mexican Healthcare System by Targeting the Bottom of the Pyramid" provides an overview of the way Mexico's largest pharmacy chain, Farmacias de Similares SA de CV (FS), disrupted the Mexican healthcare system by offering affordable generic medicines to customers at the Bottom of the Pyramid. The case starts out by providing an in-depth look at the issues plaguing the Mexican healthcare system that restricted the growth of generic medicine companies. The case then documents how a change brought about by the Mexican government in the health law opened up the generic medicine market and enabled FS to target the underserved BoP market through its pharmacy outlets that sold its branded generic medicines at low prices. FS then created the pharmacy-doctor business model, wherein it opened a health clinic within each of its pharmacies, which enabled it to make further inroads into the BoP segment. The case describes how FS created a popular mascot – the friendly and cheerful Dr. Simi – to create customer awareness about generic medicines and dispel any misconceptions about them, and how this also played a major role in its market success. Ultimately, FS went on to create a blue ocean in the Mexican healthcare system and its success enabled it to make a market entry into various other Latin American markets. Eventually, several other players entered the Mexican healthcare market, each one targeting the BoP segment with a similar business model. Can FS compete effectively in the market by leveraging its strong brand image and vast network and one day emerge as the largest pharmacy chain (by points of sale) in the world?

Source: https://icmrindia.org/case-study-details?casecode=BSTR700

13. EMBRACING NEURODIVERSITY: THE MICROSOFT WAY

HROB290 | 426-0008-1 | December, 2025 | 2026

This case highlights how American multinational corporation Microsoft Corporation (Microsoft) believed that to be an inclusive company, it needed to hire neurodivergent talent. The company's 2015 pilot program known as the Autism Hiring Program focused on hiring neurodivergent employees. In 2017, another initiative known as the Neurodiversity@Work Employee Round Table was started, headed by Neil Barnett (Barnett), Director, Inclusive Hiring and Accessibility at Microsoft. Under this initiative, some of largest employers in the US began working together to welcome neurodivergent employees at the workplace, and to acknowledge and leverage their strengths. In 2022, the members of the Roundtable launched the Neurodiversity Career Connector – a job search portal to connect neurodivergent candidates with job opportunities at companies which had an inclusive culture. Going forward, Microsoft faced the challenge of scaling up its neurodiversity programs since it had plans to bring the principles and practices it had learned from its diversity initiatives and expand them to its wider workforce in the US as well as outside.

Source: https://icmrindia.org/case-study-details?casecode=HROB290

14. NYAKIO GRIECO: A ROLE MODEL FOR BIPOC ENTREPRENEURS IN THE US BEAUTY INDUSTRY

LDEN217 | 824-0023-1 | March, 2024 | 2024

The case focuses on how Nyakio Kamoche Grieco (Nyakio), a first-generation Kenyan American, founded her own skin-care line in 2002, and the various challenges she experienced firsthand as a woman of color in the US beauty industry. The case touches upon the issue of systemic racism in the US with specific reference to the beauty industry.The case then describes how Nyakio created an inclusive brand having a greater purpose followed by the various challenges she faced as a black female entrepreneur. Nyakio successful exited her business in 2015. The case then touches upon her second stint as an entrepreneur. She first founded Thirteen Lune, an inclusive beauty e-commerce platform in 2020. Thirteen Lune used a 90-10 strategy, with 90% of its brands being BIPOC. By 2022 the start-up had won several industry awards. Nyakio launched a second cosmetic range, Relevant: Your Skin Seen, in 2022 and focused on an omnichannel strategy to grow the brand. The question was would Nyakio be able to replicate her previous success in her second stint. What should she do to ensure inclusivity on her platform and at the same time offer scalability and create space for Black beauty brands and secure the future of these founders?

Source: https://icmrindia.org/case-study-details?casecode=LDEN217

SDG 11 | CASE STUDIES

10 case studies indexed under this Sustainable Development Goal

01. FUNDAMENTAL ANALYSIS OF BHARAT ELECTRONICS LIMITED

FINC211 | 124-0022-1 | January, 2024 | 2024

Bharat Electronics Limited (BEL) is an Indian Government-owned aerospace and defense electronics company and is one of sixteen Public Sector Units under the Ministry of Defense, India. It has Navaratna status granted by the Government of India (GoI). As on March 31, 2023, the company had a market capitalization of Rs.713,070 mn and an order book worth Rs.606,900mn. The company's share price which was less than Rs. 20 in May 2000 had increased by nearly 7 times to Rs 142 in September 2023 boosted by the increased spending of the Indian government on defense. The case provides an in-depth analysis of the growing and dynamic Indian defense industry, which has just opened up for private players, while at the same time assessing the competitiveness of BEL. The information provided in the case allows for a comprehensive financial analysis of the company, comparing its financial position with that of its peers, and helps in assessing the attractiveness of investing in its shares given the already increased share price.The case provides for an in-depth analysis of the dynamics of the Indian defense industry and the competitiveness of BEL. It also provides information for a comprehensive analysis of BEL's financials in comparison to those of its peers.

Source: https://icmrindia.org/case-study-details?casecode=FINC211

02. BLUELAND: AN INNOVATION-LED SOLUTION ADDRESSING GLOBAL CLIMATE CHALLENGES

LDEN212 | 824-0009-1 | February, 2024 | 2024

The case is about New York-based eco-friendly refillable cleaning supply retailer Blueland. It was founded by serial entrepreneurs Sarah Paiji 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 BioPreferrd, 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.

Source: https://icmrindia.org/case-study-details?casecode=LDEN212

03. CAN XPENG'S DISRUPTIVE INNOVATION MAKE IT A CHALLENGER BRAND IN CHINA'S ELECTRIC VEHICLE MARKET?

BSTR671 | 324-0068-1 | February, 2024 | 2024

The case "Can XPeng's Disruptive Innovation make it a Challenger Brand in China's Electric Vehicle Market?" talks about the journey of Chinese electric vehicle (EV) startup, Guangzhou Xiaopeng Motors Technology Co. Ltd (XPeng) and discusses its potential to one day emerge as a worthy competitor to the largest EV manufacturers in the world. The case starts with how He Xiaopeng (Xiaopeng) – a Chinese entrepreneur – was impressed by the technologically advanced Tesla Inc.'s EVs and decided to set up XPeng to manufacture EVs. The case gives an in-depth look into how XPeng sought to incorporate advanced technologies in its EVs to differentiate itself effectively in the market. It also provides details of XPeng's funding and the way it managed to gain a foothold in the Chinese and European EV markets. The case documents the various operational, marketing and financial challenges with which XPeng was combatting. Considering XPeng's various pressing issues, can it realize its global ambitions and emerge as a 'Tesla Killer'?

Source: https://icmrindia.org/case-study-details?casecode=BSTR671

04. ANTONY WASTE HANDLING CELL LIMITED – BUILDING A RESILIENT AND GREEN FUTURE FOR INDIA

CSRS018 | 724-0052-1 | April, 2024 | 2024

Antony Waste Handling Cell Limited, one of India's leading municipal solid waste management companies, was founded in 2001. Since then, it has assisted various municipalities and municipal corporations in ensuring cleanliness and promoting hygienic practices. By 2022-23, the company had emerged as one of the leading municipal solid waste management companies in the country. It had a significant geographical presence and technical and human expertise to meet the ever-changing requirements to ensure environmental sustainability and promote circular economy. Antony has initiated several innovative practices in collection, transportation, recycling, and disposal of the municipal solid waste. As of 2023, Antony served only specific locations in the country but it aimed to diversify its services to different places.

Source: https://icmrindia.org/case-study-details?casecode=CSRS018

05. APPLE'S CARBON TRANSITION INITIATIVES – IS IT GREENWASH?

BECG189 | 724-0081-1 | June, 2024 | 2024

In April 2022, Apple Inc. (Apple) announced that the company had partnered with the Applied Environmental Research Foundation (AERF) to protect the mangrove forests in Raigad, Maharashtra, India. Apple planned to invest in forestry projects across the world to reduce carbon from the atmosphere. The case discusses the importance of mangrove forests and the role they play in climate mitigation. It points out that though Apple had implemented various de-carbonization initiatives, it had to contend with allegations of green washing. The case discusses the carbon transition initiative undertaken by Apple and the challenges it faced in its efforts to reduce the carbon footprint in its operations. Allegations made by climate and environmental activists against the company are put forth in the case. The case ends with the question whether Apple will be able to justify its carbon transition initiatives and counter the allegations of Greenwashing.

Source: https://icmrindia.org/case-study-details?casecode=BECG189

06. ATHER ENERGY: PIONEERING ELECTRIC MOBILITY IN INDIA

LDEN229 | 825-0018-1 | January, 2025 | 2025

The case "Ather Energy: Pioneering the Future of Electric Mobility in India" describes how Ather Energy revolutionized electric mobility in India and positioned itself as a torchbearer in the electric two-wheeler market. This case discusses how Ather Energy capitalized on a sustainable production approach and positioned itself as a beacon of innovation and sustainability. It talks about the technology embedded in electric scooters and the necessity of building charging infrastructure in India. The case ends by taking a look at the future plans of the company.

Source: https://icmrindia.org/case-study-details?casecode=LDEN229

07. FROM WASTE TO WORTH: DELL'S STRATEGY FOR A CIRCULAR ECONOMY

BECG192 | 625-0007-1 | January, 2025 | 2025

The case study "From Waste to Worth: Dell's Strategy for a Circular Economy" explores US-based multinational technology company, Dell Technologies, Inc. (Dell)'s pioneering approach to integrating sustainability into its business model. The case highlights how Dell contributed to the circular economy by leveraging innovative strategies to transform electronic waste (e-waste) into valuable resources. It embraced principles like modularity, reparability, and standardization. The case study examines Dell's closed-loop recycling program, wherein discarded electronics were repurposed into new products and sustainable materials like ocean-bound plastics were used in its production methods and packaging. Dell operated the world's largest take-back program, offering recycling services in 78 countries and territories. The case details Dell's Environmental, Social, and Governance (ESG) Goals plan, which it sought to achieve by the year 2030. Dell's adoption of a circular economy framework was intended to reduce its environmental footprint and create new value propositions for customers and stakeholders. Nonetheless, the company faced a host of challenges in its sustainability journey. Can Dell continue to maintain affordability for its customers, while investing in costly sustainable materials, modular designs, and advanced recycling processes?

Source: https://icmrindia.org/case-study-details?casecode=BECG192

08. VIRTUAL MODELS, REAL IMPACT: LALALAND.AI'S DISRUPTION OF ONLINE FASHION

ITSY146 | 925-0019-1 | June, 2025 | 2025

The case study, "Virtual Models, Real Impact: Lalaland.ai's Disruption of Online Fashion," discusses the disruption unleashed by Lalaland.ai (Lalaland) – a Netherlands-based fashion-tech AI startup – on the fashion industry. The case talks about the founders including CEO Michael Musandu (Musandu)'s motivations to set up the company that leveraged Generative Adversarial Networks (GANs) to create hyper-realistic, customizable digital models, representing diverse body types, ages, and skin tones. The case documents the various benefits that were provided by Lalaland to fashion brands, retailers and fashion designers. The company not only had a broader mission to challenge norms in fashion representation and promote diversity in digital spaces, but also presented a scalable commercial solution. By offering superior visual accuracy for customers, the platform aimed to reduce waste, lower costs, and eventually contribute to a more sustainable and inclusive e-commerce experience. Nonetheless, the case also raises pertinent questions about the potential of AI to eventually replace humans in another major industry and the impact this could have on livelihoods and creativity. Can Musandu successfully scale Lalaland, without causing long term repercussions in the thriving fashion industry?

Source: https://icmrindia.org/case-study-details?casecode=ITSY146

09. ‘WELL-BEING OUT OF WASTE’ – ITC’S SUSTAINABLE WASTE MANAGEMENT PROGRAM

BECG198 | 726-0002-1 | December, 2025 | 2026

The case ‘Well-Being Out of Waste’ – ITC’s Sustainable Waste Management Program” is about the sustainable waste management program of ITC Limited (ITC), an Indian conglomerate. ITC’s ‘Well-Being Out of Waste’ (WOW) initiative helped create awareness among the public about sustainable waste management and waste segregation at source into solid and wet waste. The WOW program was carried out with the active participation and involvement of the local municipal authorities. The WOW initiative also provided training to waste pickers in waste segregation and paid them fair wages. Apart from the WOW program, ITC implemented various sustainable initiatives at its other divisions and also developed sustainable packaging solutions at its ITC Life Sciences and Technology Center (LSTC) in Bengaluru. It remained to be seen how ITC’s sustainable waste management initiatives would pan out in the future and whether its collaboration with the government and NGOs would bring forth the desired results.

Source: https://icmrindia.org/case-study-details?casecode=BECG198

10. COCA-COLA’S U-TURN ON SUSTAINABILITY COMMITMENTS: FROM AMBITIOUS GOALS TO ADJUSTMENTS

BECG199 | January, 2026 | 2026

In December 2024, US-based beverage giant, The Coca-Cola Company (Coca-Cola), faced criticism globally after it scaled back its packaging goals. The backlash was against the company’s decision to revise its ‘voluntary environment goals’ and introduce a number of new goals which reportedly replaced Coca-Cola’s previous targets in the areas of water, packaging, and emissions. Coca-Cola had set an ambitious goal of achieving 100% recyclable packaging by 2025 and increasing the use of recycled material in primary packaging to 50% by 2030, but in its revised goal, the company pushed back the use of recycled material in its packaging targets significantly to 30-35% along with extending the timeline for achieving the goals from 2030 to 2035. Executive Vice President and Chief Communications, Sustainability and Strategic Partnerships Officer Bea Perez framed the move as a necessary “evolution.” The company cited operational barriers as a reason for the announcements. The operational barriers included a constrained supply of food-grade recycled plastic and disparate global recycling infrastructure. It remained to be seen how would Bea manage Coca-Cola’s commitment to sustainability in the light of operational barriers in meeting targets? How would she be able to strike a balance between the goals and the ground realities?

Source: https://icmrindia.org/case-study-details?casecode=BECG199

SDG 12 | CASE STUDIES

31 case studies indexed under this Sustainable Development Goal

01. ADIDAS: SUSTAINABILITY BOND

FINC210 | 124-0021-1 | January, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=FINC210

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

BECG184 | 724-0004-1 | January, 2024 | 2024

Sweden-based H & M Hennes & Mauritz AB (H&M), one of the largest multinational fast fashion companies in the world, was producing 3 billion garments a year by 2020. In 2019, its revenue was around US$ 22 billion, and its unsold inventory amounted to US$ 4 billion. During the year, there were many reports that the unused clothes from H&M were burned and used as fuel to run a power plant in Sweden. Many clothes were incinerated or found their way to landfills. H&M along with Zara, Gap, and Shein and other fast fashion companies were mainly responsible for the huge amounts of clothing waste. Every second, a truckload of clothes was either burnt or buried in landfills. Studies showed that the fashion industry was responsible in large part to microplastics entering the oceans. Karl-Johan Persson, Chairman and former CEO of H&M, focused on reducing the impact the clothes were generating. He was looking at a circular model, where the clothes could be reused or disposed of responsibly. He was also looking at making the company climate positive by 2040, and switching completely to sustainable fabrics by 2030, and he made the UN Sustainable Development Goals a part of the company's strategy. Helena Helmersson, who became CEO of H&M in 2019, was the sustainability head of the company prior to taking up the CEO role. She was looking at making H&M a leader in bringing sustainability to the fashion industry. H&M took several initiatives in this direction. It started using sustainable and recycled materials for some of the clothing and accessory lines, began collecting used clothes, and came out with a line of compostable clothing. The Persson family, which owned the largest share in H&M, launched the H&M Foundation in 2012. The foundation collaborated with Hong Kong Research Institute of Textiles and Apparel to come up with a technology that recycled blended textiles made of cotton and polyester. H&M also came up with a technology called Looop that transformed old clothes into new ones. At the same time, H&M continued to produce millions of garments every year, creating a huge environmental footprint. Observers said that the company's circular solutions were minuscule compared to the pollution and waste it created and that the company was incentivizing disposal. They suggested that H&M needed to change its business model, and should stop relying on increased volumes. However, cutting down production would mean loss of jobs and livelihoods in third world countries. At the same time, H&M needed to keep up with competitors, who were bringing out more styles at a faster pace and lower cost.

Source: https://icmrindia.org/case-study-details?casecode=BECG184

03. UNDERSTANDING AND ANALYZING THE FINANCIAL STATEMENTS OF COLGATE-PALMOLIVE (INDIA) LTD.

FINC212 | 124-0023-1 | January, 2024 | 2024

Colgate-Palmolive (India) Ltd, (CPIL) one of India's oldest personal care fast moving consumer goods (FMCG) companies, achieved a major milestone in 2022 with its sales crossing Rs.50,000 mn. It recorded a modest profit growth of 4.1%. But the financial performance of CPIL was overshadowed by a record dividend payment of Rs 40 per share. CPIL had steadily increased its dividend payout from 2019–20, reaching100 percent for the year 2021– 22.Despite constantly innovating and building some of the biggest brands, CPIL witnessed a lower rate of sales and profit than its peers. The company was also facing huge competition from other global majors as well as from companies like Patanjali and Dabur which had positioned themselves as green and as using natural ingredients. At the same time, the company had also seen a reduction in fixed assets and capital expenditure. The case would help to analyze the following questions: Does the reduction in Plant and Machinery and capital investments in the last 3 years mean anything to the company's growth prospects? Also, does the steady increase in Dividend Payout, reaching 100 % in FY 2021-22, mean the company is maturing? Does this payment of all the surplus to its shareholders mean no major investments are needed in R&D and that there is no need for funds to set up additional facilities to manufacture and cater to the growing consumer base? Or, is CPIL depending on its parent company Colgate Palmolive to launch new products which it will then market in India by paying a certain royalty to Colgate Palmolive? Does the analysis of the financial statements and conducting a vertical and horizontal analysis reveal a certain trend which would not only reveal past performance but also help predict the company's immediate future performance?

Source: https://icmrindia.org/case-study-details?casecode=FINC212

04. BLUELAND: AN INNOVATION-LED SOLUTION ADDRESSING GLOBAL CLIMATE CHALLENGES

LDEN212 | 824-0009-1 | February, 2024 | 2024

The case is about New York-based eco-friendly refillable cleaning supply retailer Blueland. It was founded by serial entrepreneurs Sarah Paiji 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 BioPreferrd, 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.

Source: https://icmrindia.org/case-study-details?casecode=LDEN212

05. DANONE: REALIGNING SUSTAINABILITY FOR PROFITABILITY?

BSTR677 | 324-0090-1 | March, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=BSTR677

06. ADIDAS AND PARLEY FOR THE OCEANS COLLABORATION: TURNING OCEAN PLASTIC INTO SHOES

MKTG463 | 324-0166-1 | May, 2024 | 2024

In 2015, Germany-based apparel and sportswear giant Adidas and Parley for the Oceans (Parley), a green non-profit organization, entered into a collaboration to combat plastic pollution in the oceans. The collaboration, known as Adidas x Parley, was committed to intercepting plastic debris from oceans and coastal areas, and preventing its entry into the marine ecosystem. The collected plastic was recycled and integrated into Adidas products, thereby promoting the principles of a circular economy. Parley's expertise in environmental conservation aligned seamlessly with Adidas's focus on innovation. Adidas had set itself the ambitious goal of becoming plastic free by 2024 by using 100 percent recycled polyester. It also wanted to make all production climate-neutral by 2050. However, industry experts believed that achieving this goal would require a multifaceted approach. Reducing plastic waste across the supply chain would be challenging as it would require long term collaboration with various stakeholders. Additionally, while transitioning to a circular economy, ensuring that the products were easily recyclable, and that there were effective recycling systems in place could be complex. How can Adidas address these challenges? Can it become plastic free by 2024? How can it achieve climate neutrality by 2050?

Source: https://icmrindia.org/case-study-details?casecode=MKTG463

07. ARAKUNOMICS: AN INTEGRATED ECONOMIC MODEL EMPOWERING LOCAL TRIBAL COMMUNITIES

LDEN220 | 824-0037-1 | May, 2024 | 2024

The case ‘Arakunomics: An Integrated Economic Model Empowering Local Tribal Communities’ is about Araku Coffee, a social initiative by Manoj Kumar (Manoj), CEO of Naandi Foundation, an NGO based in India. Araku Coffee was a specialty coffee grown by the tribal farmers of Araku Valley in Andhra Pradesh, India. The organically certified coffee was produced by tribal farmers through fair trade cooperatives, among the largest cooperatives in the world. The case dwells upon the need for the social initiative for the tribal farmers and also focuses on the sustainable and inclusive Arakunomics model of social entrepreneurship that provided the tribals with a sustainable means of livelihood. The case also looks at Manoj’s efforts to convince the tribals to grow coffee through organic farming in a sustainable way. The Arakunomics model was an integrated economic model which assured farmers of profits and the consumers of quality products through the use of regenerative agriculture. The tribals were also provided training in the use of bio-composting with the locally available organic material. The impact of Arakunomics and its success in bringing the tribals above the poverty line with a sustainable mode of living are discussed in the case. The success of the social initiative led to Naandi Foundation planning to implement the Arakunomics model of social entrepreneurship in other places of the country. Can Manoj successfully replicate the Arakunomics model and transform the lives of farmers across the country?

Source: https://icmrindia.org/case-study-details?casecode=LDEN220

08. DANONE’S ‘ONE PERSON, ONE VOICE, ONE SHARE’ PROGRAM: EMPLOYEE ENGAGEMENT FOR SUSTAINABLE TRANSFORMATION

HROB259 | 424-0056-1 | May, 2024 | 2024

Danone's "One Person, One Voice, One Share" (OPOVOS) program illustrates the company's innovative approach to employee engagement to achieve sustainability goals. This case study explores how Danone, a global food and beverage company, leveraged its employee base to drive its "One Planet One Health" vision, aligning with the United Nations Sustainable Development Goals (SDGs). By implementing OPOVOS across its business and production facilities, Danone aimed to ensure that employees played an active role in the company's sustainability agenda. The OPOVOS program had two key components: "One Person, One Voice," focusing on employee input through stages of inform, listen, implement, and walk the talk; and "One Person, One Share," which encouraged employees to adopt an ownership mindset through share-based participation. This approach fostered a sense of co-ownership and empowered employees to influence the company's sustainability roadmaps. The case study also highlights significant impacts of the program, such as the opening of a new research and innovation center in Shanghai, China, and the acceleration of Danone's B-Corp certification process. The primary audience for this case study includes MBA students and Executive MBA participants interested in management topics such as sustainability, corporate governance, and employee engagement. By examining Danone's journey, students will gain insights into the critical role of employee engagement in fostering innovation and achieving strategic business objectives with a focus on sustainability. Professors can use this case to discuss corporate social responsibility (CSR), change management, and leadership in the context of achieving long-term sustainability goals.

Source: https://icmrindia.org/case-study-details?casecode=HROB259

09. KARA HURST: CAN SHE STEER AMAZON TOWARD ITS SUSTAINABILITY GOALS?

HROB262 | 424-0058-1 | May, 2024 | 2024

The case ‘Kara Hurst: Can She Steer Amazon Toward its Sustainability Goals?” is about the sustainable initiatives undertaken at Amazon under the leadership of Kara Hurst (Hurst) (She). Amazon had always been perceived as a laggard in sustainability and had persistently distanced itself from sustainability compliance, which most of the top corporates in the US followed. After she joined Amazon as the Vice President for Sustainability in 2014, Hurst and her team carried out several sustainable initiatives and Amazon published its first sustainability report in 2018. Subsequently Amazon had brought out its sustainability report every year till 2022. The case discusses Hurst’s background and the challenges she faced in implementing her sustainability initiatives at Amazon. The sustainability initiatives at Amazon are described in the case along with the collaborative leadership guidance that Hurst provided. The case also discusses the impact of the sustainability initiatives along with the use of AI to achieve Amazon’s sustainability goals. In the future, Hurst planned to continue her efforts in the areas of sustainable transportation, recycling, sustainable products, electric vehicles, and circular economy to drive the organization’s goal of achieving net-zero emission by 2040.Can Hurst and her team drive Amazon toward net-zero emission standards by 2040?

Source: https://icmrindia.org/case-study-details?casecode=HROB262

10. APPLE’S CARBON TRANSITION INITIATIVES – IS IT GREENWASH?

BECG189 | 724-0081-1 | June, 2024 | 2024

In April 2022, Apple Inc. (Apple) announced that the company had partnered with the Applied Environmental Research Foundation (AERF) to protect the mangrove forests in Raigad, Maharashtra, India. Apple planned to invest in forestry projects across the world to reduce carbon from the atmosphere. The case discusses the importance of mangrove forests and the role they play in climate mitigation. It points out that though Apple had implemented various de-carbonization initiatives, it had to contend with allegations of green washing. The case discusses the carbon transition initiative undertaken by Apple and the challenges it faced in its efforts to reduce the carbon footprint in its operations. Allegations made by climate and environmental activists against the company are put forth in the case. The case ends with the question whether Apple will be able to justify its carbon transition initiatives and counter the allegations of Greenwashing.

Source: https://icmrindia.org/case-study-details?casecode=BECG189

11. BANYAN NATION: DRIVING INDIA’S CIRCULAR ECONOMY

LDEN221 | 824-0046-1 | June, 2024 | 2024

The case study “Banyan Nation: Driving India’s Circular Economy” talks about the contributions made by India-based plastic recycling start-up Banyan Sustainable Waste Management Pvt. Ltd. in building India’s circular economy. It was in the early 2010s that Banyan’s founders Mani Kishore Vajipeyajula and Rajkiran Madangopal learnt that the un-scientific recycling methods used by the plastic recyclers in India’s informal sector were not only causing untold health damage to the people who did the processing, but were also harming the environment irrevocably. That prompted them to establish Banyan in 2013. Banyan employed a varied range of technologies to ensure a safe and effective plastic recycling process. The case discusses in depth the functioning of Banyan – a vertically integrated plastic recycling company involved in all the three stages of plastic recycling – collection (pre-sorting and post-sorting), recycling, and the subsequent sale of recycled plastic to companies. It describes Banyan’s product that it referred to as Better Plastic that could compete with virgin plastic on aspects such as quality, price, and reliability. The case ends with a look at the challenges being faced by Banyan and the various avenues for its growth. Considering the fact that the circular economy can be an important instrument to tackle the planetary crises on climate, biodiversity, and pollution, can Banyan spearhead India’s circular economy?

Source: https://icmrindia.org/case-study-details?casecode=LDEN221

12. GRAVITA INDIA LIMITED – DRIVING SUSTAINABILITY THROUGH RECYCLING

BSTR682 | 324-0234-1 | July, 2024 | 2024

Gravita India Limited (GIL), one of India's leading and reputed recycling companies, grew to have a global presence with various waste sourcing and manufacturing units. With a thirty-year history in the industry, the company had built up a core competency in developing innovative technologies for recycling various metallic wastes like lead and aluminum and plastics. The in-built technology enabled the company to produce quality products from recycled waste and increased the life time of the recycled waste. The company owned a well-diversified portfolio of recycled products and services developed from lead, aluminum, and plastic scraps. The company developed strategic objectives built around the core philosophy of sustainability across the value chain based on the fundamental values of fairness, trust, respect, passion, and nurturing relationships. The present case study can be used to understand and discuss the process of strategy formulation and analysis of the vision, mission, and strategic objectives of a business. It will also help in understanding the impact of the internal and external business environment on a company and an industry.

Source: https://icmrindia.org/case-study-details?casecode=BSTR682

13. THE TRAVAILS OF ‘BEYOND MEAT’: ARE MEAT ALTERNATIVES STILL THE FUTURE OF FOOD?

MKTG470 | 125-0004-1 | December, 2024 | 2025

The case study “The Travails of ‘Beyond Meat’: Are Meat Alternatives still the Future of Food?” discusses the disruption that Beyond Meat, Inc. (BM), a US-based plant-based meat alternatives company, brought in the food industry and analyzes the possibility of meat alternatives becoming mainstream food products in the future. The case starts with a brief insight into the entrepreneurship journey of BM’s Founder and CEO, Ethan Brown (Brown), – who believed that one should eat what they love while helping the environment, the climate, and themselves. The case provides a significant insight into BM’s innovative product development process, wherein products were designed keeping in mind the needs and wants of customers. The case then goes into detail about BM’s market segmentation, positioning, and targeting strategies. Despite early success and worldwide popularity, BM encountered growth stagnation within a few years, leaving it to undertake a business reset. The case mentions the various factors that negatively impacted BM, the key reason being that the plant-based meat revolution was on the wane. Can Brown effectively bolster BM’s growth by devising new product and marketing strategies? What factors does the industry as a whole need to improve to usher in a cultural shift from meat from animals to plant-based food?

Source: https://icmrindia.org/case-study-details?casecode=MKTG470

14. BRITISH PETROLEUM’S LOFTY DE-CARBONIZATION PLANS AND ITS U-TURN

BECG191 | 725-0010-1 | January, 2025 | 2025

The case “British Petroleum’s Lofty De-Carbonization Plans and its U-Turn” is about the de-carbonization initiatives of British Petroleum (BP). In 2023, Bernard Looney (Looney), CEO of BP, announced that the company planned to slow down the commitments it had made in 2020 on de-carbonizing its business. Even though its increased focus on fossil fuels led to BP posting profits, the company had to contend with allegations of greenwashing. The case discusses the carbon transition initiative taken by BP and its impact. The allegations of climate and environmental activists are put forward in the case. The case ends with the dilemma Looney faces in justifying the company’s decision to slow down its carbon transition initiatives while trying to restore the public’s faith in BP.

Source: https://icmrindia.org/case-study-details?casecode=BECG191

15. FROM WASTE TO WORTH: DELL'S STRATEGY FOR A CIRCULAR ECONOMY

BECG192 | 625-0007-1 | January, 2025 | 2025

The case study "From Waste to Worth: Dell's Strategy for a Circular Economy" explores US-based multinational technology company, Dell Technologies, Inc. (Dell)'s pioneering approach to integrating sustainability into its business model. The case highlights how Dell contributed to the circular economy by leveraging innovative strategies to transform electronic waste (e-waste) into valuable resources. It embraced principles like modularity, reparability, and standardization. The case study examines Dell's closed-loop recycling program, wherein discarded electronics were repurposed into new products and sustainable materials like ocean-bound plastics were used in its production methods and packaging. Dell operated the world's largest take-back program, offering recycling services in 78 countries and territories. The case details Dell's Environmental, Social, and Governance (ESG) Goals plan, which it sought to achieve by the year 2030. Dell's adoption of a circular economy framework was intended to reduce its environmental footprint and create new value propositions for customers and stakeholders. Nonetheless, the company faced a host of challenges in its sustainability journey. Can Dell continue to maintain affordability for its customers, while investing in costly sustainable materials, modular designs, and advanced recycling processes?

Source: https://icmrindia.org/case-study-details?casecode=BECG192

16. PEPSICO'S GREEN BONDS

FINC217 | 125-0031-1 | February, 2025 | 2025

In 2021, PepsiCo Inc. (PepsiCo) unveiled its goal to achieve net zero emissions by 2040. To achieve its target, the company started issuing Green Bonds. The case talks about the company's Green Bond issue and provides the scope to bring in various important dimensions related to the bond issue. It also helps students to learn about the calculation of Current Yield (CY), Yields to Maturity (YTM), and Yield to Call (YTC) using PepsiCo's Green Bond issue.

Source: https://icmrindia.org/case-study-details?casecode=FINC217

17. POLYBEE: PROVIDING DRONE-POWERED POLLINATION SOLUTION

BSTR689 | 325-0102-1 | March, 2025 | 2025

In 2024, Singapore-based ag-tech startup Polybee launched drone-powered pollination to boost horticulture efficiency. The drones were designed to perform bee-like functions in places where they were scarce. Founded by Siddharth Yadav, the drones were equipped with artificial intelligence and used digital phenotyping to help farmers make better informed decisions about their produce and how to make more profits. The company believed that drone pollination would be able to enhance food security by optimizing the value chain. Some analysts believed that drones were a viable option for pollination, while others opined that despite the innovative technology, drones could not replace bees. As per experts, except for a few large companies and investors, the technology might not be accessible to all. While on the on the one hand, inaccuracies in yield prediction methods resulted in downstream challenges for growers and breeders when making decisions regarding pricing, there was a lack of scalable, high throughput phenotyping and crop registration solutions. It would be interesting to see whether Polybee will be able to emerge as a technically and economically feasible alternative to bees to address the problem of crop pollination. Going forward, it would be interesting to see how Siddharth will grow his business.

Source: https://icmrindia.org/case-study-details?casecode=BSTR689

18. OLIPOP: A MARKETING SUCCESS STORY

MKTG473 | 525-0059-1 | May, 2025 | 2025

The case illustrates the marketing success story of OLIPOP, a US based prebiotic soda brand that disrupted the healthy beverage market in the US through a well-executed integrated marketing strategy. OLIPOP was launched in 2018 by Ben Goodwin (Goodwin) and David Lester (Lester) with the mission of improving consumer health at scale. Unlike traditional soft drinks, OLIPOP contained plant-based fiber, prebiotics, and botanicals that supported digestive health – without compromising on the sweet, fizzy, and flavorful experience consumers expected from soda. Available in 17 flavors, the drink was sold online through its website, subscription service, and Amazon, as well as in over 30,000 retail stores across the US. Its appeal to both Gen Z and millennials was driven by a bold integrated marketing approach – leveraging digital platforms, social media, influencer and celebrity endorsements, content marketing, and sales promotions to deliver consistent brand messaging across all touchpoints. Generating an annual revenue of about US$400 million in 2024, OLIPOP emerged as a market leader in the healthy soda space in the US. The case discusses the challenges OLIPOP could face going forward. These included scrutiny over health claims, growing competition in the US beverages market, premium pricing, market expansion, maintaining brand authenticity, and innovating and developing new flavors while meeting a growing demand for sustainable sourcing and environmentally friendly packaging.

Source: https://icmrindia.org/case-study-details?casecode=MKTG473

19. PATAGONIA'S NEW OWNERSHIP STRUCTURE: RAISING STANDARDS IN ENVIRONMENTAL RESPONSIBILITY?

CSRS020 | 725-0047-1 | May, 2025 | 2025

The case discusses US based outdoor apparel company Patagonia's new ownership model designed to uphold the company's values, support environmental causes, and fight climate change. Yvon Chouinard, founder of Patagonia, and his family gave up ownership of Patagonia to two new entities. The first was the Holdfast Collective, a new 501(c)(4) nonprofit organization that would privately control 98% of Patagonia's stock. The remaining 2% of shares, consisting entirely of voting stock, would go into the Patagonia Purpose Trust, a more legalistic structure created to protect the company's values and mission. This case describes Chouinard's commitment to environmental and social responsibility and how he transformed Patagonia into a world leader in environmental sustainability. However, Chouinard felt that Patagonia's dedication to the environment was not enough to combat global warming and ecological destruction. In an effort to address environmental crises and protect the company's purpose, Chouinard decided to give away ownership of the company. The case discusses the reason behind the bold move and its implications. The move immediately came under fire from critics who claimed that it was a convenient way for the Chouinard family to effectively maintain control over Patagonia, almost entirely avoiding taxes in the process. Moreover, some analysts felt that the transfer of ownership of Patagonia could lead to a possible conflict in future between the trust, the beneficiaries of the non-profit, and the employees. The case questions whether Patagonia's new ownership model would become a new gold standard for business responsibility and mark any fundamental change to the system and the way businesses take responsibility for their impact on people and planet.

Source: https://icmrindia.org/case-study-details?casecode=CSRS020

20. UNILEVER SCALES DOWN ITS SUSTAINABILITY COMMITMENTS: GOOD MOVE OR GREEN DECEPTION?

CSRS019 | 725-0049-1 | April, 2025 | 2025

The case discusses global FMCG giant Unilever’s radical refocus of its sustainability strategy that included extending deadlines for taking action as well as reducing the scale of its targets for environmental, social, and governance (ESG) measures to focus on growth. Amidst years of disappointing growth and dwindling stock performance and under pressure from shareholders to cut costs and generate profit, Hein Schumacher (Schumacher), who assumed the role of CEO in July 2023, introduced a revised and more focused ESG strategy. The new strategy involved structuring the company's sustainability around four pillars – climate, nature, plastics, and livelihoods – with division heads and brand managers setting progress metrics. As part of the revamped strategy, Schumacher axed a range of ESG targets, including pledges to halve food waste, hire more disabled staff, and cut the use of plastic. The consumer goods company also walked back its previous commitment to slash its use of virgin plastics by 50% by 2025, with the updated target focusing on a 30% reduction by 2026. Unilever’s downgrading of its ESG commitments received mixed reactions. While some people commended the shift, others expressed disappointment. Going forward, the challenges ahead of Schumacher include the tough task of building upon his predecessors’ sustainability legacy while striking an appropriate balance between purpose and financial success, maintaining profits, and boosting growth.

Source: https://icmrindia.org/case-study-details?casecode=CSRS019

21. VIRTUAL MODELS, REAL IMPACT: LALALAND.AI’S DISRUPTION OF ONLINE FASHION

ITSY146 | 925-0019-1 | June, 2025 | 2025

The case study, “Virtual Models, Real Impact: Lalaland.ai’s Disruption of Online Fashion,” discusses the disruption unleashed by Lalaland.ai (Lalaland) – a Netherlands-based fashion-tech AI startup – on the fashion industry. The case talks about the founders including CEO Michael Musandu (Musandu)’s motivations to set up the company that leveraged Generative Adversarial Networks (GANs) to create hyper-realistic, customizable digital models, representing diverse body types, ages, and skin tones. The case documents the various benefits that were provided by Lalaland to fashion brands, retailers and fashion designers. The company not only had a broader mission to challenge norms in fashion representation and promote diversity in digital spaces, but also presented a scalable commercial solution. By offering superior visual accuracy for customers, the platform aimed to reduce waste, lower costs, and eventually contribute to a more sustainable and inclusive e-commerce experience. Nonetheless, the case also raises pertinent questions about the potential of AI to eventually replace humans in another major industry and the impact this could have on livelihoods and creativity. Can Musandu successfully scale Lalaland, without causing long term repercussions in the thriving fashion industry?

Source: https://icmrindia.org/case-study-details?casecode=ITSY146

22. MARC KOSKA – A SOCIAL ENTREPRENEUR ON A MISSION TO ‘AUTO-DISABLE’ A HIDDEN MEDICAL CRISIS

LDEN235 | 825-0067-1 | September, 2025 | 2025

The case “Marc Koska – A Social Entrepreneur on a Mission to ‘Auto-Disable’ a Hidden Medical Crisis,” documents the gritty journey undertaken by Marc Koska (Koska) to ensure a world where all unsafe medical injections were eliminated. The case starts out by documenting the early life of Koska and the extensive research that he undertook to learn about syringe reuse in the medical field that led to contamination and consequently disease transmission. The innovation process Koska used to develop the “K1” Auto-Disable Syringe (ADS) that had a lower manufacturing cost than a typical ADS and was reasonably priced, is explained in detail. Later, the case discusses in depth the challenges Koska faced in getting the “K1” syringe adopted by the medical community. The case in particular describes Koska’s efforts to get international relief organizations and government authorities to adopt the “K1” through extensive lobbying, mainly through his nonprofit SafePoint Trust UK (SPT). By the mid-2010s, Koska claimed to have sold almost two billion units of the “K1” ADS, thereby saving billions of lives. Koska continued his endeavor to eliminate unsafe injections and in the mid-2010s, he launched a unique low-cost prefilled injector. He then embarked on another journey to popularize his new product by entering into partnerships and distributing licenses. Koska has another challenge on his hands in trying to replace the traditional syringes with his prefilled injector for all injection purposes. Do you think he will eventually succeed?

Source: https://icmrindia.org/case-study-details?casecode=LDEN235

23. ‘WELL-BEING OUT OF WASTE’ – ITC’S SUSTAINABLE WASTE MANAGEMENT PROGRAM

BECG198 | 726-0002-1 | December, 2025 | 2026

The case ‘Well-Being Out of Waste’ – ITC’s Sustainable Waste Management Program” is about the sustainable waste management program of ITC Limited (ITC), an Indian conglomerate. ITC’s ‘Well-Being Out of Waste’ (WOW) initiative helped create awareness among the public about sustainable waste management and waste segregation at source into solid and wet waste. The WOW program was carried out with the active participation and involvement of the local municipal authorities. The WOW initiative also provided training to waste pickers in waste segregation and paid them fair wages. Apart from the WOW program, ITC implemented various sustainable initiatives at its other divisions and also developed sustainable packaging solutions at its ITC Life Sciences and Technology Center (LSTC) in Bengaluru. It remained to be seen how ITC’s sustainable waste management initiatives would pan out in the future and whether its collaboration with the government and NGOs would bring forth the desired results.

Source: https://icmrindia.org/case-study-details?casecode=BECG198

24. ABEEGO’S REUSABLE BEESWAX FOOD WRAPS – DISRUPTING THE PLASTIC FOOD WRAP INDUSTRY?

LDEN239 | 826-0005-1 | December, 2025 | 2026

The case is about the sustainable food wraps produced by Abeego Designs (Abeego), a Canadian company started by Toni Desrosiers (Toni). Abeego produced reusable beeswax wraps that customers could use to store leftover foods in the refrigerator and keep them fresh over a long period of time. The case dwells upon the need for sustainable food wrap solutions and focuses on the need to eliminate the usage of single use plastic for packaging leftover foods. The case discusses Toni’s entrepreneurial journey and the various challenges she faced in setting up her startup and trying to ensure its growth. Abeego’s sustainable initiatives are discussed along with its future plans. In the future, Toni planned to grow her startup, diversify into new sustainable products, and distribute the products all over the world. Would Toni be able to maintain her company’s growth with its sustainable food wrap solutions? Will Abeego be able to disrupt the traditional plastic food wrap industry with its beeswax wrap? That remained to be seen.

Source: https://icmrindia.org/case-study-details?casecode=LDEN239

25. ALGRAMO: PROVIDING A CIRCULAR PLATFORM TO SOLVE THE GLOBAL WASTE PROBLEM

OPER165 | 626-0002-1 | December, 2025 | 2026

The case "Algramo: Creating a Circular Solution to a Global Waste Problem" is about the sustainable packaging solutions and circular business model taken up by Algramo, a startup based in Chile. Algramo povided reusable containers and pouches to consumers to purchase their daily needs of consumer goods from the supermarkets. The company also provided door-to-door delivery services of the consumer goods to its customers on electric tricycles. The case dwells on the need for sustainable packaging solutions and also focuses on the need to eliminate the usage of single-use plastic for the packaging of essential commodities. The case discusses the entrepreneurial journey of Jose Manuel Moller (Moller) and the various challenges faced. The circular business model of Algramo and its sustainable packaging solutions are discussed in detail, along with the impact of the business model on consumer product prices and the environment. The future plans of the company are further discussed in the case. Would Moller be able to maintain his company’s growth with its sustainable packaging solutions? Will Algramo be able to disrupt the traditional supply chain industry for FMCG products with its reusable packaging and distribution business model? That remained to be seen.

Source: https://icmrindia.org/case-study-details?casecode=OPER165

26. COCA-COLA’S U-TURN ON SUSTAINABILITY COMMITMENTS: FROM AMBITIOUS GOALS TO ADJUSTMENTS

BECG199 | January, 2026 | 2026

In December 2024, US-based beverage giant, The Coca-Cola Company (Coca-Cola), faced criticism globally after it scaled back its packaging goals. The backlash was against the company’s decision to revise its ‘voluntary environment goals’ and introduce a number of new goals which reportedly replaced Coca-Cola’s previous targets in the areas of water, packaging, and emissions. Coca-Cola had set an ambitious goal of achieving 100% recyclable packaging by 2025 and increasing the use of recycled material in primary packaging to 50% by 2030, but in its revised goal, the company pushed back the use of recycled material in its packaging targets significantly to 30-35% along with extending the timeline for achieving the goals from 2030 to 2035. Executive Vice President and Chief Communications, Sustainability and Strategic Partnerships Officer Bea Perez framed the move as a necessary “evolution.” The company cited operational barriers as a reason for the announcements. The operational barriers included a constrained supply of food-grade recycled plastic and disparate global recycling infrastructure. It remained to be seen how would Bea manage Coca-Cola’s commitment to sustainability in the light of operational barriers in meeting targets? How would she be able to strike a balance between the goals and the ground realities?

Source: https://icmrindia.org/case-study-details?casecode=BECG199

27. MICROSOFT’S AI PUSH: A ROADBLOCK TO ACHIEVING ITS CARBON EMISSION GOALS?

BSTR708 | January, 2026 | 2026

In May 2024, US-based tech giant Microsoft reported that the company’s carbon emissions for the year had gone up by 30 percent compared to 2020. The rise in emissions was attributed to the company’s construction of a large number of data centers to support its AI and cloud computing services. The carbon footprint surge was a setback to Microsoft’s ambitious target of becoming carbon negative by 2030. In early 2020, Brad Smith (Brad), President, Microsoft, announced the company would eliminate all of the carbon it had released and become carbon negative that by 2030. However, the company’s unrestrained drive to become a global leader in AI emerged as a roadblock to its achieving its carbon negative goals. As of 2024, Microsoft operated 200 data centers, 190 points of presence (PoPs), and more than 60 data center regions. Will Microsoft be able to balance the growing demand for AI and cloud services with the urgent need to reduce carbon emissions? Will the company succeed in attaining its ambitious target of becoming carbon negative by 2030? What should Microsoft do to achieve the target? These were the questions troubling Brad and he knew he needed to quickly find the right answers.

Source: https://icmrindia.org/case-study-details?casecode=BSTR708

28. INDIA’S MOON MISSION CHANDRAYAAN-3: FROM FAILURE TO SUCCESS

OPM0041 | 624-0017-1 | February, 2024

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?

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0041.htm

29. RAJESH’S MARKET SEGMENTATION DILEMMA AT FRESHWAVES

MM0094 | 525-0087-1 | July, 2025

FreshWaves Beverages, a fast-growing player in India's health beverage market, is facing a slowdown in sales due to rising competition and changing consumer preferences. With only one quarter left before annual reviews and a limited marketing budget of INR 20 million, Marketing Head Rajesh Kumar must urgently take a relook at the company’s broad-based strategy to choose one of three sharply defined target segments – Urban Health Enthusiasts, Active Seniors, or Eco-conscious Millennials – each presenting unique opportunities and challenges. His strategic choice will significantly influence FreshWaves’ future positioning, investor trust, and competitive advantage.

Source: https://www.ibscdc.org/Case_Studies/Marketing/Marketing%20Strategies/MM0094.htm

30. POWERING LIVELIHOODS' COLLECTIVE DEPLOYMENT OF DRE LIVELIHOOD TECHNOLOGIES

OPM0044 | 625-0035-1 | September, 2025

In 2001, the Council on Energy, Environment, and Water (CEEW) and Villgro Innovations Foundation (Villgro) collaborated in a joint venture and established Powering Livelihoods (PL). This case examines the financial and strategic dilemmas faced by PL in 2025, as it considered moving from isolated pilots of decentralized renewable energy (DRE) livelihood technologies to a collective deployment model. PL had previously supported technologies such as solar silk reeling machines, horticulture processors, solar refrigerators, micro solar pumps, vertical fodder units, dryers, and dehydrators across rural India, showing measurable livelihood impact. The proposed collective deployment program promised wider adoption and deeper impact through clustered installations for self-help groups (SHGs), farmer producer organizations (FPOs), and rural microenterprises. However, the program required US$520,555 in investment, raised from reserves, CSR-linked grants, and concessional loans. The board debated whether the funding structure and intermediate cash flows were sustainable, and whether traditional appraisal methods adequately captured financial viability and social impact. The case challenges students to assess financial structures, revenue projections, and impact trade-offs in scaling renewable energy technologies for rural livelihoods.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0044.htm

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31. CLEANER APPAREL VALUE CHAINS — TIRUPUR PILOT UNDER THE UNIDO-GEF INDIA INITIATIVE

OM0044 | January, 2026

When Dr. Anita Verma, UNIDO's Project Coordinator for South Asia, visited Tirupur in 2023, she stood at the crossroads of India's textile boom and its environmental burden. The case "Cleaner Apparel Value Chains, Tirupur Pilot under the UNIDO-GEF India Initiative" explores this moment, focusing on a real United Nations Industrial Development Organization (UNIDO) and Global Environment Facility (GEF) project designed to eliminate hazardous chemicals and promote sustainable production in India's apparel sector. To be Implemented by 2029, the initiative spans eight major clusters, including Tirupur, India's knitwear capital, and involves about 320 pilot units nationwide. With an Environmental and Social Management Plan (ESMP) budget of USD 300,000 and a total GEF contribution of around USD 7 million, the project blends technical support, policy engagement, and cleaner technology demonstrations to build circular value chains. Tirupur's environmental challenges, extensive chemical use, high water and energy intensity, and pollution, frame the project's ambition to reduce 18,375 tons of harmful chemicals, cut 350,000 tCO_2-equivalent in direct emissions, and improve the livelihoods of 40,000 direct and 80,000 indirect beneficiaries. This case invites students to analyze UNIDO's Social Cost Benefit Assessment (SCBA) approach and explore how global sustainability frameworks can create shared value in industrial clusters.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20Management/OM0044.htm

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SDG 13 | CASE STUDIES

16 case studies indexed under this Sustainable Development Goal

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

BECG184 | 724-0004-1 | January, 2024 | 2024

Sweden-based H & M Hennes & Mauritz AB (H&M), one of the largest multinational fast fashion companies in the world, was producing 3 billion garments a year by 2020. In 2019, its revenue was around US$ 22 billion, and its unsold inventory amounted to US$ 4 billion. During the year, there were many reports that the unused clothes from H&M were burned and used as fuel to run a power plant in Sweden. Many clothes were incinerated or found their way to landfills. H&M along with Zara, Gap, and Shein and other fast fashion companies were mainly responsible for the huge amounts of clothing waste. Every second, a truckload of clothes was either burnt or buried in landfills. Studies showed that the fashion industry was responsible in large part to microplastics entering the oceans. Karl-Johan Persson, Chairman and former CEO of H&M, focused on reducing the impact the clothes were generating. He was looking at a circular model, where the clothes could be reused or disposed of responsibly. He was also looking at making the company climate positive by 2040, and switching completely to sustainable fabrics by 2030, and he made the UN Sustainable Development Goals a part of the company's strategy. Helena Helmersson, who became CEO of H&M in 2019, was the sustainability head of the company prior to taking up the CEO role. She was looking at making H&M a leader in bringing sustainability to the fashion industry. H&M took several initiatives in this direction. It started using sustainable and recycled materials for some of the clothing and accessory lines, began collecting used clothes, and came out with a line of compostable clothing. The Persson family, which owned the largest share in H&M, launched the H&M Foundation in 2012. The foundation collaborated with Hong Kong Research Institute of Textiles and Apparel to come up with a technology that recycled blended textiles made of cotton and polyester. H&M also came up with a technology called Looop that transformed old clothes into new ones. At the same time, H&M continued to produce millions of garments every year, creating a huge environmental footprint. Observers said that the company's circular solutions were minuscule compared to the pollution and waste it created and that the company was incentivizing disposal. They suggested that H&M needed to change its business model, and should stop relying on increased volumes. However, cutting down production would mean loss of jobs and livelihoods in third world countries. At the same time, H&M needed to keep up with competitors, who were bringing out more styles at a faster pace and lower cost.

Source: https://icmrindia.org/case-study-details?casecode=BECG184

02. ADIDAS AND PARLEY FOR THE OCEANS COLLABORATION: TURNING OCEAN PLASTIC INTO SHOES

MKTG463 | 324-0166-1 | May, 2024 | 2024

In 2015, Germany-based apparel and sportswear giant Adidas and Parley for the Oceans (Parley), a green non-profit organization, entered into a collaboration to combat plastic pollution in the oceans. The collaboration, known as Adidas x Parley, was committed to intercepting plastic debris from oceans and coastal areas, and preventing its entry into the marine ecosystem. The collected plastic was recycled and integrated into Adidas products, thereby promoting the principles of a circular economy. Parley's expertise in environmental conservation aligned seamlessly with Adidas's focus on innovation. Adidas had set itself the ambitious goal of becoming plastic free by 2024 by using 100 percent recycled polyester. It also wanted to make all production climate-neutral by 2050. However, industry experts believed that achieving this goal would require a multifaceted approach. Reducing plastic waste across the supply chain would be challenging as it would require long term collaboration with various stakeholders. Additionally, while transitioning to a circular economy, ensuring that the products were easily recyclable, and that there were effective recycling systems in place could be complex. How can Adidas address these challenges? Can it become plastic free by 2024? How can it achieve climate neutrality by 2050?

Source: https://icmrindia.org/case-study-details?casecode=MKTG463

03. DANONE'S 'ONE PERSON, ONE VOICE, ONE SHARE' PROGRAM: EMPLOYEE ENGAGEMENT FOR SUSTAINABLE TRANSFORMATION

HROB259 | 424-0056-1 | May, 2024 | 2024

Danone's "One Person, One Voice, One Share" (OPOVOS) program illustrates the company's innovative approach to employee engagement to achieve sustainability goals. This case study explores how Danone, a global food and beverage company, leveraged its employee base to drive its "One Planet One Health" vision, aligning with the United Nations Sustainable Development Goals (SDGs). By implementing OPOVOS across its business and production facilities, Danone aimed to ensure that employees played an active role in the company's sustainability agenda. The OPOVOS program had two key components: "One Person, One Voice," focusing on employee input through stages of inform, listen, implement, and walk the talk; and "One Person, One Share," which encouraged employees to adopt an ownership mindset through share-based participation. This approach fostered a sense of co-ownership and empowered employees to influence the company's sustainability roadmaps. The case study also highlights significant impacts of the program, such as the opening of a new research and innovation center in Shanghai, China, and the acceleration of Danone's B-Corp certification process. The primary audience for this case study includes MBA students and Executive MBA participants interested in management topics such as sustainability, corporate governance, and employee engagement. By examining Danone's journey, students will gain insights into the critical role of employee engagement in fostering innovation and achieving strategic business objectives with a focus on sustainability. Professors can use this case to discuss corporate social responsibility (CSR), change management, and leadership in the context of achieving long-term sustainability goals.

Source: https://icmrindia.org/case-study-details?casecode=HROB259

04. KARA HURST: CAN SHE STEER AMAZON TOWARD ITS SUSTAINABILITY GOALS?

HROB262 | 424-0058-1 | May, 2024 | 2024

The case ‘Kara Hurst: Can She Steer Amazon Toward its Sustainability Goals?” is about the sustainable initiatives undertaken at Amazon under the leadership of Kara Hurst (Hurst) (She). Amazon had always been perceived as a laggard in sustainability and had persistently distanced itself from sustainability compliance, which most of the top corporates in the US followed. After she joined Amazon as the Vice President for Sustainability in 2014, Hurst and her team carried out several sustainable initiatives and Amazon published its first sustainability report in 2018. Subsequently Amazon had brought out its sustainability report every year till 2022. The case discusses Hurst’s background and the challenges she faced in implementing her sustainability initiatives at Amazon. The sustainability initiatives at Amazon are described in the case along with the collaborative leadership guidance that Hurst provided. The case also discusses the impact of the sustainability initiatives along with the use of AI to achieve Amazon’s sustainability goals. In the future, Hurst planned to continue her efforts in the areas of sustainable transportation, recycling, sustainable products, electric vehicles, and circular economy to drive the organization’s goal of achieving net-zero emission by 2040.Can Hurst and her team drive Amazon toward net-zero emission standards by 2040?

Source: https://icmrindia.org/case-study-details?casecode=HROB262

05. APPLE’S CARBON TRANSITION INITIATIVES – IS IT GREENWASH?

BECG189 | 724-0081-1 | June, 2024 | 2024

In April 2022, Apple Inc. (Apple) announced that the company had partnered with the Applied Environmental Research Foundation (AERF) to protect the mangrove forests in Raigad, Maharashtra, India. Apple planned to invest in forestry projects across the world to reduce carbon from the atmosphere. The case discusses the importance of mangrove forests and the role they play in climate mitigation. It points out that though Apple had implemented various de-carbonization initiatives, it had to contend with allegations of green washing. The case discusses the carbon transition initiative undertaken by Apple and the challenges it faced in its efforts to reduce the carbon footprint in its operations. Allegations made by climate and environmental activists against the company are put forth in the case. The case ends with the question whether Apple will be able to justify its carbon transition initiatives and counter the allegations of Greenwashing.

Source: https://icmrindia.org/case-study-details?casecode=BECG189

06. GRAVITA INDIA LIMITED – DRIVING SUSTAINABILITY THROUGH RECYCLING

BSTR682 | 324-0234-1 | July, 2024 | 2024

Gravita India Limited (GIL), one of India's leading and reputed recycling companies, grew to have a global presence with various waste sourcing and manufacturing units. With a thirty-year history in the industry, the company had built up a core competency in developing innovative technologies for recycling various metallic wastes like lead and aluminum and plastics. The in-built technology enabled the company to produce quality products from recycled waste and increased the life time of the recycled waste. The company owned a well-diversified portfolio of recycled products and services developed from lead, aluminum, and plastic scraps. The company developed strategic objectives built around the core philosophy of sustainability across the value chain based on the fundamental values of fairness, trust, respect, passion, and nurturing relationships. The present case study can be used to understand and discuss the process of strategy formulation and analysis of the vision, mission, and strategic objectives of a business. It will also help in understanding the impact of the internal and external business environment on a company and an industry.

Source: https://icmrindia.org/case-study-details?casecode=BSTR682

07. ZIPLINE: NAVIGATING THE RWANDA SKIES TO MAKE MEDICAL SUPPLIES ACCESSIBLE TO MILLIONS ON LAND

OPER162 | 624-0039-1 | August, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=OPER162

08. BURN MANUFACTURING: FUELING SUSTAINABILITY THROUGH PRODUCT AND FINANCING INNOVATION IN AFRICA

LDEN224 | 824-0075-1 | November, 2024 | 2025

This case study focuses on BURN Manufacturing, a pioneering clean cookstove manufacturer in Kenya, and its efforts to provide sustainable cooking solutions across sub-Saharan Africa. As of July 2022, biomass fuels still accounted for 85% of household cooking energy in the region, highlighting the urgent need for more efficient alternatives. Co-founder Peter Scott spearheaded BURN's mission by developing fuel-efficient cookstoves, including charcoal, wood, and electric models, followed by LPG stoves. The company emphasized R&D through the BURN Design Lab and pursued continuous innovation to enhance product efficiency. BURN also established a full carbon value chain, incorporating sustainable manufacturing processes and partnering with credit cooperatives to offer financing options. A gender-focused distribution strategy was employed, training local women to promote cookstoves within their communities, boosting adoption rates. Despite challenges in scaling, BURN implemented financing innovations such as carbon financing and green bonds. The company collaborated with e-commerce platforms, supermarkets, microfinance institutions, and social organizations to accelerate the adoption of clean cooking solutions, particularly in underserved regions. BURN’s impact extends to over 20 million lives, reducing carbon emissions, improving women's health, and providing financial benefits. The case is ideal for management courses on Sustainable Business Growth, Financing Mechanisms, and Operational Challenges in Emerging Markets, particularly for social enterprises.

Source: https://icmrindia.org/case-study-details?casecode=LDEN224

09. BRITISH PETROLEUM’S LOFTY DE-CARBONIZATION PLANS AND ITS U-TURN

BECG191 | 725-0010-1 | January, 2025 | 2025

The case “British Petroleum’s Lofty De-Carbonization Plans and its U-Turn” is about the de-carbonization initiatives of British Petroleum (BP). In 2023, Bernard Looney (Looney), CEO of BP, announced that the company planned to slow down the commitments it had made in 2020 on de-carbonizing its business. Even though its increased focus on fossil fuels led to BP posting profits, the company had to contend with allegations of greenwashing. The case discusses the carbon transition initiative taken by BP and its impact. The allegations of climate and environmental activists are put forward in the case. The case ends with the dilemma Looney faces in justifying the company’s decision to slow down its carbon transition initiatives while trying to restore the public’s faith in BP.

Source: https://icmrindia.org/case-study-details?casecode=BECG191

10. PEPSICO’S GREEN BONDS

FINC217 | 125-0031-1 | February, 2025 | 2025

In 2021, PepsiCo Inc. (PepsiCo) unveiled its goal to achieve net zero emissions by 2040. To achieve its target, the company started issuing Green Bonds. The case talks about the company’s Green Bond issue and provides the scope to bring in various important dimensions related to the bond issue. It also helps students to learn about the calculation of Current Yield (CY), Yields to Maturity (YTM), and Yield to Call (YTC) using PepsiCo’s Green Bond issue.

Source: https://icmrindia.org/case-study-details?casecode=FINC217

11. PATAGONIA'S NEW OWNERSHIP STRUCTURE: RAISING STANDARDS IN ENVIRONMENTAL RESPONSIBILITY?

CSRS020 | 725-0047-1 | May, 2025 | 2025

The case discusses US based outdoor apparel company Patagonia's new ownership model designed to uphold the company's values, support environmental causes, and fight climate change. Yvon Chouinard, founder of Patagonia, and his family gave up ownership of Patagonia to two new entities. The first was the Holdfast Collective, a new 501(c)(4) nonprofit organization that would privately control 98% of Patagonia's stock. The remaining 2% of shares, consisting entirely of voting stock, would go into the Patagonia Purpose Trust, a more legalistic structure created to protect the company's values and mission. This case describes Chouinard's commitment to environmental and social responsibility and how he transformed Patagonia into a world leader in environmental sustainability. However, Chouinard felt that Patagonia's dedication to the environment was not enough to combat global warming and ecological destruction. In an effort to address environmental crises and protect the company's purpose, Chouinard decided to give away ownership of the company. The case discusses the reason behind the bold move and its implications. The move immediately came under fire from critics who claimed that it was a convenient way for the Chouinard family to effectively maintain control over Patagonia, almost entirely avoiding taxes in the process. Moreover, some analysts felt that the transfer of ownership of Patagonia could lead to a possible conflict in future between the trust, the beneficiaries of the non-profit, and the employees. The case questions whether Patagonia's new ownership model would become a new gold standard for business responsibility and mark any fundamental change to the system and the way businesses take responsibility for their impact on people and planet.

Source: https://icmrindia.org/case-study-details?casecode=CSRS020

12. UNILEVER SCALES DOWN ITS SUSTAINABILITY COMMITMENTS: GOOD MOVE OR GREEN DECEPTION?

CSRS019 | 725-0049-1 | April, 2025 | 2025

The case discusses global FMCG giant Unilever's radical refocus of its sustainability strategy that included extending deadlines for taking action as well as reducing the scale of its targets for environmental, social, and governance (ESG) measures to focus on growth. Amidst years of disappointing growth and dwindling stock performance and under pressure from shareholders to cut costs and generate profit, Hein Schumacher (Schumacher), who assumed the role of CEO in July 2023, introduced a revised and more focused ESG strategy. The new strategy involved structuring the company's sustainability around four pillars – climate, nature, plastics, and livelihoods – with division heads and brand managers setting progress metrics. As part of the revamped strategy, Schumacher axed a range of ESG targets, including pledges to halve food waste, hire more disabled staff, and cut the use of plastic. The consumer goods company also walked back its previous commitment to slash its use of virgin plastics by 50% by 2025, with the updated target focusing on a 30% reduction by 2026. Unilever's downgrading of its ESG commitments received mixed reactions. While some people commended the shift, others expressed disappointment. Going forward, the challenges ahead of Schumacher include the tough task of building upon his predecessors' sustainability legacy while striking an appropriate balance between purpose and financial success, maintaining profits, and boosting growth.

Source: https://icmrindia.org/case-study-details?casecode=CSRS019

13. ACWA POWER’S COLLABORATION WITH CHINA’S BELT AND ROAD INITIATIVE: GLOBAL GROWTH OR STRATEGIC DEPENDENCE?

BSTR699 | 325-0325-1 | September, 2025 | 2025

ACWA Power, a Saudi-listed global leader in renewable energy and desalination, has rapidly expanded internationally through strategic partnerships, particularly with Chinese firms under the Belt and Road Initiative (BRI). Since establishing a Beijing office in 2009, ACWA Power has leveraged Chinese financing, EPC contractors, and investment partners to secure over US$30 billion in projects, including pioneering ventures in wind, solar, desalination, and green hydrogen. By 2023, the company had launched its ambitious “ACWA Power 2.0” strategy aligned with Saudi Vision 2030, aiming to triple assets under management to USD 250 billion by 2030. However, ACWA Power could face strategic dilemmas. Its deep reliance on Chinese partnerships —while accelerating growth — raises concerns about overdependence, particularly with BRI coming under scrutiny for debt sustainability, geopolitical risks, and environmental impacts. With global calls for greener finance and low-income countries struggling with BRI-related debt, CEO Marco Arcelli must consider whether to double down on China-led collaborations or diversify partnerships globally to safeguard long-term independence and resilience. This case can be used in International Business, Strategic Management, and Sustainability & Energy Management courses. Topics include strategic alliances, global expansion, risk diversification, energy transition, and geopolitical risk management.

Source: https://icmrindia.org/case-study-details?casecode=BSTR699

14. MICROSOFT’S AI PUSH: A ROADBLOCK TO ACHIEVING ITS CARBON EMISSION GOALS?

BSTR708 | January, 2026 | 2026

In May 2024, US-based tech giant Microsoft reported that the company’s carbon emissions for the year had gone up by 30 percent compared to 2020. The rise in emissions was attributed to the company’s construction of a large number of data centers to support its AI and cloud computing services. The carbon footprint surge was a setback to Microsoft’s ambitious target of becoming carbon negative by 2030. In early 2020, Brad Smith (Brad), President, Microsoft, announced the company would eliminate all of the carbon it had released and become carbon negative that by 2030. However, the company’s unrestrained drive to become a global leader in AI emerged as a roadblock to its achieving its carbon negative goals. As of 2024, Microsoft operated 200 data centers, 190 points of presence (PoPs), and more than 60 data center regions. Will Microsoft be able to balance the growing demand for AI and cloud services with the urgent need to reduce carbon emissions? Will the company succeed in attaining its ambitious target of becoming carbon negative by 2030? What should Microsoft do to achieve the target? These were the questions troubling Brad and he knew he needed to quickly find the right answers.

Source: https://icmrindia.org/case-study-details?casecode=BSTR708

15. NORTHVOLT: A SWEDISH BATTERY MAKER'S RISE AND FALL

BSTR705 | January, 2026 | 2026

The case narrates the journey of Swedish battery manufacturer Northvolt from when it was one of the leading producers of electric vehicle (EV) batteries in Europe to its filing for bankruptcy. Founded in 2016, the company emerged as a tough competitor to Asian battery manufacturers dominating the European market. With billions of dollars in funding, strong support from the Swedish government, and significant partnerships with automotive manufacturers, Northvolt rapidly grew to become a well-funded and significant battery manufacturer. However, the company's overly ambitious expansion goals, lack of focus, serious production and quality issues, order cancellations, and stiff competition led to severe cash flow problems over the years and to loss of investor confidence. In 2024, Northvolt voluntarily filed for Chapter 11 bankruptcy protection in the U.S Bankruptcy Court for Texas. With setbacks caused by both internal and external factors, Northvolt found itself in a dilemma between restructuring quickly and risking liquidation. With it having filed for Chapter 11 bankruptcy and stakeholders maintaining a close watch, it remained to be seen whether Peter Carlsson, CEO of Northvolt, would be able to steer the company through such turbulent times. What strategies can Northvolt use to make a comeback?

Source: https://icmrindia.org/case-study-details?casecode=BSTR705

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16. CLEANER APPAREL VALUE CHAINS — TIRUPUR PILOT UNDER THE UNIDO-GEF INDIA INITIATIVE

OM0044 | January, 2026

When Dr. Anita Verma, UNIDO's Project Coordinator for South Asia, visited Tirupur in 2023, she stood at the crossroads of India's textile boom and its environmental burden. The case "Cleaner Apparel Value Chains, Tirupur Pilot under the UNIDO-GEF India Initiative" explores this moment, focusing on a real United Nations Industrial Development Organization (UNIDO) and Global Environment Facility (GEF) project designed to eliminate hazardous chemicals and promote sustainable production in India's apparel sector. To be Implemented by 2029, the initiative spans eight major clusters, including Tirupur, India's knitwear capital, and involves about 320 pilot units nationwide. With an Environmental and Social Management Plan (ESMP) budget of USD 300,000 and a total GEF contribution of around USD 7 million, the project blends technical support, policy engagement, and cleaner technology demonstrations to build circular value chains. Tirupur's environmental challenges, extensive chemical use, high water and energy intensity, and pollution, frame the project's ambition to reduce 18,375 tons of harmful chemicals, cut 350,000 tCO_2-equivalent in direct emissions, and improve the livelihoods of 40,000 direct and 80,000 indirect beneficiaries. This case invites students to analyze UNIDO's Social Cost Benefit Assessment (SCBA) approach and explore how global sustainability frameworks can create shared value in industrial clusters.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20Management/OM0044.htm

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SDG 14 | CASE STUDIES

4 case studies indexed under this Sustainable Development Goal

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

BECG184 | 724-0004-1 | January, 2024 | 2024

Sweden-based H & M Hennes & Mauritz AB (H&M), one of the largest multinational fast fashion companies in the world, was producing 3 billion garments a year by 2020. In 2019, its revenue was around US$ 22 billion, and its unsold inventory amounted to US$ 4 billion. During the year, there were many reports that the unused clothes from H&M were burned and used as fuel to run a power plant in Sweden. Many clothes were incinerated or found their way to landfills. H&M along with Zara, Gap, and Shein and other fast fashion companies were mainly responsible for the huge amounts of clothing waste. Every second, a truckload of clothes was either burnt or buried in landfills. Studies showed that the fashion industry was responsible in large part to microplastics entering the oceans. Karl-Johan Persson, Chairman and former CEO of H&M, focused on reducing the impact the clothes were generating. He was looking at a circular model, where the clothes could be reused or disposed of responsibly. He was also looking at making the company climate positive by 2040, and switching completely to sustainable fabrics by 2030, and he made the UN Sustainable Development Goals a part of the company's strategy. Helena Helmersson, who became CEO of H&M in 2019, was the sustainability head of the company prior to taking up the CEO role. She was looking at making H&M a leader in bringing sustainability to the fashion industry. H&M took several initiatives in this direction. It started using sustainable and recycled materials for some of the clothing and accessory lines, began collecting used clothes, and came out with a line of compostable clothing. The Persson family, which owned the largest share in H&M, launched the H&M Foundation in 2012. The foundation collaborated with Hong Kong Research Institute of Textiles and Apparel to come up with a technology that recycled blended textiles made of cotton and polyester. H&M also came up with a technology called Looop that transformed old clothes into new ones. At the same time, H&M continued to produce millions of garments every year, creating a huge environmental footprint. Observers said that the company's circular solutions were minuscule compared to the pollution and waste it created and that the company was incentivizing disposal. They suggested that H&M needed to change its business model, and should stop relying on increased volumes. However, cutting down production would mean loss of jobs and livelihoods in third world countries. At the same time, H&M needed to keep up with competitors, who were bringing out more styles at a faster pace and lower cost.

Source: https://icmrindia.org/case-study-details?casecode=BECG184

02. 'PESKY FISH'S 'PORT TO PLATE' TECHNOLOGY PLATFORM: REINVENTING THE SEAFOOD SUPPLY CHAIN

CLOM025 | 624-0016-1 | February, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=CLOM025

03. BLUELAND: AN INNOVATION-LED SOLUTION ADDRESSING GLOBAL CLIMATE CHALLENGES

LDEN212 | 824-0009-1 | February, 2024 | 2024

The case is about New York-based eco-friendly refillable cleaning supply retailer Blueland. It was founded by serial entrepreneurs Sarah Paiji 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 BioPreferrd, 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.

Source: https://icmrindia.org/case-study-details?casecode=LDEN212

04. ADIDAS AND PARLEY FOR THE OCEANS COLLABORATION: TURNING OCEAN PLASTIC INTO SHOES

MKTG463 | 324-0166-1 | May, 2024 | 2024

In 2015, Germany-based apparel and sportswear giant Adidas and Parley for the Oceans (Parley), a green non-profit organization, entered into a collaboration to combat plastic pollution in the oceans. The collaboration, known as Adidas x Parley, was committed to intercepting plastic debris from oceans and coastal areas, and preventing its entry into the marine ecosystem. The collected plastic was recycled and integrated into Adidas products, thereby promoting the principles of a circular economy. Parley's expertise in environmental conservation aligned seamlessly with Adidas's focus on innovation. Adidas had set itself the ambitious goal of becoming plastic free by 2024 by using 100 percent recycled polyester. It also wanted to make all production climate-neutral by 2050. However, industry experts believed that achieving this goal would require a multifaceted approach. Reducing plastic waste across the supply chain would be challenging as it would require long term collaboration with various stakeholders. Additionally, while transitioning to a circular economy, ensuring that the products were easily recyclable, and that there were effective recycling systems in place could be complex. How can Adidas address these challenges? Can it become plastic free by 2024? How can it achieve climate neutrality by 2050?

Source: https://icmrindia.org/case-study-details?casecode=MKTG463

SDG 15 | CASE STUDIES

4 case studies indexed under this Sustainable Development Goal

01. BANYAN NATION: DRIVING INDIA’S CIRCULAR ECONOMY

LDEN221 | 824-0046-1 | June, 2024 | 2024

The case study “Banyan Nation: Driving India’s Circular Economy” talks about the contributions made by India-based plastic recycling start-up Banyan Sustainable Waste Management Pvt. Ltd. in building India’s circular economy. It was in the early 2010s that Banyan’s founders Mani Kishore Vajipeyajula and Rajkiran Madangopal learnt that the un-scientific recycling methods used by the plastic recyclers in India’s informal sector were not only causing untold health damage to the people who did the processing, but were also harming the environment irrevocably. That prompted them to establish Banyan in 2013. Banyan employed a varied range of technologies to ensure a safe and effective plastic recycling process. The case discusses in depth the functioning of Banyan – a vertically integrated plastic recycling company involved in all the three stages of plastic recycling – collection (pre-sorting and post-sorting), recycling, and the subsequent sale of recycled plastic to companies. It describes Banyan’s product that it referred to as Better Plastic that could compete with virgin plastic on aspects such as quality, price, and reliability. The case ends with a look at the challenges being faced by Banyan and the various avenues for its growth. Considering the fact that the circular economy can be an important instrument to tackle the planetary crises on climate, biodiversity, and pollution, can Banyan spearhead India’s circular economy?

Source: https://icmrindia.org/case-study-details?casecode=LDEN221

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

BECG184 | 724-0004-1 | January, 2024 | 2024

Sweden-based H & M Hennes & Mauritz AB (H&M), one of the largest multinational fast fashion companies in the world, was producing 3 billion garments a year by 2020. In 2019, its revenue was around US$ 22 billion, and its unsold inventory amounted to US$ 4 billion. During the year, there were many reports that the unused clothes from H&M were burned and used as fuel to run a power plant in Sweden. Many clothes were incinerated or found their way to landfills. H&M along with Zara, Gap, and Shein and other fast fashion companies were mainly responsible for the huge amounts of clothing waste. Every second, a truckload of clothes was either burnt or buried in landfills. Studies showed that the fashion industry was responsible in large part to microplastics entering the oceans. Karl-Johan Persson, Chairman and former CEO of H&M, focused on reducing the impact the clothes were generating. He was looking at a circular model, where the clothes could be reused or disposed of responsibly. He was also looking at making the company climate positive by 2040, and switching completely to sustainable fabrics by 2030, and he made the UN Sustainable Development Goals a part of the company's strategy. Helena Helmersson, who became CEO of H&M in 2019, was the sustainability head of the company prior to taking up the CEO role. She was looking at making H&M a leader in bringing sustainability to the fashion industry. H&M took several initiatives in this direction. It started using sustainable and recycled materials for some of the clothing and accessory lines, began collecting used clothes, and came out with a line of compostable clothing. The Persson family, which owned the largest share in H&M, launched the H&M Foundation in 2012. The foundation collaborated with Hong Kong Research Institute of Textiles and Apparel to come up with a technology that recycled blended textiles made of cotton and polyester. H&M also came up with a technology called Looop that transformed old clothes into new ones. At the same time, H&M continued to produce millions of garments every year, creating a huge environmental footprint. Observers said that the company's circular solutions were minuscule compared to the pollution and waste it created and that the company was incentivizing disposal. They suggested that H&M needed to change its business model, and should stop relying on increased volumes. However, cutting down production would mean loss of jobs and livelihoods in third world countries. At the same time, H&M needed to keep up with competitors, who were bringing out more styles at a faster pace and lower cost.

Source: https://icmrindia.org/case-study-details?casecode=BECG184

03. DANONE’S ‘ONE PERSON, ONE VOICE, ONE SHARE’ PROGRAM: EMPLOYEE ENGAGEMENT FOR SUSTAINABLE TRANSFORMATION

HROB259 | 424-0056-1 | May, 2024 | 2024

Danone's "One Person, One Voice, One Share" (OPOVOS) program illustrates the company's innovative approach to employee engagement to achieve sustainability goals. This case study explores how Danone, a global food and beverage company, leveraged its employee base to drive its "One Planet One Health" vision, aligning with the United Nations Sustainable Development Goals (SDGs). By implementing OPOVOS across its business and production facilities, Danone aimed to ensure that employees played an active role in the company's sustainability agenda. The OPOVOS program had two key components: "One Person, One Voice," focusing on employee input through stages of inform, listen, implement, and walk the talk; and "One Person, One Share," which encouraged employees to adopt an ownership mindset through share-based participation. This approach fostered a sense of co-ownership and empowered employees to influence the company's sustainability roadmaps. The case study also highlights significant impacts of the program, such as the opening of a new research and innovation center in Shanghai, China, and the acceleration of Danone's B-Corp certification process. The primary audience for this case study includes MBA students and Executive MBA participants interested in management topics such as sustainability, corporate governance, and employee engagement. By examining Danone's journey, students will gain insights into the critical role of employee engagement in fostering innovation and achieving strategic business objectives with a focus on sustainability. Professors can use this case to discuss corporate social responsibility (CSR), change management, and leadership in the context of achieving long-term sustainability goals.

Source: https://icmrindia.org/case-study-details?casecode=HROB259

04. PATAGONIA’S NEW OWNERSHIP STRUCTURE: RAISING STANDARDS IN ENVIRONMENTAL RESPONSIBILITY?

CSRS020 | 725-0047-1 | May, 2025 | 2025

The case discusses US based outdoor apparel company Patagonia’s new ownership model designed to uphold the company’s values, support environmental causes, and fight climate change. Yvon Chouinard, founder of Patagonia, and his family gave up ownership of Patagonia to two new entities. The first was the Holdfast Collective, a new 501(c)(4) nonprofit organization that would privately control 98% of Patagonia’s stock. The remaining 2% of shares, consisting entirely of voting stock, would go into the Patagonia Purpose Trust, a more legalistic structure created to protect the company’s values and mission. This case describes Chouinard’s commitment to environmental and social responsibility and how he transformed Patagonia into a world leader in environmental sustainability. However, Chouinard felt that Patagonia’s dedication to the environment was not enough to combat global warming and ecological destruction. In an effort to address environmental crises and protect the company’s purpose, Chouinard decided to give away ownership of the company. The case discusses the reason behind the bold move and its implications. The move immediately came under fire from critics who claimed that it was a convenient way for the Chouinard family to effectively maintain control over Patagonia, almost entirely avoiding taxes in the process. Moreover, some analysts felt that the transfer of ownership of Patagonia could lead to a possible conflict in future between the trust, the beneficiaries of the non-profit, and the employees. The case questions whether Patagonia’s new ownership model would become a new gold standard for business responsibility and mark any fundamental change to the system and the way businesses take responsibility for their impact on people and planet.

Source: https://icmrindia.org/case-study-details?casecode=CSRS020

SDG 16 | CASE STUDIES

9 case studies indexed under this Sustainable Development Goal

01. AMAZON'S PRIVATE LABEL BRANDS: AN ETHICAL PERSPECTIVE

BECG186 | 724-0003-1 | January, 2024 | 2024

The case "Amazon's Private Label Brands: An Ethical Perspective" discusses the ethical implications surrounding the promotion of US-based multinational technology company Amazon.com, Inc. (Amazon) of Amazon Private Label (APL) products on its online marketplace. The case starts out with a brief look at the world's largest e-commerce platform's launch of various APL products from the late 2000s. It then delves into the various controversies surrounding APL products through the years, such as counterfeiting, search result manipulation, data theft, and antitrust issues. This case presents Amazon's perspective and gives an insight into the reasons that led it to adopt some of its allegedly controversial business practices. How can the company grow its APL business within the Amazon ecosystem, while ensuring fair competition, consumer choice, and transparent business practices?

Source: https://icmrindia.org/case-study-details?casecode=BECG186

02. ENBRIDGE: A DIVERSITY, EQUITY & INCLUSION (DEI) LEADER IN THE ENERGY INDUSTRY

HROB257 | 424-0008-1 | January, 2024 | 2024

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.

Source: https://icmrindia.org/case-study-details?casecode=HROB257

03. FUNDAMENTAL ANALYSIS OF BHARAT ELECTRONICS LIMITED

FINC211 | 124-0022-1 | January, 2024 | 2024

Bharat Electronics Limited (BEL) is an Indian Government-owned aerospace and defense electronics company and is one of sixteen Public Sector Units under the Ministry of Defense, India. It has Navaratna status granted by the Government of India (GoI). As on March 31, 2023, the company had a market capitalization of Rs.713,070 mn and an order book worth Rs.606,900mn. The company's share price which was less than Rs. 20 in May 2000 had increased by nearly 7 times to Rs 142 in September 2023 boosted by the increased spending of the Indian government on defense. The case provides an in-depth analysis of the growing and dynamic Indian defense industry, which has just opened up for private players, while at the same time assessing the competitiveness of BEL. The information provided in the case allows for a comprehensive financial analysis of the company, comparing its financial position with that of its peers, and helps in assessing the attractiveness of investing in its shares given the already increased share price.The case provides for an in-depth analysis of the dynamics of the Indian defense industry and the competitiveness of BEL. It also provides information for a comprehensive analysis of BEL's financials in comparison to those of its peers.

Source: https://icmrindia.org/case-study-details?casecode=FINC211

04. CHRISTIAN DIOR'S VIOLATION OF SUPPLY CHAIN ETHICS: A THREAT TO THE BRAND?

BECG196 | 726-0001-1 | November, 2025 | 2026

This case study, "Christian Dior's Violation of Supply Chain Ethics: A Threat to the Brand?" explores the negative brand impact that Christian Dior SE (Dior) due to a lapse in regulatory compliance within the supply chain of its Italian unit. In 2024, Italian prosecutors launched a formal investigation into Dior's Italian unit's subcontractors, which uncovered serious violations such as hiring of illegal immigrants, poor labor conditions, and worker exploitation. Consequently, the Italian unit of Dior was placed under court administration for one year. The scandal sparked media scrutiny and public backlash, which threatened the integrity and exclusivity of the Dior brand. The case examines how unethical supply chain practices contradicted Dior's 'Made in Italy' label, which has been traditionally associated with high-quality craftsmanship and ethical standards. Following the scandal, Dior distanced itself from the concerned subcontractors, developed several best practices in its supply chain, implemented stringent procedures for selecting and monitoring its suppliers, and supported initiatives aimed at assisting victims of labor exploitation. The case highlights the risks that luxury brands faced when outsourcing production and the consequences of weak supply chain controls. The case calls for discussion on legal accountability, brand reputation management, and the growing importance of ethical sourcing in the global fashion industry.

Source: https://icmrindia.org/case-study-details?casecode=BECG196

05. PANCHATANTRA – RIGHT MIND AND WICKED MIND

CLBE030 | 726-0003-1 | December, 2025 | 2026

'Panchatantra' is a collection of stories and fables that dates back to 200 BCE. The story of Dharmabuddhi and Papabuddhi demonstrates the importance of ethical behavior and handling a crisis mindfully. This story is suitable for teaching a course in ethics and ethical behavior, and crisis management.

Source: https://icmrindia.org/case-study-details?casecode=CLBE030

06. THE TECH PHOENIX: SATYAM'S 100-DAY TURNAROUND

BSTR703 | 326-0011-1 | December, 2025 | 2026

The case discusses the 100-day turnaround of Satyam Computers Services Limited (Satyam), the then fourth largest IT services company in India, by the board nominated by the Government of India (GoI) in April 2009. The GoI sprang into action soon after the then chairman and founder B Ramalinga Raju (Raju) confessed to an accounting fraud of INR70 billion or US$1.4 billion in January 2009. Soon after Raju's confession, the GoI intervened and dissolved the existing board of Satyam and nominated veterans to resurrect the company. The GoI-appointed board faced the Herculean task of restoring fiscal sanity, ensuring business continuity of operations, and engaging with the Satyam employees to keep them motivated in reviving Satyam. Since most of the consumers were concerned over the continuity of projects, the board assured them that the company would complete the projects on time. The new board tackled all the challenges and in March 2009, it started the registration process for bringing in a strategic investor for Satyam. On April 13, 2009, Tech Mahindra stood as the highest bidder and acquired Satyam. After the acquisition, Satyam was renamed as Mahindra Satyam. The international media appreciated the public-private partnership between the GoI and the board of directors it had appointed for successfully reviving the company without tax payers' money having to be injected. Going forward, Mahindra Satyam had to tackle the challenges of settling the lawsuits against Satyam, restating its financial accounts, client attrition, and excess manpower.

Source: https://icmrindia.org/case-study-details?casecode=BSTR703

07. DUOLINGO'S AI-FIRST STRATEGY: HAS THE LOSS OF THE HUMAN TOUCH ALIENATED THE QUIRKY BRAND?

MKTG486 | January, 2026 | 2026

This case study "Duolingo's AI-First Strategy: Has the Loss of The Human Touch Alienated the Quirky Brand?" examines the chaos that followed the announcement that US-based mobile learning platform Duolingo, Inc. (Duolingo)'s was going to increase AI integration through its AI-first strategy. The case begins with an in-depth look at how Duolingo – over the years – had improved learning experiences by integrating AI into its platform, including its in-house AI system, Birdbrain. The case then talks about the pertinent details of Duolingo's AI-first strategy that was announced by its CEO Luis von Ahn (Von Ahn) in April 2025. Von Ahn had set out to position AI as a central component of the company's future growth aiming to create more personalized and efficient experiences for users. However, the wording of his announcement led Duolingo users and social media commentators to interpret the strategy as undervaluing the creative contributions of employees and favoring technology over human involvement. That led Duolingo to face immense backlash and even subscription cancellations, leading to a reputational crisis. Many Duolingo users even argued that AI-generated lessons lacked depth, cultural context, and the engaging tone associated with human-created content. Von Ahn then worked to rebuild trust by engaging with Duolingo's stakeholders and assuring them that the company's AI strategy would not negatively impact its human resources. While Duolingo's AI-first model offered cost benefits and growth potential, the case underscores the need for companies to strike a balance between technological advancement and retaining the human element. Can Von Ahn successfully achieve this?

Source: https://icmrindia.org/case-study-details?casecode=MKTG486

08. INDIA’S MOON MISSION CHANDRAYAAN-3: FROM FAILURE TO SUCCESS

OPM0041 | 624-0017-1 | February, 2024

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?

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0041.htm

09. MADAM Q AND THE SLAP CONTROVERSY

GOV0067 | 725-0079-1 | October, 2025

In the socio-political sphere, a troubling trend has emerged of angry individuals publicly slapping or inking political celebrities. Any enthusiasm people may have had for political celebrities has often given way to annoyance, disgust, rage, or discontent with them. With the help of social media and other platforms, these incidents are broadcast and gain previously unheard-of visibility. They are recorded, broadcast, and circulated, sparking political discussions and disputes. These instances of public discomfort come as an embarrassment to political celebrities who use image marketing. Such protest demonstrations are pervasive problems in the modern political system. This case is an endeavor to sensitize society to changing emotional vibrations. This case has been developed from a true story in which an Indian political celebrity, Madam Q (fictionalized) made a derogatory remark about a section of people and later had an altercation with a member of the security force at an airport.

Source: https://www.ibscdc.org/Case_Studies/Corporate%20Governance/GOV0067.htm

SDG 17 | CASE STUDIES

10 case studies indexed under this Sustainable Development Goal

01. ADIDAS AND PARLEY FOR THE OCEANS COLLABORATION: TURNING OCEAN PLASTIC INTO SHOES

MKTG463 | 324-0166-1 | May, 2024 | 2024

In 2015, Germany-based apparel and sportswear giant Adidas and Parley for the Oceans (Parley), a green non-profit organization, entered into a collaboration to combat plastic pollution in the oceans. The collaboration, known as Adidas x Parley, was committed to intercepting plastic debris from oceans and coastal areas, and preventing its entry into the marine ecosystem. The collected plastic was recycled and integrated into Adidas products, thereby promoting the principles of a circular economy. Parley's expertise in environmental conservation aligned seamlessly with Adidas's focus on innovation. Adidas had set itself the ambitious goal of becoming plastic free by 2024 by using 100 percent recycled polyester. It also wanted to make all production climate-neutral by 2050. However, industry experts believed that achieving this goal would require a multifaceted approach. Reducing plastic waste across the supply chain would be challenging as it would require long term collaboration with various stakeholders. Additionally, while transitioning to a circular economy, ensuring that the products were easily recyclable, and that there were effective recycling systems in place could be complex. How can Adidas address these challenges? Can it become plastic free by 2024? How can it achieve climate neutrality by 2050?

Source: https://icmrindia.org/case-study-details?casecode=MKTG463

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02. KARA HURST: CAN SHE STEER AMAZON TOWARD ITS SUSTAINABILITY GOALS?

HROB262 | 424-0058-1 | May, 2024 | 2024

The case ‘Kara Hurst: Can She Steer Amazon Toward its Sustainability Goals?” is about the sustainable initiatives undertaken at Amazon under the leadership of Kara Hurst (Hurst) (She). Amazon had always been perceived as a laggard in sustainability and had persistently distanced itself from sustainability compliance, which most of the top corporates in the US followed. After she joined Amazon as the Vice President for Sustainability in 2014, Hurst and her team carried out several sustainable initiatives and Amazon published its first sustainability report in 2018. Subsequently Amazon had brought out its sustainability report every year till 2022. The case discusses Hurst’s background and the challenges she faced in implementing her sustainability initiatives at Amazon. The sustainability initiatives at Amazon are described in the case along with the collaborative leadership guidance that Hurst provided. The case also discusses the impact of the sustainability initiatives along with the use of AI to achieve Amazon’s sustainability goals. In the future, Hurst planned to continue her efforts in the areas of sustainable transportation, recycling, sustainable products, electric vehicles, and circular economy to drive the organization’s goal of achieving net-zero emission by 2040.Can Hurst and her team drive Amazon toward net-zero emission standards by 2040?

Source: https://icmrindia.org/case-study-details?casecode=HROB262

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03. ZIPLINE: NAVIGATING THE RWANDA SKIES TO MAKE MEDICAL SUPPLIES ACCESSIBLE TO MILLIONS ON LAND

OPER162 | 624-0039-1 | August, 2024 | 2024

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?

Source: https://icmrindia.org/case-study-details?casecode=OPER162

04. MARC KOSKA – A SOCIAL ENTREPRENEUR ON A MISSION TO 'AUTO-DISABLE' A HIDDEN MEDICAL CRISIS

LDEN235 | 825-0067-1 | September, 2025 | 2025

The case "Marc Koska – A Social Entrepreneur on a Mission to 'Auto-Disable' a Hidden Medical Crisis," documents the gritty journey undertaken by Marc Koska (Koska) to ensure a world where all unsafe medical injections were eliminated. The case starts out by documenting the early life of Koska and the extensive research that he undertook to learn about syringe reuse in the medical field that led to contamination and consequently disease transmission. The innovation process Koska used to develop the "K1" Auto-Disable Syringe (ADS) that had a lower manufacturing cost than a typical ADS and was reasonably priced, is explained in detail. Later, the case discusses in depth the challenges Koska faced in getting the "K1" syringe adopted by the medical community. The case in particular describes Koska's efforts to get international relief organizations and government authorities to adopt the "K1" through extensive lobbying, mainly through his nonprofit SafePoint Trust UK (SPT). By the mid-2010s, Koska claimed to have sold almost two billion units of the "K1" ADS, thereby saving billions of lives. Koska continued his endeavor to eliminate unsafe injections and in the mid-2010s, he launched a unique low-cost prefilled injector. He then embarked on another journey to popularize his new product by entering into partnerships and distributing licenses. Koska has another challenge on his hands in trying to replace the traditional syringes with his prefilled injector for all injection purposes. Do you think he will eventually succeed?

Source: https://icmrindia.org/case-study-details?casecode=LDEN235

05. ‘WELL-BEING OUT OF WASTE’ – ITC’S SUSTAINABLE WASTE MANAGEMENT PROGRAM

BECG198 | 726-0002-1 | December, 2025 | 2026

The case ‘Well-Being Out of Waste’ – ITC’s Sustainable Waste Management Program” is about the sustainable waste management program of ITC Limited (ITC), an Indian conglomerate. ITC’s ‘Well-Being Out of Waste’ (WOW) initiative helped create awareness among the public about sustainable waste management and waste segregation at source into solid and wet waste. The WOW program was carried out with the active participation and involvement of the local municipal authorities. The WOW initiative also provided training to waste pickers in waste segregation and paid them fair wages. Apart from the WOW program, ITC implemented various sustainable initiatives at its other divisions and also developed sustainable packaging solutions at its ITC Life Sciences and Technology Center (LSTC) in Bengaluru. It remained to be seen how ITC’s sustainable waste management initiatives would pan out in the future and whether its collaboration with the government and NGOs would bring forth the desired results.

Source: https://icmrindia.org/case-study-details?casecode=BECG198

06. THE SCALING UP NUTRITION (SUN) MOVEMENT: A GLOBAL COLLABORATION TO END MALNUTRITION

BECG197 | 726-0004-1 | December, 2025 | 2026

The case is about The Scaling Up Nutrition (SUN) Movement, a country-driven multi-stakeholder and multi-sector global collaboration that harnesses the broad capacities of public and private sectors to end malnutrition in all its forms and supports achievement of the Sustainable Development Goals (SDGs). With the governments of the SUN member countries in the lead, the Movement unites people – from civil society, the United Nations (UN), donors, businesses, and researchers – in a collective effort to end malnutrition by 2030. As of 2024, the Movement included +4,000 civil society organizations, +1,400 businesses, 5 UN agencies, and a strong donor network. The case discusses how malnutrition is a global health problem and the rationale behind the launch of the SUN Movement. Reportedly, since the launch of the Movement, the number of children under 5 affected by stunting had decreased from 171 million to 144 million globally as of 2020. Some of the key challenges before the alliance were to convene stakeholders from various sectors and foster a transparent and collaborative environment to end the malnutrition crisis, overcome shortfalls in governance, and obtain sustainable funding. It remains to be seen whether this broad and inclusive Movement will be successful in achieving sustainable and equitable reductions in malnutrition for all by 2030.

Source: https://icmrindia.org/case-study-details?casecode=BECG197

07. COCA-COLA’S U-TURN ON SUSTAINABILITY COMMITMENTS: FROM AMBITIOUS GOALS TO ADJUSTMENTS

BECG199 | January, 2026 | 2026

In December 2024, US-based beverage giant, The Coca-Cola Company (Coca-Cola), faced criticism globally after it scaled back its packaging goals. The backlash was against the company’s decision to revise its ‘voluntary environment goals’ and introduce a number of new goals which reportedly replaced Coca-Cola’s previous targets in the areas of water, packaging, and emissions. Coca-Cola had set an ambitious goal of achieving 100% recyclable packaging by 2025 and increasing the use of recycled material in primary packaging to 50% by 2030, but in its revised goal, the company pushed back the use of recycled material in its packaging targets significantly to 30-35% along with extending the timeline for achieving the goals from 2030 to 2035. Executive Vice President and Chief Communications, Sustainability and Strategic Partnerships Officer Bea Perez framed the move as a necessary “evolution.” The company cited operational barriers as a reason for the announcements. The operational barriers included a constrained supply of food-grade recycled plastic and disparate global recycling infrastructure. It remained to be seen how would Bea manage Coca-Cola’s commitment to sustainability in the light of operational barriers in meeting targets? How would she be able to strike a balance between the goals and the ground realities?

Source: https://icmrindia.org/case-study-details?casecode=BECG199

08. MICROSOFT’S AI PUSH: A ROADBLOCK TO ACHIEVING ITS CARBON EMISSION GOALS?

BSTR708 | January, 2026 | 2026

In May 2024, US-based tech giant Microsoft reported that the company’s carbon emissions for the year had gone up by 30 percent compared to 2020. The rise in emissions was attributed to the company’s construction of a large number of data centers to support its AI and cloud computing services. The carbon footprint surge was a setback to Microsoft’s ambitious target of becoming carbon negative by 2030. In early 2020, Brad Smith (Brad), President, Microsoft, announced the company would eliminate all of the carbon it had released and become carbon negative that by 2030. However, the company’s unrestrained drive to become a global leader in AI emerged as a roadblock to its achieving its carbon negative goals. As of 2024, Microsoft operated 200 data centers, 190 points of presence (PoPs), and more than 60 data center regions. Will Microsoft be able to balance the growing demand for AI and cloud services with the urgent need to reduce carbon emissions? Will the company succeed in attaining its ambitious target of becoming carbon negative by 2030? What should Microsoft do to achieve the target? These were the questions troubling Brad and he knew he needed to quickly find the right answers.

Source: https://icmrindia.org/case-study-details?casecode=BSTR708

09. INDIA’S MOON MISSION CHANDRAYAAN-3: FROM FAILURE TO SUCCESS

OPM0041 | 624-0017-1 | February, 2024

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?

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0041.htm

10. POWERING LIVELIHOODS’ COLLECTIVE DEPLOYMENT OF DRE LIVELIHOOD TECHNOLOGIES

OPM0044 | 625-0035-1 | September, 2025

In 2001, the Council on Energy, Environment, and Water (CEEW) and Villgro Innovations Foundation (Villgro) collaborated in a joint venture and established Powering Livelihoods (PL). This case examines the financial and strategic dilemmas faced by PL in 2025, as it considered moving from isolated pilots of decentralized renewable energy (DRE) livelihood technologies to a collective deployment model. PL had previously supported technologies such as solar silk reeling machines, horticulture processors, solar refrigerators, micro solar pumps, vertical fodder units, dryers, and dehydrators across rural India, showing measurable livelihood impact. The proposed collective deployment program promised wider adoption and deeper impact through clustered installations for self-help groups (SHGs), farmer producer organizations (FPOs), and rural microenterprises. However, the program required US$520,555 in investment, raised from reserves, CSR-linked grants, and concessional loans. The board debated whether the funding structure and intermediate cash flows were sustainable, and whether traditional appraisal methods adequately captured financial viability and social impact. The case challenges students to assess financial structures, revenue projections, and impact trade-offs in scaling renewable energy technologies for rural livelihoods.

Source: https://www.ibscdc.org/Case_Studies/Operations%20and%20Project%20Management/Operations%20and%20Project%20Management/OPM0044.htm