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## FEED MY CHENNAI: AN ACHIEVEMENT AND A PUZZLE

Anjali Banerjee went through her notes on Feed My Chennai, a humanitarian initiative, one more time. Feed My Chennai was a not-for-profit initiative, spearheaded by a team of corporate leaders from Chennai, to provide freshly cooked hot meals to migrant workers and others who were left stranded in the city by the countrywide lockdown in India following the onset of the COVID-19 pandemic.

Banerjee, a professor at a Management institute in India, was intrigued by the success of the initiative – made operational within 5 days of idea generation, the initiative went on to serve more than 900,000 meals over 34 days with close to zero wastage and pilferage. 85% of the meals were served on time and the remaining within 30 minutes of the scheduled time.

The initiative received overwhelming support and appreciation (**Exhibit 1**) from different sections of the society, individuals and organizations alike. So much so that, 11 days into the collection drive, the Feed My Chennai team thanked the public for their generous support informing them that they had received sufficient funds to run the program till the end of the lockdown, and would not be accepting any further contributions.

Banerjee wondered what factors contributed to the success of the initiative. Was it the fact that it was led by some of the best-known business personalities from the city? Was it the set

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*Prof. Megha Sharma of the Indian Institute of Management Calcutta and Menaka Rao developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.*

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of volunteers associated with it? Was it the campaign's media/social media coverage? Or, was it just the situation – the difficult times, where any such initiative would be as successful? Eager to identify the underlying management lessons for her students, Banerjee decided to study the initiative in detail.