

## Indian Institute of Management Calcutta Case Research Center

## AN IIMCCRC BI-ANNUAL NEWSLETTER

# Showcase

## ✓ IIMCCRC's journey till date

We are pleased to share with you the inaugural issue of "Showcase", a newsletter of IIMCCRC. IIMCCRC was born in the year 2012 with the aim to build a repository of world-class case studies that focus on Indian businesses. IIMCCRC began with a single step, a single Case in the year 2012. Four years later, the IIMCCRC repository hosts 22 cases with several cases in the pipeline on several top companies of India that are being supervised by a large number of faculty members of the Institute. "Showcase" is an initiative to share with you the latest news and events of the IIMCCRC, thus establishing a better connection with you with. We hope you will enjoy reading the newsletter.

## ✓ Case Method Workshop 2016



Indian Institute of Management Calcutta Case Research Centre (IIMCCRC) organized a two day workshop on Case Method on the 28th and 29th of March'2016. Prof. Phillip Charles Zerrillo, Dean and Faculty member of Singapore Management University (SMU) and a noted champion of case teaching and Ms. Havovi Joshi, Head of Communications at SMU and a prolific case writer facilitated the workshop. The sessions were interactive and participants showed keen interest to putting their learning to practice. Faculty members from IIMC shared their experiences of case development and writing with the audience.

## ✓ What is New?

The sneak peek feature has been introduced for each case study in the publication section of IIMCCRC's web page. This allows the viewer to go through the introduction section of the case which gives them a better understanding of the theme of the case. Our hope is that this new feature will increase the visibility of our case studies and will allow more faculty members (within and outside IIMC) to adopt the case studies developed under the aegis of IIMCCRC.



## In the News

### ✓ Donation Received from Alumni

IIMCCRC received a donation of Rs. 76 lakhs + from the 23<sup>rd</sup> batch of PGP students of IIMC. IIMCCRC gratefully acknowledges the financial assistance and plans to use this fund for the development of 30 case studies that will acknowledge this contribution

### ✓ Press Release on Case Study

IIMCCRC proudly announces the recent press coverage of a case study on Mytrah Energy.

The case study captures the journey of a startup in the field of renewable energy. It

describes their evolving business model and process excellence and exemplifies how smart governance and

flawless execution has helped the company become a dominant player in this industry segment.

For details please visit:

<http://indiablooms.com/ibns-new/life-details/E/2097/iim-calcutta-releases-case-study-on-mytrah-s-road-ahead.html>

## Recently Completed Cases

### ✓ Faculty Speaks



Management studies should blend academic knowledge with real-life business acumen. Case-based teaching brings students as close as possible to practical business scenarios by providing an active learning platform that call on their analytical thinking skills.

I have written two case studies that have been published by IIMCCRC. The first on CRISIL is about the diversification strategies of a credit rating agency that grew from humble beginnings to a successful global player in financial services research and analytics. The second one on the steel industry in India looks at the supply side challenges of the Indian steel industry and analyses the pros and cons of certain strategies for raw material security.

In future I would like to write more cases and publish them through IIMCCRC. I think, IIMC is a great endeavor of IIMC and the entire IIMC body, namely its faculty, students and alumni should work closely for the success of this center. As management teachers, we find that there is a huge void in terms of case studies related to Indian companies and India specific business scenarios. IIMCCRC is a step in the right direction. I wish IIMCCRC all the success in the coming years.

**Prof. Preetam Basu**

**Assistant Professor, Operations Management, IIMC**

### ✓ Case Writer Reflects



I have worked with Prof. Indranil Bose and Prof. Preetam Basu in developing a case on CRISIL, the credit rating company. Writing this case involved very active collaboration with the professors, in terms of collecting information, analyzing the same and writing and editing the narrative.

The CRISIL case involved both primary and secondary research. We had to read a lot of material available about CRISIL, including a book written about the company. Using this background information, we then met senior CRISIL executives including their CEO in their Mumbai Head Office. These interviews generated a lot of insights about the evolution of CRISIL and where it stands today. All along, we were guided by Ravi Santhanam, a distinguished IIMC alumnus, who had a good understanding of the company. For me, it was great learning to interact with so many knowledgeable people including Prof. Bose and Prof. Basu and get their feedback.

**A.V. Vedpuriswar**

**Case Writer and IIMC Alumni 26th batch PGP**

### ✓ The Editorial Team



**Prof. Indranil Bose**  
Faculty Coordinator



**Mr. Anirban Biswas**  
Head - IIMCCRC



**Ms. Sutapa Dey**  
Sr. Executive Secretary

- *Growing the Remanufacturing Business At Caterpillar India*
- *Doctors For You: Entrepreneurship in Disaster Management*
- *Motorola's Re-entry Into The Indian Mobile Market: The Marketing Strategy*
- *Greenfield Software: In Search of the Right Pivot*
- *Apple's i-phone 5C in the Indian Market - A Product Positioning Failure*
- *Securing Raw Materials: A Case on the Indian Steel Industry*
- *CRISIL: From Credit Rating to Global Analytics*
- *Mytrah Energy: Growth Beyond Wind?*
- *Durex in India: The Category Normalization Challenge*
- *Van Heusen: The Journey of a Brand*
- *Volkswagen India: Scripting a New Story for the Passenger Car Market*
- *Services or Solutions? The Dilemma of Latent view Analytics*

### ✓ Alumnus Connects

I got going with Prof. Indranil Bose and the Case Research Centre at IIMC exploring ideas, approaching my former clients with case ideas.



We decided to proceed with two cases, one on Bosch India: and the other on CRISIL. The thoroughness and rationality with which Prof. Bose and his team (including Prof. Harita from IIMB) documented was a real eye opener and had any number of "Aha" moments and "Oh oh moments" however the "Ahas" out numbered "Oh oh"s by a healthy margin.

Notwithstanding 32 years as a professional manager and 6 years as a Coach and Consultant I discovered that there is still a great headroom for professional understanding and personal growth. I am really glad to say that this exercise of working with Prof. Bose and his team was truly a very enriching experience for me. Accidents at times can be fun!

**Ravi Santhanam**  
IIMC Alumni 15<sup>th</sup> Batch PGP

### In Case



If you have any suggestion about the newsletter or if you want to share any innovative idea about case teaching and case writing please reach us at [sutapa@iimcal.ac.in](mailto:sutapa@iimcal.ac.in)