



# *The IIMB*

## DIGEST



# NEWSMAKERS

## **IIMB's Prof. Prateek Raj awarded grant for ICSSR-ESRC-UKRI call for collaborative research on UK-India Trade**

Prof. [Prateek Raj](#), IIMB Young Faculty Research Chair and faculty of the Strategy area, has been awarded a grant for an ICSSR-ESRC-UKRI call for collaborative research on: 'The future of UK-Indian trade and cross-border investment in a changing global environment', as part of the ICSSR-ESRC-UKRI Bilateral Programme (Indian Council of Social Science Research-Economic and Social Research Council-UK Research and Innovation).



The grant under the Indian Council of Social Science Research (ICSSR) project has been awarded in response to a proposal from Prof. Prateek Raj titled: 'Enablers and Obstacles for UK-India Trade: Banks and Diasporas', submitted in collaboration with UK based co-investigators at King's College London (Prof. Sunil Kumar Mitra and Prof. Kamini Gupta). The venture will go a long way in showcasing deepening Research & Development into trade relations by UK and India academics, and will study how informal institutions such as diasporic social capital, and formal institutions such as banks influence trade between India and the UK. Prof. [Rupa Chanda](#), RBI Chair in Economics, and faculty and Chair, Economics & Social Sciences area of IIMB, is a member of the advisory council for this project.

Joint statements by the finance ministers of UK and India also have lauded the research projects on the future of UK-India trade and investment in a changing global environment.

## **IIMB teams make a clean sweep at the BLoC Boardroom Challenge Semi-finals held on December 04 by bagging top and runner-up spots**

A team from IIM Bangalore, including Chandrasekar T, Chithra R, and Vijay S, has bagged the top position at the semi-finals of the BLoC Boardroom Challenge 2020, held on December 04 (Friday), 2020. It was a two-fold feat for IIMB at the competition, as the runner-up team is also from the school, with Nidhi Ashok, Sanjana V Kulkarni and Pranave Nanda as team members.

The Bengaluru round of the contest had four teams participating. While the team from ICFAI Business School (IBS) was the second runner-up, the one from CMRIT was ranked fourth. Going forward, IIMB's winning team will face the winners of the semi-finals from eight other cities, in the finals. The Hindu Business Line on Campus presented the teams a unique opportunity to exhibit strategic and financial skills. The teams also had a chance to present their solution to an exemplar panel who challenged the participants' understanding and pushed them to think more.

The case for the semi-final round was on Colgate, its branding strategy and how it can gain 60% market share by 2024. The case delved into the current oral care market scenario and the dilemma faced by Colgate. Even though Colgate is the market leader by a large margin, it is waging a continuous war with several competitors on multiple fronts and losing market share in many segments.

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The case talks about their current products' positioning and their difficulties in gaining market share, especially in the fast-growing herbal and sensitive segments. IIMB's winning team proposed a shift to a hybrid branding strategy and local player acquisitions to achieve the objectives. The proposal was backed by marketing and promotion spends for each brand, including potential acquisition targets and their valuation.

The runner-up team from IIMB made a three-fold proposal to tackle the challenge. First, to employ an endorsed brand strategy for Colgate's brands such as Vedshakti, Sensitive and MaxFresh. Next, to gain a first-mover advantage in the Vegan segment by bringing in the brand Hello, which is now a part of their global portfolio. Third was to ensure spending on better visibility, communication and branding efforts for the ayurvedic and sensitive segment and in the long term, to employ a direct-to-consumer model with their premium oral care brands, along with the product portfolio under Colgate's ShopSmiles.

The rating of the teams was based on their understanding/analysis of the case, the solution provided, the presentations as well as teamwork. The esteemed jury members were: KS Rao, Senior Vice President & Head, Investor Education & Distribution Development, Aditya Birla Sun Life AMC Ltd, Vishwadeep Kuila of marketing consultancy Brand Vectors, Lokeshwarri SK, Associate Editor and Head of Data Research Vertical at The Hindu Business Line, and BLoC editor Vinay Kamath.

### **IIM Bangalore's EPGP team wins first position at Agrovation - The Business Plan Competition hosted by IIM Ahmedabad**

Team Ecolexirs from IIM Bangalore, consisting of Abhinav Goswami and Sandeep Karmaker, both students of the [Executive Post Graduate Programme in Management](#) (EPGP), won the first spot at Agrovation: The Business Plan Competition conducted by IIM Ahmedabad. They emerged as the national champions in the event Krishi Manthan 2020, held on December 27, 2020.

Krishi Manthan is the flagship event organized by their PGP-FABM course. The challenge had 680 registrants across colleges and courses in India. The participants had to present their business idea over a series of three rounds, related to the field of agriculture and food that could generate significant impact in uplifting the agriculture sector of the country.

The EPGP is an intensive one-year, full-time programme designed to enhance skills and capabilities essential for responsible positions at senior management levels. The objective of this programme is to produce future leaders who can handle the dynamic corporate environment.



# RECENT EVENTS

## IIMB Chair of Excellence & Endowed Chair Seminar Series

**Prof. Pulak Ghosh presented his paper titled 'Financial Inclusion and Alternate Credit Scoring: Role of Big Data and Machine Learning in Fintech' on December 23**

Prof. [Pulak Ghosh](#), of the Decision Sciences area and IIMB Chair of Excellence, presented a paper titled, 'Financial Inclusion and Alternate Credit Scoring: Role of Big Data and Machine Learning in Fintech', as part of the IIMB Chair of Excellence and Endowed Chair Seminar Series.



The study uses unique and proprietary data from a large Fintech lender to analyze whether alternative data captured from an individual's mobile phone (mobile/social footprint) can substitute for traditional credit bureau scores and improve financial inclusion. Variables that measure a borrowers' digital presence, such as the number and types of apps installed, measures of social connections and borrowers' 'deep social footprints' based on call logs, significantly improve default prediction and outperform the credit bureau score. Using machine learning-based prediction counterfactual analysis, the research finds that alternate credit scoring based on the mobile and social footprints can expand credit access for individuals who lack credit scores without adversely impacting the default outcomes. It is found that the marginal benefit of using alternative data for credit decisions is likely to be higher for borrowers with low levels of income and education, as well as for borrowers residing in regions with low levels of financial inclusion.

**Prof. Jishnu Hazra presented a co-authored paper on 'Illegal Content Monitoring on Social Platforms', on December 08**

Prof. [Jishnu Hazra](#), Airbus Chair in Supply Chain Management and faculty in the Production & Operations Management area of IIM Bangalore, presented a paper titled, 'Illegal Content Monitoring on Social Platforms', co-authored with Dr. Tarun Jain, faculty of the Production & Operations Management area of IIMB, and Professor T.C. Edwin Cheng, Dean, Faculty of Business, The Hong Kong Polytechnic University, as part of the IIMB Chair of Excellence and Endowed Chair Seminar Series.



Illegal content uploads on social platforms have grown rapidly in recent years. While previous research has studied various enforcement efforts to remove illegal content, this paper considers such enforcement efforts in the setting where the content is sold through a platform firm. Furthermore, the research considers the situation in which along with the subscription-based legal content on the platform, there is free illegal content that may generate revenue through advertisements for the platform. Specifically, the research analyzes three scenarios of illegal content monitoring: first, only the content developer monitors; second, only the platform firm monitors, and thirdly, both the content developer and platform firm monitor the illegal content.

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The finding is: under certain conditions, it is beneficial for the platform firm to exert a higher monitoring effort than the content developer even though the former may gain advertisement revenue through the display of illegal content. In addition, while it is expected that the content developer's profit is highest when only it exerts the monitoring effort, it is observed that the scenario where both players exert monitoring efforts, results in a win-win situation.

## **Towards Digital Transformation**

IIMB kicked-off the Oracle Applications Implementation project on December 16th 2020. The journey will be completed in approximately 11 months. It will focus on Campus Solution, Procurement, Inventory Management, Financials, HR & Peoples, and Projects & Expense Planning. "We have collaborated with Oracle to leverage and use the best practices and standards embedded in the Cloud technology solutions," said Vikram JS, Head of ERP at IIM Bangalore. The transformation, he explained, is expected to provide a flexible campus solution with end-to-end student life cycle for both degree-granting and Executive Education programmes, an innovative finance solution to comply with enterprise and accounting representation, and legal and regulatory requirements, and comprehensive employee lifecycle management.

### **Prof. A Damodaran leads UNDP Sustainable Development Goals Coordination Centre's e-conclave 'SDG for Youth'**

The Sustainable Development Goals Coordination Centre (SDGCC) of the United Nations Development Programme (UNDP) hosted an e-conclave, SDG4Y (SDG for Youth), on December 19th. This conclave was intended to provide a platform for the faculty, mentors and students of academic institutions to obtain an overview of Sustainable Development Goals, their implementation and the role of youth in SDG engagement. This was the Government of Karnataka's first SDG academia and youth conclave.



Prof. [A Damodaran](#), IIM Bangalore faculty from the Economics & Social Sciences area, led discussions on 'SDG: A Driver for Youth Leadership and Engagement', 'Role of Youth in Achieving SDGs', and 'Role of Academia in Achieving SDGs', along with the 'Dialogue with Youth'.

UNDP's mandate from United Nations and NITI Aayog is to support the states for implementing their SDG VISION 2030 by establishing and running SDG Coordination Centres.

### **Leadership in a Virtually Connected World: IIMB offers SNoC to global B-schools**

IIM Bangalore is the only Indian management school to be a member of the Global Advanced Network for Management – a network of 32 eminent business schools around the world. IIMB became a member of the Global Network for Advanced Management in 2012. The main objective of the network is to prepare students to be better managers in a global world through access to courses and short programmes and also to drive innovation and create value by connecting leading global business schools, their resources, and their stakeholders.

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Small Network Online Courses have been taught in online mode as part of the Global Network's offerings. "When the pandemic set in and virtual work became a norm rather than an exception, I thought it would be interesting to highlight from the scholarly literature, aspects of virtual work force, technology channels, and global mindset that company executives and leaders would find insightful because I have been involved in research and teaching on these topics even before the 'new normal' set in," explains Prof. Ritu Tripathi who offers the course, Leadership in a Virtually Connected World, to students of the Global Network schools.

The 15 students—all working executives— from 10 business schools located in four different continents, across several different time zones, would sign in for 90-minute classes every Wednesday and Thursday for 6 weeks, from October 26th to December 17th, 2020. "The most interesting and immersive aspects were team projects and assignments, so it seemed that we were not only learning but actually living the course, and I felt like a 'virtual leader' myself driving the group cohesively towards learning outcomes," Prof. Tripathi adds.

The participants say they could apply their learnings to practice right away in their virtual teams at work.

[Read more](#)

### **IIMB's strong presence at the International Conference on Information Systems 2020 makes a mark**

Our strong presence made a mark at the International Conference on Information Systems (ICIS), held by the Association for Information Systems (AIS), from December 14 to 16, 2020. Due to the Covid situation, the entire conference was held on the virtual mode, seamlessly. IIMB was not only one of the sponsors, the school also had award-nominated papers by faculty and students. Prof. [Rahul Dé](#) from the Information Systems area of IIMB spoke at the opening and closing sessions. The conference will return to India, Hyderabad, in 2023.

A paper titled, "A 'Linking Pin' or Beyond? A Decision Rights Perspective of the Guardian Vendor Role in IT Multisourcing", co-authored by Prof. [Rajendra K Bandi](#), Chair, Information Systems area, and Bhavya Peapully Shroff, doctoral student of the Information Systems area at IIMB, won the 'Best Short Paper in Track' for the track – IS Development and Project Management – at ICIS 2020.

A paper titled, 'Actualizing affordances – Story of Indian Information Technology (IT) Industry delivering Artificial Intelligence based solutions', co-authored by Prof. [Rajalaxmi Kamath](#) of the Public Policy area of IIM Bangalore and Vinay Reddy Venumuddala, doctoral student at IIMB, won the 'Best Student Paper in Track' for the track 'IS Development and Project Management', at ICIS 2020.

Congratulating the winners, Prof. [Rahul Dé](#) said, "This is a rare achievement because getting a paper into ICIS is very difficult, let alone win a best paper award!"

ICIS 2020 was held on three days at three different times, corresponding to the three zones - Asia, Europe and the Americas. There were over 1500 paid attendees. A total of 1142 papers were submitted, of which 317 were selected through peer review (about 30%), and 970 authors of the selected papers were from 33 countries.

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Germany had the highest number of authors, followed by USA and then China. India had a good presence. The conference was supported by 1795 reviewers and 593 AEs.

N. R. Narayana Murthy, Co-founder of Infosys, was the keynote speaker and delivered an inspiring lecture. He was recognized with the Leadership Excellence Award.

Most of the presenters were doctoral students. Many of the topics were focused on social, economic and environmental issues. Diversity and inclusion were strong themes. Most papers were very strong on quantitative analysis. One popular method was the difference-in-difference approach. AI, ethics, robotic process automation, and platforms had a lot of papers. There were also tutorials on making the wildly popular street food from India – *chaat*, *Odishi* dance and yoga.

## Second IIMpressions are best!

Alumni of IIM Bangalore's Post Graduate Programme in Management, Anil Yerra, who was formerly with Wipro, and Vivek Srinivasan, Founder, Gradior Consulting, presented the alumni book, 'Second IIMpressions', which has contributions from students of the PGP batch of 1996-98 to the IIMB Director, Professor Rishikesh T Krishnan, and the Dean of Alumni Relations & Development, Prof. K Kumar, on December 24, 2020.



## Summer Placements

### IIMB achieves 100% Summer Placements; 139 firms recruit for 194 roles

All 525 eligible students of IIM Bangalore were recruited for summer placements by over 130 companies which made 529 offers. Roles offered included PE/VC, Business Analytics, Consulting, Finance, General Management, IT/Product Management, Operations, Sales and Marketing.

"The entire process of summer placements was conducted online, all 525 students, including PGP and PGP BA students, were placed in less than a week of starting the process," said Prof. [U. Dinesh Kumar](#), Chairperson of Career Development Services at IIMB.

"The novelty of the virtual ecosystem, integrated for the online summer placements 2021, will always be a landmark achievement. The continued support of our existing recruiters, the excitement of new recruiters and the amazing teamwork amongst all stakeholders have ensured the successful summer placements," said Dr. Roopa Adyasha, Senior Manager of Career Development Services, IIMB.

"Traditional recruiters have supported us by bringing in new roles across divisions. New recruiters have come in. Other than the domain of Consulting, students have also received a large number of offers for S&M (95), General Management (81) and Finance (71)," said Anushree Jibhakate, Student Placement Representative, IIM Bangalore.

## First batch of MBA in Business Analytics wins big

The first batch of students of the PGP-BA programme at IIMB has received offers in the domains of Consulting, Data Analytics, Product Management, Business Strategy & Operations across sectors, including Management Consulting, BFSI, E-Commerce, Ed-Tech and Transportation. Consulting Companies that recruited from the programme include Accenture, Alvarez & Marsal, Boston Consulting Group, Cognizant Business Consulting, Kearney, and McKinsey & Company.

Other prominent companies which recruited from the very first batch of MBA Business Analytics included Amazon, American Express, Appario, Citibank, Cloudtail, PayU, Titan, Uber, Unacademy & Yodlee. A total of 25 companies made offers to the MBA Business Analytics students.

Tapas Ranjan Pati, Manager – Career Development Services – MBA in Business Analytics, said: “The PGP-BA cohort, alongside PGP, put up a great effort to secure offers from top companies. Many marquee recruiters offered exclusively crafted roles in Business Analytics domain. The IIMB PGP Placement Committee managed this first-of-its-kind virtual placement process seamlessly.”

Professor U. Dinesh Kumar, Chairperson of MBA in Business Analytics, said that the response from prominent companies is a show of faith in the analytics programme offered by IIMB.

## EXECUTIVE EDUCATION PROGRAMMES

### Custom Programmes

#### **Business Leadership Programme for ITC Limited: Inaugurated on 18th November 2020**

Business Leadership Programme for ITC Limited was inaugurated on 18th November 2020. The Chairman and MD, ITC Ltd., Mr. Sanjiv Puri, and the CHRO, Mr. Amitav Mukherji, addressed the participants at the inaugural.

The programme has 32 participants who are Level-4 managers belonging to various departments of the group, working with various product categories (hotels, agri, packaged foods, paper business, etc.). The programme is aimed at developing their business knowledge to transition into functional leadership responsibilities. The programme themes include Competitive Strategy (formulation and execution), Operational Excellence, Financial Acumen, Orchestrating Performance in Teams, Intrapreneurship and Managing Change – all aligned to the five dimensions of the company’s leadership framework.

It is a five-day programme delivered live, online in two phases. The participants will also work on a live Action Learning Project, identified by their organization.

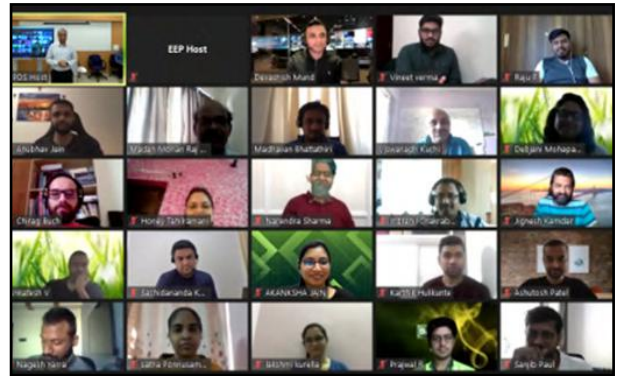




## Long Duration Certificate Programmes

**'MPDS – Modular Programme in Data Science', live online Long Duration Programme: Inaugurated on 10th December 2020**

MPDS Programme Batch-1 was inaugurated on 10th December. The programme comprise four modules - Foundation, Machine Learning, Big Data, AI and Deep Learning.



'Modular Programme in Data Science' (MPDS) from IIM Bangalore has been designed to empower managers and other professionals to draw from the frameworks of Data Science and Information

## PODCAST

## IIMB expert on the impact of COVID-19 on human resource management

The eleventh episode of the IIMB Podcast series, broadcast on December 13th, featured a conversation with Dr. Vasanthi Srinivisan, Chair, Digital Learning at IIMB and Professor in the area of Organizational Behavior and Human Resource Management. Prof. [Vasanthi Srinivisan](#) discussed HR and people management issues in the virtual world.



COVID-19 has impacted business in more ways than one. One significant impact is the way people work. From a face-to-face interaction in office to staring at each other over patchy virtual calls, things have changed and how! The podcast touched on how this sudden change in work culture has affected the wellbeing of employees and what can organizations do to steer this transition smoothly. Prof. Vasanthi Srinivasan drew attention to the new buzzword – Phygital (Physical + Digital), wherein while individual work can be done from home, collaborative work requires employees to work from the office. Observing that the 'work from home' culture is here to stay, she pointed out that technology can be leveraged to mitigate the stress factor. "Companies which are resilient performed better during the pandemic. Therefore, restructuring exercises will now be focused towards building resilient organizations over the efficient ones. Resilience is a higher order capability while efficiency is a lower order capability. Organizations would need to focus on both and strategize the restructuring accordingly," she explained.

Listen to the podcast on:

SoundCloud

Spotify

## Apple Podcasts

[Google Podcasts](#)

## IIMB Podcast: 'Communication for Leaders during a Crisis'

The Communications Office and the Student Media Cell of IIM Bangalore launched the IIMB Podcast Series on July 12th, 2020. The Podcast series is a platform to discuss the latest business, economic, management, and social issues that matter. It runs twice a month – on the second and fourth Sunday –and has the IIM Bangalore community, including but not limited to the faculty members, alumni and students, providing their insights and perspectives on contemporary topics and issues.



The twelfth episode of the series, released on December 27th, featured a conversation with Dr. Rakesh Godhwani, author and adjunct faculty at IIMB. He explained why effective communication is an essential attribute for managers and leaders, how leaders use communication in times of crises, and how one can develop effective communication skills. He also how virtual workplaces have impacted communication styles.

Listen to the podcast on:

[SoundCloud](#)

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## RECENT RESEARCH

### PAPERS

#### **Culture and Attitudes Towards Euthanasia: An Integrative Review**

Authors: Anjana Karumathil, Prof. [Ritu Tripathi](#)

Journal: *OMEGA – Journal of Death and Dying*

Doctoral student Anjana Karumathil and OBHRM faculty Dr. Ritu Tripathi's paper, 'Culture and Attitudes Towards Euthanasia: An Integrative Review' has been accepted for publication in *OMEGA - Journal of Death and Dying*.



The paper examines and integrates two decades of research on euthanasia from a cultural perspective. After an exhaustive search from Scopus and Web of Science, 40 studies matching the researchers' criteria have been included in the review. The authors qualitatively summarize the literature country-wise and use text maps of co-occurring terms in the titles, keywords, and abstracts to determine similarities and differences among sub-themes in continental clusters. Analysis of Asian, European, North American, and multi-cultural studies suggest that attributes unique to each culture are instrumental in shaping public attitudes towards euthanasia. The authors also find that some cultures, despite the prevalence of euthanasia, are underrepresented in empirical research. This integrative review on the cultural nuances in end-of-life decisions like euthanasia is pertinent to social scientists, healthcare professionals and social workers in any given time, but more so during such critical events as worldwide COVID-19 pandemic.



## **Actualizing affordances – Story of Indian Information Technology (IT) Industry delivering Artificial Intelligence based solutions**

Authors: Vinay Reddy Venumuddala and Prof. [Rajalaxmi Kamath](#)

Doctoral student Vinay Reddy Venumuddala's paper, guided by Dr. Rajalaxmi Kamath, faculty from the Centre for Public Policy, was selected 'Best Student Paper in Track' within the track: 'IS Development and Project Management' at ICIS 2020. The Track Chairs nominated it for the Best Student Paper ICIS-2020 award.

Artificial Intelligence (AI) driven by Machine Learning has emerged as a key transformative technology for organizations across industry verticals, helping them generate business insights from data by utilizing the increased capabilities of today's computational systems. AI, along with other emerging technologies such as Cloud and Big Data, is now greatly influencing Indian IT industry, which was traditionally known for delivering custom software (SW) and Business Process Management (BPM) solutions to its clients across the globe. Advent of these technologies is driving Indian IT firms to now assume the role of integrating emerging technologies into their traditional software solutions intended for their clients.



Given this context, the authors attempt to explore challenges facing Indian IT organizations while equipping themselves for providing AI solutions. Their research examines the nature of work in the context of a team working with Integrated AI and SW solutions, in an IT organization based in Bengaluru, India. They base their findings from a four-month ethnography study in this organization, where one of them worked as a full-time resource within this team in a running AI project.

Based on their ethnography, their findings suggest that work processes in AI projects in Indian IT organisations continue to be influenced by the traditional SW/BPM workflows. Indian IT firms, globally recognized within IT-BPM services sector, are known for their standardized work processes ensuring quality-development and timely delivery of SW and BPM solutions. Emphasis on modularisation and replicability of solutions has also managed to keep costs low. However, integrated emerging technology solutions that are now demanded by the clients, pose novel challenges to these firms. Some of the technologies, like AI, for example, require revolutionary changes in the way work is expected to be carried out. From our experience of working in this project, we provide in-situ illustrations of work practices, processes, and interaction in such a blended AI project.

Through their work in this project, the authors describe how work practices associated with AI solution development involve more experimentation, less modularization, calling for greater vertical as well as horizontal collaboration. Strict division of work tasks and work flows along the lines of SW solutions can prove detrimental to unleashing the full possibilities of AI technologies. Organizations such as this are thus having to make trade-offs that limit the true potential of AI solutions. The authors believe that streamlining work processes by adjusting them to practices and work-role interactions expected by emerging technologies, is important for Indian IT organizations to move up their value chain. Their study hopes to also shed some light into information systems development and project management within service-based IT organizations in the era of emerging technologies such as AI.



## CASES

[Here](#) is the complete list of teaching cases authored by IIMB faculty and published by Harvard Business Publishing for Educators. We feature three cases from the list in this month's issue of IIMB Digest.

### **Exceed: Improving Productivity and Reliability in Delivery of Software Solutions**

By: Prof. [B. Mahadevan](#), Sivakumar S (2020)

This case describes the managerial challenge faced by a mid-size hardware and software services company in determining the course of action that needs to be taken to address certain productivity and quality concerns raised by their customer. As the managing director of the company investigates the cause of the poor quality and under-productivity of a project team, he receives a plethora of equally plausible causes along with supporting data. The challenge is to sift through the myriad problems and causes in a systematic manner to identify the best course of action. This case is rooted in a B2B service business setting and can be used to comprehensively demonstrate the application and utility of the various quality control tools for managerial decision making.



[Read more](#)

### **GUS Education India: Preserving the Soul during Rapid Growth**

By: Prof. [Abhoy K Ojha](#) (2020)

Shashi Jaligama, Managing Director (MD) of GUS Education India (GEI) and his colleague, Nikhil Patwardhan, Senior Director, Client Services held a review meeting with the core team at the end of the workday on April 17, 2020. After the meeting, they looked back with pride on the high level of growth that had been achieved and the high-performance organizational culture they had instilled. However, they reminded themselves that they needed to adopt some initiatives to sustain the rate of growth as well as introduce systems and processes to support the next stage of growth while maintaining the organizational culture. They were concerned that the culture could get diluted with increase in the number of new employees, and their own inability to spare as much time in engaging with employees as they had done in the early stages. Both acknowledged that there were some signs of strain in customer and employee experiences, which needed to be addressed at the earliest. They also wondered if there was something more than culture that needed to be articulated to sustain the high performance as the organization scaled.



[Read more](#)

## **Swiggy™, Foodora™, and Yelp™: Hyperlocal Platforms**

By: Prof. [Srinivasan R](#), Sandeep Lakshmipathy, Pramoth Joseph (2019)



The case on Swiggy, Foodora, and Yelp analyzes the hyperlocal food delivery business models that are popular in their respective markets. These multi-sided firms bring together local businesses such as restaurants and salons with their patrons through assistance in service discovery and delivery. This case elaborates how the foodtech space is evolving in countries such as India, Germany, and the United States, and how each of these hyperlocal platforms are adopting different strategies to sustain their business in their primary markets. When used as an introduction to multi-sided platforms, this case can help the student understand the hyperlocal space, the logistics challenges that food industry faces and how these delivery service platforms help address the same. This case also looks at what threats these platforms pose to its different sides and how envelopment possibilities emerge. It should help the students appreciate how a technology platform brings differentiation to the traditional food industry, and how a platform business model can provide significant competitive differentiation. By presenting three different hyperlocal platforms in as many geographies, the case study helps illustrate the commonality of business models while bringing forth the nuances of each market and its operational complexities.

[Read more](#)

## **Little Green Kid**

By: Prof. [Srivardhini K. Jha](#), Manna Jacob (2018)



The case describes the journey of Rashmi Vittal, founder of Little Green Kid (LGK), an organic clothing company based out of Bangalore, India. A big believer in sustainability business, Rashmi started LGK to create and retail a line of 100% organic clothing. A technology professional by training, she struggled to figure out the various aspects of the organic clothing business and painstakingly put together each piece of the puzzle. She built the business by using various means of bootstrapping - outsourcing, partnering, sharing capacity, and leveraging the support of friends and family. The case is positioned at a point where Rashmi has built a modest but cash flow positive business. She now needs to decide the future course of action for LGK, that is, if and how to grow the company to the next level. The case provides rich material to discuss the concept of bootstrapping; the challenges of building and scaling a venture that seeks to carve out a new market (organic clothing); the trade-off involved in seeking venture capital funding, especially for a sustainability business.

[Read more](#)

# FACULTY-AUTHORED ARTICLES

## Challenges for India's B-schools in attaining global leadership

In this article in *Business India*, IIMB Director Prof. [Rishikesha T Krishnan](#) points out that while IIMB's FT rankings indicate that the B-school is already globally competitive, some challenges remain in attaining global leadership.

[Read more](#)



## The Tata-Mistry Dispute: Does Corporate Governance Have A Basic Foundation?

The ongoing dispute between Tata Sons and the Shapoorji Pallonji Group is affording the Supreme Court of India a very rich opportunity to opine on some of the fundamental questions related to corporate governance. The challenge before the Supreme Court now is to decide if the decision-making powers of the board of directors are indeed an unalterable basic foundation of a company or if shareholders are the ultimate decision-making authority who may choose to delegate decision making to agents as they see fit.

Which model of corporate governance will the Supreme Court adopt, ask [J Ramachandran](#), Professor of Strategy and Savithran Ramesh, Research Associate at IIMB, and KS Manikandan, Associate Professor of Strategy at IIM Tiruchirappalli, in this article in *Bloomberg Quint*.

[Read more](#)



## TN's sui generis development model

A common Tamil identity laid the ground for socio-economic growth. It must now promote market-based entities, write IIMB's Prof. [Prateek Raj](#) and Prassanna Venkatesh B, in *Hindu Business Line*.

[Read More](#)





## Civil Society Organisations and Foreign Contributions: Why the Xenophobia?

Reversing India's historically open attitude towards aid will hit welfare in areas the state cannot easily reach, writes Prof. [MS Sriram](#), Chairperson of the Centre for Public Policy at IIMB, in this article in *The India Forum*.

[Read more](#)



## View: Even with reforms, farmers need to increase their bargaining power in the market to reap benefits

In this Opinion article in *Economic Times*, Prof. [Trilochan Sastry](#), from IIMB, writes that replacing exploitative local middlemen with big corporates hardly benefits the farmer in any way.

[Read more](#)



## The pandemic's blow to school children

Though COVID-19 has severely impacted education, a recent study shows that many creative solutions have also emerged, write Prof. [Suresh Bhagavatula](#) of IIMB and Shubh Samtani, in this article in *Hindu Business Line*.

[Read more](#)



## Challenges marketers are going to face in 2021

Dr. [Prithwiraj Mukherjee](#), from the Marketing area at IIMB, writes that as India reels under the impact of this disease and its associated healthcare challenges, businesses and the government must collaborate to revive the limping economy.

[Read more](#)



## A Guide To a Successful Entrepreneurial Journey For Aspiring Entrepreneurs

In this article in *Entrepreneur India*, Prof. [Srivardhini K Jha](#), Chair, Entrepreneurship area at IIMB, lists ways in which entrepreneurs can enhance the excitement of embarking on a new journey while making a difference in the world.

[Read more](#)



## Seven steps to prepare business leaders for a turbulent world

As pandemics place curbs on human activities, and disrupt supply chains and geo-political shifts (such as the rift between China and the US) and new trade agreements change the global business landscape, business leaders need these seven vital skills, writes IIMB Director and Professor of Strategy [Rishikesha T Krishnan](#) in *Hindu Business Line* on Campus.

[Read more](#)



## Entrepreneurs should manage their feelings and emotions in these Covid-19 times

In this article in *Forbes India*, Prof. [Ludvig Levasseur](#) writes that entrepreneurs need to keep their level of energy, commitment, discipline, and passion high enough to be able to go through upheavals in this challenging Covid-19 business climate.

[Read more](#)



## A possible congestion index for public spaces during the pandemic

As the threat of COVID-19 infection continues, Prof. [Rahul Dé](#), J Chris Macman and Priyanka Deverakonda propose two possible approaches to generating a congestion index and hope that some entrepreneurs or government agencies will take up one of these solutions. Read more in *Express Healthcare*

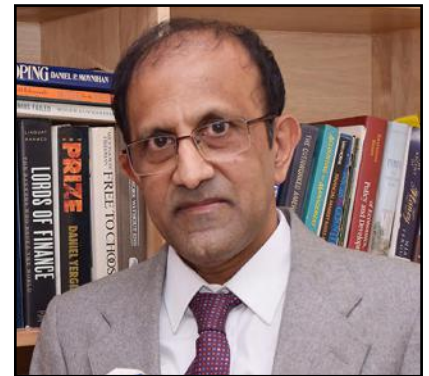
[Read more](#)



## The country's grand November credit bubble should worry us

A steep rise in personal loans over the festive season, coupled with stagnant credit to industry, portends a surge in defaults, writes Prof. [Vivek Moorthy](#) from the Economics and Social Sciences area at IIMB, in *LiveMint*.

[Read more](#)



## Opinion: Managing Brand Complacency

There is a redefinition of the term “value” and little known or emerging young brands or new offerings coming to life with the blitzkrieg of online commerce in both urban and semi-urban markets, write Prof. [S. Ramesh Kumar](#), from the Marketing area at IIM Bangalore, and Dr S Swaminathan in *Economic Times*.

[Read more](#)



## Spotlight 2020: Emerging Market Trends

While many harnessed digital technologies to cope with these disruptions, COVID accelerated the adoption of digital by consumers as well as businesses and governments, writes Prof. [G. Shainesh](#) in *ET BrandEquity*.

[Read more](#)



## Maradona's goals and Argentina's economic instability

His goals led to inflation policy talk but the big Argentine lesson is about how key officials are appointed, writes Prof. [Vivek Moorthy](#) in *LiveMint*.

[Read more](#)





## Aiming for homoeostasis

In this article in *Economic Times*, Prof. [S. Ramesh Kumar](#), from the Marketing area in IIMB, explains the need to be conscious of one's thoughts, both in terms of quality and magnitude.

[Read more](#)



# INNOVATION & ENTREPRENEURSHIP

## YouAndMe Theatre: A part of the Women Start-up Programme of IIMB's NSRCEL

YouAndMe Theatre is a performing arts company based in the city of Bangalore. The company works in three major areas: Applied Theatre, Children's Theatre, and the set up and management of a Black Box Theatre in Bangalore.

The mission of YouAndMe Theatre is to make theatre relevant and accessible to various demographics. The initiative has a set of programs catering to Entrepreneurs, Incubators, Corporates, Teachers, Lawyers, Children and the Hospitality sector.

Since 2017, YouAndMe Theatre has reached 8000 children, 500 artistes and about 80,000 audience, according to its founder Dr. Rajashree SR, who comes with 25 years of experience in the performing arts and media. She has been an actor and dancer on stage and television.

With a PhD in Journalism and Mass Communications and a Diploma in Theatre and having taken a senior examination in Bharatanatyam, Rajashree has been a guest lecturer at various colleges, a member of the Board of Studies at Jyoti Nivas College and a teacher under Times NiE. After performing in over 200 stage productions and 10 TV series, she co-founded YouAndMe Theatre, along with Sharath Parvathavani, a screenwriter and playwright from the New York Film Academy.



*continued...*

"When I launched YouAndMe Theatre, though I had complete clarity, everyone around was very apprehensive about what a theatre company would do. But getting selected for incubation under the Women Start-up Programme was a huge validation that motivated me to work harder. NSRCEL and its energetic ecosystem got me thinking of my work like a business. This brought about a major shift in the approach not just in me, but the entire team! The classes and sessions were eye-openers. Another major learning that I had, was to look at 'failure' from a very different perspective. This removed all the fear and hesitation in my mind. I realized that anything is possible in entrepreneurship," Rajashree says.

Thanking NSRCEL for her accomplishments, she said, "Winning the All India Times She UnLtd Entrepreneurship Award in 2020 was the icing on the cake. All the credit would go to NSRCEL at IIM Bangalore."

The Women Start-up Programme at IIMB's entrepreneurship hub NSRCEL aims to support ambitious and innovative women entrepreneurs by enabling them to transform their idea into a business venture. First ideated with Goldman Sachs in 2016, the programme is designed to focus on enhancement of the entrepreneurial and managerial skills of women leading early and ideation-stage ventures.

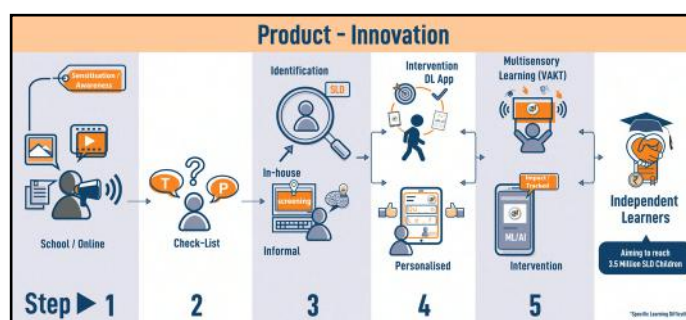
### **NSRCEL Social-incubated venture Blink Research & Services helps enhance learning curve of children with specific learning difficulties**

Blink Research and Services Pvt Ltd (BRS) is an organization working for children. The vision of the organization is to empower families and communities to enhance the learning curve of children with specific learning difficulties (SLD) through multi-sensorial learning and assistive technology.



BRS focuses on raising awareness on SLD, early identification, sensitization and providing remedial education. They have developed a screening tool which helps in easy and early identification of children with SLD by involving parents and teachers.

Currently, BRS is working on building a learning platform called Different Learners App (DL App) which offers a plethora of SLD-related content in regional languages. The remedial intervention utilises VAKT (Visual, Auditory, Kinesthetic and Tactile) approaches. Available in multiple languages and in game format, the app will include immersive learning options.



Blink was founded in 2015 by Arun Fernandez. Being dyslexic himself, Arun started BRS to support people like him as he "understood firsthand the trials and tribulations faced by a person with dyslexia such as, a hampered academic life, and being labelled lazy and stupid". Arun holds a Double Master's degree, has worked in Loyola College and is pursuing his PhD in Specific Learning Disabilities. He is part of the NSRCEL Social incubation programme.

*continued...*

"We received recognition and opportunities on a national scale at NSRCEL. After being incubated by NSRCEL, we had the opportunity to be connected to the National Handicapped Finance and Development Corporation (NHFDC). We signed an MoU with the National Institute for Empowerment of Persons with Multiple Disabilities (NIEPMD) to develop a screening tool for early identification of dyslexia. We had been totally dependent on individual funding but the NSRCEL incubation programme provided us with funding opportunities. Our ability to pitch our business model in order to raise the first round of funding was honed here. We recently secured seed funding from HDFC and Capgemini Technology. We also recently received a grant from NASSCOM as part of their Technology 4 Change funding program," explains Arun.

# BLOCK YOUR CALENDAR

## EXECUTIVE EDUCATION PROGRAMMES

### Long Duration Certificate Programmes (LDCP)

#### **GMITE Batch 15: Programme Announcement**

The next batch for 'General Management Programme for IT Executives' (GMITE-15) has been announced and is open for enrollment.

**Last Date to Apply** – 11th January 2021 (Early Decision) and 8th February 2021 (Regular Decision)  
**Programme Start Date** – 15th March 2021

[Programme Link](#)

#### **Leading Digital Transformation (LDT-4): Programme Announcement**

The next batch for the 'Leading Digital Transformation Programme' (LDT-4) has been announced and is open for enrollment.

**Last Date to Apply** – 20th January 2021 (Early Decision) and 10th April 2021 (Regular Decision)  
**Programme Start Date** – 3rd May 2021

[Programme Link](#)

#### **Executive General Management Programme (EGMP-56): Programme Announcement**

The next batch for the 'Executive General Management Programme' (EGMP-56) has been announced and is open for enrollment.

**Last Date to Apply** – 2nd January 2021  
**Programme Start Date** – 15th February 2021

[Programme Link](#)



## General Management Programme for Healthcare Executives (GMHE-4) Programme Announcement

The next batch for the 'General Management Programme for Healthcare Executives' (GMHE-4) has been announced and is open for enrolment.

**Last Date to Apply** – 25th January 2021 (Early Decision) and 15th February 2021 (Regular Decision)  
**Programme Start Date** – 24th February 2021

[Programme Link](#)

## Live Online Open Programmes

**Programme Title:** Digital Marketing for Business Growth

**Programme Director:** Prof. [Seema Gupta](#)

**Start Date:** 04 January 2021

**End Date:** 11 January 2021

**Area:** Marketing

[Programme Link](#)



**Programme Title:** Role of the Chairman and Independent Directors of the Board

**Programme Director:** Prof. [S Raghunath](#)

**Start Date:** 18 January 2021

**End Date:** 27 January 2021

**Area:** Strategy & General Mgmt.

[Programme Link](#)



**Programme Title:** Strategy and Leadership in VUCA World

**Programme Directors:** Profs. [P D Jose](#), Prof. [Gopal Mahapatra](#) and L Prasad

**Start Date:** 18 January 2021

**End Date:** 22 January 2021

**Area:** Leadership/HRM

[Programme Link](#)



**Programme Title:** Strategic Management of Innovation

**Programme Director:** Prof. [Sai Yayavaram](#)

**Start Date:** 20 January 2021

**End Date:** 28 January 2021

**Area:** Strategy & General Mgmt.

[Programme Link](#)



**Programme Title:** Managing Technological Innovation

**Programme Director:** Prof. [Anshuman Tripathy](#)

**Start Date :** 27 January 2021

**End Date :** 30 January 2021

**Area:** Operations

[Programme Link](#)



## IIMBx

### Customer Relationship Management for Marketers

Customer Relationship Management being a core component of effective brand visibility and better competitive advantage, professionals today are discovering sustainable approaches for marketing plans. With a core focus on marketing, this tailored program is designed for working professionals to shore up their marketing game.

The two courses featured are carefully chosen to represent all industries and their needs. Right from the basic marketing management to customer relations, the courses present the advancements in customer relationship management and their value in marketing.

*continued...*

The program aims to equip learners to understand marketing concepts and interpret industrial applications, and appreciate the strategic and tactical aspects of marketing. It also helps them to develop the relationship perspective and encourages them to comprehend the tools to retain customers and maximize profitability.

Professional certification from IIMBx is sure to act as a catalyst in crafting career goals.

[Learn more](#)

### **Professional Certificate in Brand and Marketing Research Strategy**

As businesses are operating in complex markets today, marketing professionals are seeking sustainable ways to create competitive advantage. The game of exploring crucial marketing questions using data and the art of creating strong connections with customers have become crucial in these challenging times.

With a core focus on marketing research and brand management, this tailored program is designed for working professionals to navigate their marketing plans. The three featured courses not only introduce the fundamental concepts of marketing but also offer the methodologies to design, implement, and interpret the quantitative market research projects. At its core, modules on brand management help learners strike a balance between strategy and emotion.

[Learn more](#)

### **IIMB's R&P Office to host talk on 'The Myth of Experience: Learning the right lessons to improve decisions' on January 06**

The Research and Publications (R&P) Office of IIM Bangalore will host a talk titled: 'The Myth of Experience: Learning the right lessons to improve decisions', by Dr. Emre Soyer, PhD, Behavioral Scientist, SOYER Decision Advisory, on January 06 (Wednesday), 2021, at 02.30 pm.

**Meeting Link:** <https://iim-b.zoom.us/j/91550483584>

**Meeting ID:** 915 5048 3584

**Passcode:** 686638

In business and life, experience is deemed essential for an accurate understanding of the world. We feel confident with experience-based decisions. We want leaders with outstanding track records and managers who have worked in relevant fields. Yet experience can be filtered or distorted in a wide variety of ways, reinforcing misperceptions without us being aware. "By recognizing this fundamental problem, we can design mechanisms that would help professionals and their organizations learn the right lessons from experience and improve decisions," says Dr. Soyer.



# IIMB THANKS

## Mr. Ashok Reddy, PGP Alumnus and MD of TeamLease

Ashok Reddy, alumnus of PGP 1995, makes a contribution to the school's Alumni Fund and hands over a cheque to Professor Rishikesh T Krishnan, Director, IIM Bangalore, on December 01, 2020. Mr Reddy is the Co-Founder and MD of Teamlease Services India. His wife Pooja accompanied him on his campus visit. Professor K. Kumar, Dean, Alumni Relations & Development, Mr. K. Suresh, Head – Development, & Mr. K. Parthasarathy, Head – Alumni Relations, look on.



# IIMB WELCOMES

## Dr. Kannan Raghunandan

[Dr. Kannan Raghunandan](#) has joined the Institute as Visiting Faculty in the Finance & Accounting area.

Dr. Raghunandan is Professor and Ryder Eminent Scholar at Florida International University. He worked as an internal auditor with Tube Investments of India Ltd., before completing his PhD from the University of Iowa. Raghu's research interests have spanned the broad areas of audit markets and corporate governance. He has multiple publications in each of the following premier accounting and auditing journals: *The Accounting Review*, *Journal of Accounting Research*, *Contemporary Accounting Research*, *Auditing: A Journal of Practice and Theory*, *Journal of Accounting Auditing & Finance*, *Accounting Horizons*, and *Journal of Accounting & Public Policy*. He also has multiple publications in practitioner journals such as *Journal of Accountancy*, *CPA Journal* and *Internal Auditor*. His research has been cited in numerous publications of the GAO, PCAOB, and SEC. Raghu has served as an Associate Editor of *Auditing: A Journal of Practice and Theory*, *Journal of Accounting Auditing & Finance* and *Accounting Horizons*. He serves (or has served) on the Editorial Boards of, or as reviewer for, many other journals including *The Accounting Review*, *Contemporary Accounting Research*, *Journal of Accounting & Public Policy*, and *Issues in Accounting Education*.



### **Mr. Lalit Kumar Ojha**

Lalit Kumar Ojha joined the institute on December 02, 2020 as Manager of the Data Centre and Analytics Lab (DCAL). He has completed his post graduation from IMT Ghaziabad and is an alumnus of the BAI programme of IIMB. He is currently pursuing his EFPM from IIM Lucknow. He comes with 15 years of experience.



### **Dr Allen Ugargol**

Dr. [Allen Ugargol](#) has joined IIMB as Associate Professor of Practice in the Public Policy area on 30th December 2020.

He is a public health professional and demographer whose work currently focuses on health system evaluations, public health informatics, non-communicable diseases including oral health, ageing and exchange of care in emigrant households, family response to migration, and development-economic aspects of young adult emigration in the backdrop of the demographic transition in India. Dr. Ugargol primarily works on the interface between public health, health systems, demography and culture. His research line currently explores the migration-development-left behind nexus in India. Dr. Ugargol employs mixed methods and his work is contributing towards better understanding of ageing and exchange of care in Indian emigrant households, the inter-generational contract and care arrangements for older adults, understanding evolving health systems, lifestyle disorders and community-based non-communicable disease control interventions, envisioning efficiency in healthcare management and improving healthcare access and delivery of care to the socially disadvantaged in India. He served as a Member of the Working Group which conceptualized the National Health Portal (NHP) for India under the direction of the National Knowledge Commission. In 2011, Dr. Ugargol was awarded the 'Jnana Fellowship' by the Karnataka Knowledge Commission, Govt. of Karnataka. He has consulted as a technical expert for multilateral agencies such as UNICEF and The World Bank.



# IIMB BIDS ADIEU

## SUPERANNUATION

Joseph A., working as Senior Office Assistant in the Estates Department, retired from the services of the institute on December 31, 2020 on attaining the age of superannuation. He has served the institute for 33 years. Mr. Joseph joined the institute on December 01, 1987, initially on contract basis and was later appointed on a regular basis with effect from October 28, 1997. IIM Bangalore acknowledges his service and wishes him a happy and peaceful retired life.



Designed by:

