

**Mission:**

*To foster pedagogic research through developing world-class teaching cases.*

**Vision:**

*To be recognized as an institution for developing teaching cases across the world.*

The Centre for Case Research and Development (CCRD), Christ University strives to develop teaching case studies that are used as pedagogic tools as part of curriculum in business schools across the world.

CCRD is actively involved in developing case studies and teaching notes. The Centre supports case writers/faculty from Institute of Management and other departments, to develop quality case studies by providing training, reviewing case studies developed, and also uploading completed case studies through distribution portals.

The Centre organizes an annual conference on case studies, Cognosco which helps several budding case writers to present their work. Selected case studies are published in the University's management journal, Ushus.

Case studies developed:

1. Reddington Transmissions Limited - Prof. Latha Ramesh
2. What's Troubling HR at CBR India? – Prof. Anand Christopher
3. Revolution in the Indian Organized Retail: A saga of a First Generation Entrepreneur – Prof. Suresh A
4. Brand Extension at Wildcraft, India: Straying into Uncharted Paths? – Prof. Bharathi S Gopal

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Gap' in the Decision-making styles of Drexler and Pressler – Case Study and Teaching Note

Abstract:

Gap Inc, a major apparel retailer witnessed the decisions and the events that ensued of two of its CEOs, Millard Drexler and Paul Pressler. These two CEOs had contrasting decision-making styles. Drexler, during his time from 1995-2001, helped Gap to shed its image as a store selling jeans to an individual brand. He was from a merchandising background and hence had his vast knowledge and experience based on which decisions were taken. He could very easily predict fashion trends and styles. He

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<p>launched several sub-brands and opened stores overseas. However, the decision to grow the number of stores and launch of clothes that was no more appealing to the customers led to his exit from the company. Pressler who joined Gap in 2002, had rich experience from Disney in retailing. His decision making style revolved around market studies, drawing inputs from focus groups and maintaining a tight grip over costs. Initially, it seemed he was on the right track, but by the end of 2007 had lost all momentum. This case study attempts to bring out the differences between instinctive Drexler and the numbers-man, Pressler. The objective is to let students understand the different decision-making styles and their implications on the profitability and growth of the company.</p> <p><a href="http://www.thecasecentre.org/educators/search/results?s=0A8981FBC95C7B73AB0D2C9507B0DE52">http://www.thecasecentre.org/educators/search/results?s=0A8981FBC95C7B73AB0D2C9507B0DE52</a></p>	
<p>Managing Aspirations: Challenges and Strategies – Case Study and Teaching Note Abstract:</p> <p>Abrox is one of the world's premier manufacturing companies with more than 100 years of operations in more than 45 countries. Abrox is a well-established company and has its presence in four industries (Healthcare, Transportation, FMCG, and Industrial products) with a high brand name. The company's core competency is in innovation and R&amp;D. Since post-recession the company's FSO (Field Sales Officers) attrition level are consistently high compared to the industry average. The case enlightens some complex issues with the FSO category of employees which were unaddressed and ignored by the company at the early stage resulting in high turnover rate. The case elucidates importance for employers to formulate and implement a strong hiring and retention strategy and to provide a clear understanding to the employee of how they can grow within the organization through a clear career path which affects the level of job satisfaction and in turn the turnover. It also highlights the complexities involved in understanding and managing frontline sales employees' aspirations. Objectives of the case study; (1) to identify processes for managing FSOs aspirations effectively; (2) to identify challenges and provide solutions in terms of recruitment and retention strategies for FSOs; and (3) understanding motivation to enhance FSOs job satisfaction.</p> <p><a href="http://www.thecasecentre.org/educators/search/results?s=0A97EDFBC65F100C1545B7A1AB260F61">http://www.thecasecentre.org/educators/search/results?s=0A97EDFBC65F100C1545B7A1AB260F61</a></p>	<p>Dr.Harold Andrew Patrick</p>
<p>Encyclopaedia Britannica: E-Business Strategy</p> <p>Abstract:</p> <p>Encyclopaedia Britannica has been one of the most trusted and complete sources of information ever since it was launched in the 18th century. For long, the richly bound set of the encyclopaedia was a matter of pride for its owners. The brand value of Encyclopaedia Britannica has been closely associated with the printed version and it was with great reluctance that the Encyclopaedia Britannica Inc, its publishers, came to</p>	<p>S. Sudhindra</p>

<p>terms with electronic formats such as CD/DVDs and the internet. At its peak in the year 1990, the printed version had sold 120,000 sets. However, the sales had dropped to just 8500 sets in the year 2010. The publishers finally announced on 13 Mar 2012 that the sale of printed version would be stopped. The internet version not fared well either, with Britannica.com at a low website ranking of 5950 compared to Wikipedia at 6 as on 28 Mar 2012. The case study follows the story of Britannica through its battles with, at first, Encarta, a hugely successful encyclopaedia that used the multimedia format and subsequently with Wikipedia. With this the students will be introduced to the concepts of e-Business strategies and e-Business models such as customer segmentation, click-and-brick business models, pricing strategies for click-and-brick models, channel conflicts, the relative lack of first-mover advantage in an e-business environment and how to gain competitive advantage in an e-Business environment. The students also will be exposed to how e-Business has democratized the knowledge creation and sharing processes. The case is mapped to e-Commerce Business, Technology, Studies by Kenneth Laudon and Carol Guercio Traver.</p> <p><a href="http://www.thecasecentre.org/educators/search/results?s=0AB970A7EF65958F5AB5512CAE021439">http://www.thecasecentre.org/educators/search/results?s=0AB970A7EF65958F5AB5512CAE021439</a></p>	
<p>Repositioning Liril: Can it recreate the magic? Abstract:</p> <p>Liril, an expressive brand, positioned as freshness soap occupied about 14% in the mid 1980s in the Indian Toilet Soap industry. The main target segment was Indian women owing to their desire to become more expressive and free. It enjoyed high brand awareness, thanks to the Liril Jingle, and the sensational ad with Karen Lulla posing under a waterfall. Over the time variants like Icy mint and Orange were added to the product line making it more confusing, and also much distant of its original positioning. Also the much aware Liril jingle and the waterfall which was the essentials of the brand's positioning were consequently moved away from the corporate communications. Consequently the brand's market share plummeted to 1.3% in July 2005. During late 2009 Liril was repositioned as Liril 2000. The positioning was changed from 'freshness' to 'rejuvenation', and targeted as a family soap. It remains to be seen if this repositioning would help Liril gain its lost market sheen.</p> <p><a href="http://www.thecasecentre.org/educators/search/results?s=0A3509B5BEF6E5189A8FF8B83F7FA305">http://www.thecasecentre.org/educators/search/results?s=0A3509B5BEF6E5189A8FF8B83F7FA305</a></p>	<p>Bharathi S. Gopal, Narasimha Bharadwaj and Nayan Dharamshi</p>
<p>Effel: A Fashion Brand in need of a Branding Strategy – Case Study and Teaching Note Abstract:</p> <p>The case focuses on the challenges of launch &amp; re-launch of Effel, an acquired brand of international repute in the Indian market. Trendz, the owner of Effel has a reputation of a successful premium fashion accessory company. The launch &amp; re-launch of Effel ran into serious problems, which threatened to undermine the marketing machinery of Trendz. Trendz hired a branding consultant to get business-ready solutions. The consultant's focus was to get Effel's brand identity right so that the repositioning becomes successful. Unfortunately all of the branding efforts turned</p>	<p>C.N. Kshetragna</p>

<p>out to be a disaster. The perplexed CEO had an interesting game in hand and was wondering what to do next.</p> <p><a href="http://www.thecasecentre.org/educators/search/results?s=0AE72382FF33611620EA46E9345D6AF2">http://www.thecasecentre.org/educators/search/results?s=0AE72382FF33611620EA46E9345D6AF2</a></p>	
<p>Non demographic segmentation and positioning in a commodity market: A case study of Creamline Dairy Limited – Case Study and Teaching Note</p> <p>Abstract:</p> <p>Indian dairy industry comprises of both organised and unorganised sector. Organised sector is again categorised into dairy co-operatives promoted by State Governments and private sector dairies. Up to 70% of the milk market is unorganised where milk is sold loose in cans and measuring cup by vendors. After the milk revolution, India has become the largest milk producer in the world. However, the supply of milk is not able to cope up with the demand. Due to consumer awareness about health, hygiene and added factor of economic affluence packaged milk is expected to be the future of dairy industry. Milk consumers do not have a preference for any particular brand as milk is a commodity. The case study explores the possibility of non-demographic segmentation in the milk packaging attempted by Cream Line Dairy Products Limited (CDPL), a private dairy which would help the company in positioning itself as a unique brand. The case observes that the milk pouches package designing led to segmentation with respect to varying fat content in the milk.</p> <p><a href="http://www.thecasecentre.org/educators/search/results?s=0AFAEDE7B533E1C1A648F2A5611C6856">http://www.thecasecentre.org/educators/search/results?s=0AFAEDE7B533E1C1A648F2A5611C6856</a></p>	<p>Lakshmi Shankar Iyer &amp; Shankar Iyer</p>
<p>Will convenience overshadow Love and Care? – Case Study and Teaching Note</p> <p>Abstract:</p> <p>By 2015, the global market for hot beverages (coffee and tea) is forecasted to reach 10.57 million tons in volume (GIA, 2010). Tea is known to be the second most consumed drink in the world surpassed only by water. The process of preparation of tea in a teapot was lengthier and performed in a leisurely fashion using loose tea. This indicated a flavour of affection, love and belongingness in the tea drinking session among the members. (Shane, 2012) Easy storage, less messy, less soggy, ease of use and disposal, time saving and allowing one to carry on with their work without stopping are a few of the convenience factors associated with preparation of tea using teabags. (Lemm) With the advent of fast paced life, the teabag segment, even though being of insignificant percentage, is set to grow substantially. The penetration of teabags has not been encouraging in the Indian market. The opportunities existing for the manufacturers in terms of value addition and the consumers in terms of convenience and health benefits are high. This case study discusses the changing tea consuming habits of the current generation in the face of other ready to drink (RTD) beverages.</p> <p><a href="http://www.thecasecentre.org/educators/search/results?s=0B0A32C699FBCB3E9D146E18F344D482">http://www.thecasecentre.org/educators/search/results?s=0B0A32C699FBCB3E9D146E18F344D482</a></p>	<p>Lakshmi Shankar Iyer &amp; Shankar Iyer</p>
<p>Reddington Transmissions Limited</p> <p>Abstract:</p> <p>This case describes the dilemma of the CEO of Reddington Transmission Incorporated, a US based company into manufacturing transmissions for automobile applications</p>	<p>Prof. Latha Ramesh</p>

<p>with operations in Europe and Asia Pacific. Reeling under the twin pressures of keeping the cost under control and satisfying the customers he was considering a proposal from the head of Indian operations to bring the manufacturing of a major product to India from its global manufacturing hub in Germany. The contention was that it would reduce the material cost for the growing Indian customers'. The German Head of operations was having apprehensions about this proposal due to possible redundancy in the plant as this would mean shifting a substantial volume from his plant capacity to India. The CEO was discussing the financial implication of this proposal with the Head of finance &amp; control and that would help him make the decision which would keep up the aspirations of the investors and analysts in terms of profitability at the same time keeping the managers motivated and make contributions at their level.</p> <p><a href="http://www.thecasecentre.org/educators/search/results?s=0B601F3801CFCDCE11AC800FC78EA5FF">http://www.thecasecentre.org/educators/search/results?s=0B601F3801CFCDCE11AC800FC78EA5FF</a></p>	
<p>What's Troubling HR at CBR India? Abstract:</p> <p>The case study discusses problems faced by employees at CBRIndia, an IT-services organisation in Bangalore, India. The company had grown from a 100-member team to becoming over 1500-employee strong over 5 years of its operations in India. However, the members of the HR and Admin teams were faced with the unpleasant situation of having to contend with a difficult boss, who at first was doing everything right, but then later transitioned into a boss from hell. The issue plays out against the backdrop of a merger and acquisition. The case outlines how the situation played out and its impact on employee morale and productivity. The objective of the case study is to study people problems faced in mergers and acquisitions, and dealing with such issues.</p> <p><a href="http://www.thecasecentre.org/educators/search/results?s=0B6D77F2E6E7C522034D114BF00B810E">http://www.thecasecentre.org/educators/search/results?s=0B6D77F2E6E7C522034D114BF00B810E</a></p>	<p>Prof. Anand Christopher</p>
<p>Revolution in the Indian Organized Retail: A saga of a First Generation Entrepreneur Abstract:</p> <p>Organised retail was at its infancy and there was dearth of a reference point as people were still flocking to mom and pop stores or kirana stores for their food, grocery and other items. Alpha Rushil started Prosperity Retail Limited by creating a business model which vaguely mirrored Walmart's 'Every day low price'. It was a smaller scale convenience store format in the 1000 to 1500 square feet area and was quite successful as customers were willing to sacrifice service for competitive price and value for money</p> <p>From early 2008 onwards Rushil's Prosperity Retail Limited continued expansion plan to fructify his dream of increasing the number of stores from 150 to 1600 by 2008, increase the turnover to INR 4000 crores, greater value creation and creating a pan India foot print. Like the organised retail, customers were also experimenting with</p>	<p>Prof. Suresh A</p>

<p>different formats.</p> <p>Stabilising operation costs, managing inventory, managing revenue was becoming a challenge. Wafer-thin operating margins and inefficiencies due to non-customer centric operations put pressure on working capital.</p> <p>Continued expansion, focus on mobile business, plans for foray into consumer durables created further pressure on sources of funding. Recessionary trends had made private equity investors, financial institutions and banks wary, and many banks were planning to exit from organised retail.</p> <p>Rushil was confident that his low cost model was robust and is appropriate for replicating in other businesses as well such as consumer durables and was working vigorously for IPO and foreign funding.</p> <p>In August 2008, news of Lehman brothers collapse broke out followed by collapse of many other global financial institutions. This led to many private investors reconsidering their decision to invest in the retail sector.</p>	
<p><b>Brand Extension at Wildcraft, India: Straying into Uncharted Paths?</b></p> <p>Abstract:</p> <p>The case study is about the brand extension decisions of Wildcraft, an outdoor and adventure gear company in India. The market was growing at a steady pace. However there were competitors of various sizes in the market. Wildcraft entered the market by selling products such as tents and backpacks but later launched several products to cater to the growing interest of the customers in outdoor pursuits and adventure activities. To scale up further, the company planned to launch apparel, footwear, eyewear and several others. The case study tries to build a dilemma if the company through its new products continues to be committed to the DNA of the brand.</p>	<p>Prof. Bharathi S Gopal</p>