

Cases Integrating Perspectives on Strategy, Innovation, and Sustainability

Cases Integrating Perspectives on Strategy, Innovation, and Sustainability

Editor

SHREYA MISHRA
VEENU SHARMA

B L O O M S B U R Y
NEW DELHI • LONDON • OXFORD • NEW YORK • SYDNEY

BLOOMSBURY INDIA
Bloomsbury Publishing India Pvt. Ltd
Second Floor, LSC Building No. 4, DDA Complex,
Pocket C – 6 & 7, Vasant Kunj,
New Delhi 110070

BLOOMSBURY, BLOOMSBURY QUEST and the Diana logo are
trademarks of Bloomsbury Publishing Plc

First published in India 2025
This edition published in 2025

Copyright © BIMTECH, Greater Noida, 2025

BIMTECH has asserted their right under the Indian Copyright Act
to be identified as the lead editor of this work

All rights reserved with BIMTECH, Greater Noida. No part of this publication may be reproduced or transmitted, in any form or by any means, without permission. Any person who does any unauthorised act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

The cases in this volume are compiled from sources of information in public domain as per the declarations provided by the authors. Wherever applicable, the authors have obtained authorizations to use primary data.

All the cases in this volume are developed as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation or decision making.

All rights reserved. No part of this publication may be: i) reproduced or transmitted in any form, electronic or mechanical, including photocopying, recording or by means of any information storage or retrieval system without prior permission in writing from the publishers; or ii) used or reproduced in any way for the training, development or operation of artificial intelligence (AI) technologies, including generative AI technologies.

The rights holders expressly reserve this publication from the text and data mining exception as per Article 4(3) of the Digital Single Market Directive (EU) 2019/790

Bloomsbury Publishing Plc does not have any control over, or responsibility for, any third-party websites referred to or in this book. All internet addresses given in this book were correct at the time of going to press. The author and publisher regret any inconvenience caused if addresses have changed or sites have ceased to exist, but can accept no responsibility for any such changes

ISBN: 978-93-69524-97-6
2 4 6 8 10 9 7 5 3 1

Printed and bound in India by Replika Press Pvt. Ltd.

To find out more about our authors and books, visit
www.bloomsbury.com and sign up for our newsletters

Contents

<i>Introduction</i>	ix
---------------------	----

ENTREPRENEURSHIP, RESILIENCE AND TRANSFORMATION IN BUSINESS MODELS

Full Cases

1. Solo Against the Storm: A Case of Entrepreneurial Grit and Business Transformation <i>Raveesh Agarwal, Ruchin Jain and Anuj Verma</i>	5
2. Conquering Condo Chaos: Strategic Resilience and Smart Risk in Climate-Sensitive Real Estate: A Case About Condominium Investment Through the Lens of a Commercial Real Estate Investor <i>Priya Kumar</i>	13
3. Wingreens at a Crossroads: Purpose-Driven, Profit-Challenged <i>Rupali Singh and Shefali Goel</i>	34
4. From Vision to Venture: Ansh Mourya's Entrepreneurial Path <i>Raveesh Agarwal, Ankur Bhatnagar and Kranti Gangwar</i>	39

Case Abstracts

5. Chandra Prakash Soaps: Tackling Competition <i>Surajit Ghosh Dastidar</i>	53
6. Curtains Down... But the Show Must Go On? A Case of Roller Coaster Ride of Asmita Theatre Group, India <i>Saloni Sinha</i>	54
7. Driving Change: Namma Yatri's Zero-Commission Model <i>Divya Sontam, Pujitha Gajjala and Sandhya Banda</i>	55
8. Amul's Strategic Leap: Can Dairy Heritage Drive India's New Protein Future? <i>Shweta Kishore and Jitender Kumar</i>	57
9. Will Draping Ahimsa Ethos Revive the Eri-silk Weavers? : A Case Study of KINIHO Non Violent Clothing, Meghalaya, India <i>Saloni Sinha and Gauri</i>	59

URBAN AND RURAL SUSTAINABILITY INITIATIVES

Full Cases

10. From Waste to Worth: Indore's Integrated Path to Cleanliness and Sustainability <i>Amrita Baid More and Kalyan Kumar Sahoo</i>	65
---	----

Amul's Strategic Leap: Can Dairy Heritage Drive India's New Protein Future?

Shweta Kishore^{1*} and Jitender Kumar²

ABSTRACT

Amul, a well-known brand in the Indian dairy sector, had a reputation for empowering farmers and providing a range of dairy products to the Indian populace. In order to address the nation's present widespread protein shortfall, Amul was deliberately joining India's rapidly expanding protein sector, building on its heritage in the dairy industry. By adding protein to meals like milk, curd, lassi, and other items, Amul hoped to democratize access to protein by leveraging its strong dairy heritage. This carefully considered approach aimed to reach the increasingly health-conscious Indian consumer base, who were eager to incorporate protein into their regular eating routines through dietary choices. The case study looked at Amul's distinct competitive advantages, which included its extensive supply chain, unparalleled distribution system, and innovative pricing strategy that set it apart from a wide range of domestic and international rivals.

Dilemma: *Amul had a strong brand identity and a remarkable presence in the Indian dairy sector. But could Amul transform its protein startup into a household staple, especially in tier 2 and 3 cities? Was it a good market to enter? Was it a good decision to target Tier 2 and 3 cities instead of Tier 1, where the population of health-conscious people was on the higher side? If they had decided for Tier 2 and 3, then what should Amul's strategy be for the new product in Tier 2 and 3 cities? Should it stay committed to transforming protein into a mass-market staple or recalibrate its focus to pursue quicker, lower-risk opportunities? The next move could either solidify Amul's legacy in India's nutritional revolution or leave it playing catch-up in a market it helped seed.*

Type of Teaching Case: *This case is developed from secondary sources.*

Theory: *The case study illustrates how a well-known brand uses its identity to investigate and diverge into a new product category, and it connects to the theory of brand extension and diversification. The theory of competitive strategy is also explored in the case, which examines Amul's cost leadership and differentiation approaches in comparison to both new and existing rivals in the emerging functional food market.*

Hook of the Case: *Particularly outside of urban and fitness-focused communities in India, protein—a crucial macronutrient for immunity, muscular growth, and general health—continued to be poorly understood and inadequately ingested. Amul joined the market in 2022 with a variety of protein-fortified goods after recognizing an opportunity in the protein shortage. It aimed to minimize dietary changes by incorporating protein into well-known Indian patterns. Amul had a clear goal in mind: to rule the emerging nutritional market. This raised the question: Could this dairy*

¹ Institute of Engineering & Management, University of Engineering and Management, Kolkata, India
E-mail: shweta.kishore@gmail.com

² Birla Institute of Management Technology, Greater Noida, India
E-mail: Jitender.kumar1@bimtech.ac.in

* Corresponding author.

Disclaimer: This case has been developed for academic purposes or classroom discussion and is not intended to illustrate either effective or ineffective handling of an administrative situation or to represent successful or unsuccessful managerial decision-making or endorse the views of the management.

king, which supplies milk, butter, and curd to most Indian homes, change to become the nation's protein powerhouse, changing consumer behavior and health outcomes in the process?

Protagonist Details: *The case represents Amul as protagonist.*

Options to Resolve the Dilemma: *Amul had to carefully weigh the complex trade-off between preserving the widely accepted taste of its popular products and enhancing their nutritional value by increasing the amount of protein in them.*

Discussion Questions: *The case will discuss how Amul can manage niche urban health-conscious consumer engagement as they are known for mass-market penetration. How can they position themselves in the market and what will be their GTM strategy?*

Keywords: *Amul, Dairy Products, Protein Deficiency, Health, Diversification, Competitive Strategy*