



QUICK FACTS



45

Case studies
published



85+

Case studies
processed



150+

Faculty members from
leading management
institutes



Gyanodaya

Samvad

July 2026 • Volume 03

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Recent
Case Publications



Pedagogy
through the Lens



Indian Thought:
Beyond the Pages



Gyanodaya Case
Writing Workshop





Message from the Centre

We are delighted to release another volume of *Gyanodaya Samvad*, featuring the journey and achievements of Gyanodaya in the last six months.

As we always say Gyanodaya is constantly evolving to deliver the best and we were able to achieve many significant milestones that reflect our continued commitment to this vision in the last few months. Among them, the important one was the first Case Writing Workshop conducted by the Gyanodaya. The two-day workshop witnessed active participation of faculty and research scholars from top tier management and business institutes across India, as well as industry professionals.

Gyanodaya has launched the Case Purchase Portal. This initiative represents an important step toward achieving Gyanodaya's objective of creating a symbiotic ecosystem in which institutions can access world class resources at affordable terms. The portal facilitates verified educators and institutions to access high-quality case studies and teaching notes published by Gyanodaya at affordable rates, and thereby facilitating the wider dissemination and adoption of high-quality, India-focused teaching cases of Gyanodaya.

Another important step undertaken by Gyanodaya during this period was the decision to publish all case studies and teaching notes in compliance with accessibility guidelines. This reflects the commitment of Gyanodaya to provide equal access to educational resources for all learners and educators, irrespective of disability. By publishing the cases in compliance with accessibility standards, Gyanodaya seeks to create an inclusive learning ecosystem where knowledge can be accessed, utilized, and shared by a diverse community of users.

In addition, Gyanodaya continued to expand its case repository publishing new case studies along with their teaching notes. At present, the repository has 45 case studies accompanied by teaching notes. Also, the centre has launched video series on Indian Thought and Practices depicting the scholarly publications of IIMK faculty, focusing on the rich heritage of Indian philosophies and practices. We also continued our Pedagogy Through the Lens series, offering valuable insights into innovative teaching approaches and classroom practices adopted by IIMK faculty members.

Through each of these initiatives, Gyanodaya continues its efforts to strengthen management education through the development, dissemination, and accessibility of contextually relevant knowledge and resources. We continue building a platform that not only supports educators and institutions with world-class resources but also serves as a hub for developing and sharing resources essential for management and business academic community.

In this volume, we are featuring brief snapshots of the major activities, initiatives, and milestones undertaken by Gyanodaya over the past six months. We invite you to explore these highlights. Also, we thank all our authors, reviewers, and other contributors for the continued support and engagement. We hope you enjoy this edition of *Gyanodaya Samvad* and look forward to your continued association with Gyanodaya.

Thanking you,
Team Gyanodaya

Executive Committee

Prof. Atanu Adhikari (Head)
Prof. Jijo Lukose P J
Prof. Shovan Chowdhury
Prof. Rajeshwari C

Support Team

Ms. Milan Anns

Web Team

Mr. Shiju N K
Ms. Anjali T K
Ms. Aiswarya Jyothindranath

Are All Rehydration Drinks ORS?

 Farhana Firoz, Salamah Ansari

01

This case examines regulatory challenges in the labelling of hydration beverages using ORS - related terminology in India. It explores interactions between firms, regulators, and courts, highlighting issues of consumer interpretation, regulatory ambiguity, and market practices. The case presents competing considerations in balancing public health concerns with commercial and legal interests.

PUBLIC POLICY

The Substitution Paradox: Protecting the Lead, Losing the Game

 Hadhin Anjum T, Shovan Chowdhury

02

This case examines a Kerala football club's loss after conceding a 2-0 lead. A defensive substitution shifted momentum, prompting debate between analytics-driven decisions and intuition. The case highlights risk, strategy, and decision-making under uncertainty, encouraging evaluation of how data-driven approaches can complement traditional judgment in dynamic sporting environments.

DECISION SCIENCES & OPERATIONS MANAGEMENT

Infosys Ltd: Adopting and weathering the AI threat

 S Subramanian

03

Infosys is transforming into an AI-first company to address disruptions from AI and GCCs. Through platforms like Topaz and Cobalt, it seeks to shift from labor-based services to platform-led solutions. However, challenges remain in culture, monetization, talent, and sustaining growth amid evolving competition and industry transformation.

STRATEGIC MANAGEMENT

ONDC: How to Realise Reality from The Vision

 Atanu Adhikari, Dhanasree S

04

This case explores the Open Network for Digital Commerce (ONDC), an initiative aimed at building an open, interoperable digital commerce ecosystem in India. It examines adoption trends, stakeholder dynamics, and financial considerations, inviting analysis of how governance, incentives, and network design influence the scalability and sustainability of open digital platforms.

MARKETING MANAGEMENT

Blinkit 10-minute Ambulance Service

 Atanu Adhikari, Seema Lall

05

Blinkit's launch of a 10-minute ambulance service marks a bold shift from quick commerce to emergency healthcare, while leveraging its logistics strengths, the move raises critical questions around trust, capability, and ethics. Should Blinkit scale this high-stakes service, or reconsider the risks to operations, credibility, and brand reputation?

MARKETING MANAGEMENT

Amazon's Entry into Quick Commerce

 Ashutosh Sarkar

06

Quick commerce (QC) has disrupted Indian retail by promising 10-minute deliveries of household essentials. Despite logistical hurdles, its massive growth has forced giants like Amazon to adapt. This case explores whether QC is a fundamental threat or a strategic opportunity for Amazon by examining the operational innovations necessary to sustain such rapid fulfilment.

DECISION SCIENCES & OPERATIONS MANAGEMENT

Searching for Value Fit: Apoorva and the Cooperative Choice at Uralungal Labor Contract Co-operative Society

 Husna Latheef T, Rajeshwari C

07

How does a young individual make career choices? Engaging with Apoorva's struggles with the dilemma of finding a career path that suits her value system, with her current organization and a potential employer working as a cooperative organization, the case deals with the challenge of finding a career path that fits an individual's values and keeps her motivated.

ORGANIZATIONAL BEHAVIOUR & HR MANAGEMENT

Zomato Pure Veg

 Atanu Adhikari, Neha Bhardwaj

08

This case explores a food delivery platform's attempt to introduce a "pure vegetarian" service mode and the diverse stakeholder reactions that followed. It highlights how segmentation decisions can acquire social meaning, raising questions of identity, fairness, and platform governance, and invites discussion on balancing market opportunity with cultural sensitivity.

MARKETING MANAGEMENT



Turtle Limited: Excess Inventory Challenge

 Atanu Adhikari, Seema Lall

09

In 2018, Turtle Limited faced rising inventory levels across its retail network due to demand forecasting practices and long production cycles. Director Shitanshu Jhunjhunwalla evaluates how supply chain design, channel strategy, and regional demand variations can be aligned to improve inventory management and support sustainable growth.

MARKETING MANAGEMENT

Charaka Hospital Outpatient Department: Footfall and Waiting Time Challenges in Managing Revenues in a Private Specialty Hospital in India

 Shovan Chowdhury, Sumit Mitra

10

The case explores how a private hospital in Kerala addresses declining OPD footfall and long patient waiting times. Using operational data and analytics, management evaluates forecasting, capacity optimization, and process redesign to balance service quality, efficiency, and revenue growth in an increasingly competitive healthcare environment.

DECISION SCIENCES & OPERATIONS MANAGEMENT

ACCESS HIGH-QUALITY TEACHING CASES OF GYANODAYA

Gyanodaya offers verified educators and institutes the access to purchase and use the expanding repository of double blind peer-reviewed teaching cases based on real organizations, real dilemmas, and real decision-making contexts from India.



REAL ORGANIZATION,
REAL CASES



INDIA
FOCUSED



DOUBLE BLIND
PEER-REVIEWED



ACCESS IS EXCLUSIVE FOR
VERIFIED EDUCATORS AND
ACADEMIC INSTITUTIONS



EXPLORE THE CASE
RESEARCH STUDIO OF
GYANODAYA





Pedagogy Through the Lens

Explore how the faculty of IIM Kozhikode are transforming classrooms through innovative teaching practices.

Biofeedback based Yoga Practices



Prof. Judu Ilavarasu explains how biofeedback-supported contemplative practices make inner cognitive states visible through real-time feedback, helping students develop deeper self-awareness, improve focus, and understand the impact of breathing and mindfulness techniques on their mental wellbeing.

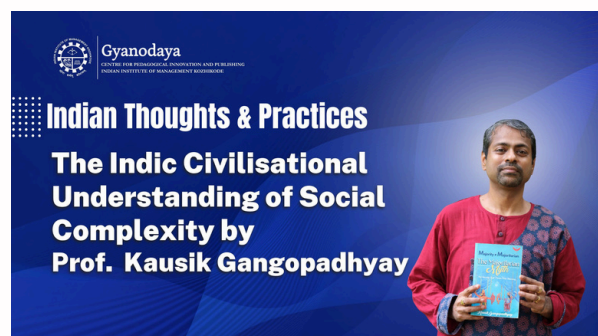
Learn more: <https://gyanodaya.iimk.ac.in/Pedagogical-Innovations/Yoga%20based%20pedagogy>

Indian Thought: Beyond the Pages

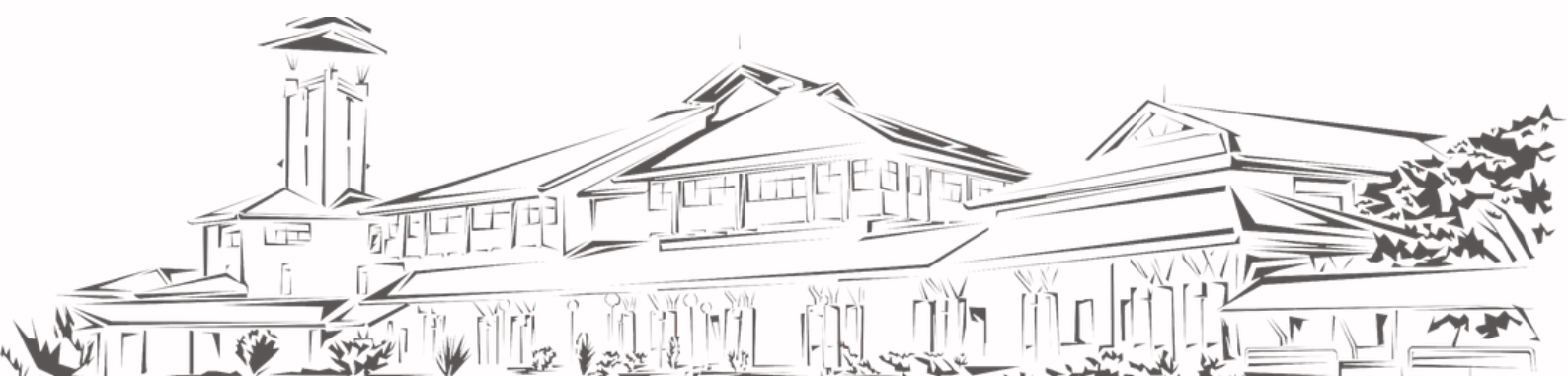
Explore scholarly publications of IIMK faculty, focusing on the rich heritage of Indian philosophies and practices.

The Indic Civilisational Understanding of Social Complexity

Prof. Kausik Gangopadhyay reflects on key ideas covered in his book and mentions how Indian knowledge traditions and civilisational thinking can contribute meaningfully to contemporary academic and managerial discourse.



Learn more: https://gyanodaya.iimk.ac.in/IndianThoughts/indic_civilisational



Gyanodaya

CASE WRITING WORKSHOP

Highlights of the Previous Workshop



Developing High-Quality Cases. Strengthening Management Education

Faculty and research scholars from IIMs, IITs and other leading management and business schools as well as industry professionals came together to learn the art of case writing.

The workshop offered expert sessions, peer discussions, and hands on training to develop high-quality case studies and teaching notes.

PARTICIPANT'S PROFILE



IIMs & IITs



Top Business & Management Institutes



Industry Professionals



4.92/5
Facilitator Rating

JOIN THE NEXT

Gyanodaya

CASE WRITING WORKSHOP



24 -25 July (In-campus) &
26 September (Hybrid) 2026



IIM Kozhikode

INSTRUCTOR: PROF. ATANU ADHIKARI

WHO SHOULD ATTEND?



Faculty Members



Doctoral Scholars



Aspiring PhD Candidates



Industry Professionals

WHY PARTICIPATE?

- Develop case-writing skills
- Learn from expert faculty
- Peer networking
- Earn IIM Kozhikode certification
- Mentoring support
- Feedback and refinement
- Publication opportunity at Gyanodaya

SCAN TO REGISTER



REGISTER NOW!

REGISTRATION DEADLINE

19TH JULY 2026

For more details: <https://gyanodaya.iimk.ac.in/case-writing-workshop-2>



Gyanodaya

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