

Journal of Case Research

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Dear Readers,

Greetings !!

We are happy to bring out the June 2020 issue of the Journal of Case Research, Journal of Xavier University with the three teaching cases.

- **Breaking Armour-plated ceiling: Struggle for gender equality in Indian Armed Forces** by *Tania Saritova Rath*
- **From Maestro Bakery to Backerei: Issues and Challenges** by *Rashmi Gharia and Sopnamayee Acharya*
- **Covid 2019 and Undeterred Home Food** by *Dipak Kumar Bhattacharya*

This issue is seeing the light of the day, at a time when ironically the whole world is engulfed by the Covid 2019 darkness. However, as the Sanskrit verse from the Upanishad goes, *Tama so ma jyotirgamaya , mrityor ma mritam gamaya*, the world also prays to the larger power of the Universe to lead it from darkness to light from death to immortality. Light in the form of Knowledge. Be it the knowledge of the much awaited vaccine or knowledge that comes in knowing the deeper meaning of life, family and relationship as families huddle close together in a world that locks itself down. Interestingly, the three cases in the issue talk of resilience, continuous struggle and then emerging victorious through the struggle by either winning the long battle, or reshaping and metamorphosing to tide over the changed circumstances.

The first case describes the long standing battle for gender equality in the Indian armed forces as SSC women officers fight for grant of PC, to be able to work on the same terms as their compatriot men officers. The case describes the glass ceiling that exists in the form of differing service terms for men and women and the struggle for change by women officers. The chains that protect can also constrain. Started off as a benevolent protective measure, in the changed circumstances it seemed to be shackling the progress of talented women officers. The case can be used in courses on Diversity and Inclusion, Human

Resource Management and Talent management to build discussions around policies for career progression, inclusion less diversity and retaining of top talent.

The second case is about two entrepreneurs who step into the family business and infuse new ideas into it for it to be able to soar into greater skies. The case is about a bakery business, very few cases exist in this domain. It is an interesting case of a business in the traditional domain of food manufacturing that uses modern day systems and practices. The case also discusses the growing business venturing from the business to business space into the business to customer space. The case can be used to discuss the transformations in practices, policies and systems that business may require when the nature of end customer changes. While having scope for use in classes on Marketing to discuss marketing strategy in the given context, it can also be used to discuss entry strategies into the market. Used in a Service Marketing course, it can highlight the customer touchpoints and interventions to be made.

Keeping in tune with the food industry, the third case discusses a food aggregator. This food aggregator albeit is different from the more famous food aggregators in its food sellers being home cooks. This case could not have come at a better time, in times of Covid-2019 when many businesses are shutting down or are laying off staff, the case highlights how difficulties can prove to be an opportunity; it highlights how changed circumstances can change the fortunes of a company. It throws attention on the power of agility and the ability to adapt. In contrary to the second case, this case discusses the transition from business to customer to business to business. It can be used as a standalone case or used in tanem with the second case can be used to discuss the differences in management systems that may be required as businesses move from B2B to B2C and B2C to B2B.

Wishing you all Happy Reading!

With Warm Regards,

Prof. Mousumi Padhi

Editor

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