

# Journal of Case Research

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Dear Readers,

Greetings!!

We are happy to bring out the June 2021 issue of the Journal of Case Research, Journal of XIM University with the three teaching cases.

- **Adaptation of Roster Format in Food Joints** by *Ranjit Singh, Suman Agarwal, Nitish Singh*
- **Pandemic and Organizational Restructuring: Turnaround Story of Mouthful Foods** by *Dipak Kumar Bhattacharyya*
- **Toyota Motor Corporation: Just-in-Time Management Strategy or Beyond ?** by *Vijaya Batth*

It is a pleasure to share with the readers that Xavier University which publishes the Journal of Case Research is now renamed as XIM University by the Odisha State legislature. As the University makes a fresh beginning this academic term with a new vision, mission and logo, we would like to ensure our readers that we would continue to maintain the quality. In fact the new beginning inspires us to strive to improve and exceed ourselves. We have three case studies in this issue. Two of the cases are based on the food industry albeit the business format of both is different. While one case study is based on the cafeteria business, the other is about packaged food. The third case is an interesting case on Toyota motor corporation and is based on a recent incident of how Toyota managed to make profits while other automobile companies were struggling as their supply lines were hit.

The first case describes two small cafeterias that were started by two entrepreneurs to majorly cater to the requirements of the students of an academic institution. Not surprisingly, their common objective made them competitors to each other, however what makes the case study unique is how the two entrepreneurs collaborated with each other to maximise their profits. The case study poses a unique example of how collaboration as a solution can lead to sustainable businesses and profits. The case can be used to lead fruitful discussions in courses on Strategic management, Entrepreneurship, Marketing Management etc.

The second case is about Mouthful Foods, a packaged food manufacturing business that was engaged in contract manufacturing for MNC's. The products were sold under the brand name of the MNC. However, the country wide lockdown announced as a result of the pandemic led to a disruption in supply lines. As the food products were perishable, the company had no choice but to explore alternatives to sell its stock. This meant that the product would have to be sold by the company under its own brand and selling and distribution activities which were hitherto miniscule, would now have to be intensified. The case study describes the organization structure that evolved to keep pace with the change. The case study can be used to drive discussions in a class on Organization Structure , Organization Change, HRM etc.

As management students grow up with learning about Just-in-time and management systems invented by Toyota, the third case on Toyota Motor Corporation is sure to shake up some old theories and principles. It is an interesting case of how the pioneer of a world-famous management strategy on lean inventory system revamped the strategy with a twist. On the face of it while, it may seem like the company threw away the rule book which guided its operations in a stable environment in VUCA times. A deeper look would highlight that it managed to combine JIT at its own factories with stockpiling at supplier ends. It can be used to generate classroom debates in Strategic management Courses, Operations management and Change Management.

Wishing you all Happy Reading!

With Warm Regards,

Prof. Mousumi Padhi

Editor

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