



MEASI INSTITUTE OF MANAGEMENT CHENNAI-14

Approved by All India Council of Technical Education,
Affiliated to the University of Madras and ISO 9001:2015 Certified Institution

CASE STUDIES

STRATEGIC MANAGEMENT

Case Study Number	1
Level of Teaching	L3
Program Outcomes Covered	PO3,PO8
Course Outcomes Covered	C301.3

Lehman Brothers, an international consultancy organization, conducted a study on the critical success factors operating in the Indian Pharmaceutical industry, according to Lehman, are :

- (a) Product range and pipeline
- (b) Brand recognition
- (c) Distribution capabilities and the network of medical representative
- (d) Internationalities in order to access foreign markets and source new products
- (e) Access to raw materials and in-house research and development
- (f) Track record with regulatory agencies It stands tenth position in the industry.

Give your opinion about the critical factors identified by Lehman Brothers. The ranking was 10 years back. Can you depend on the ranking today?



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Case Study Number	2
Level of Teaching	L3
Program Outcomes Covered	PO4,PO5,PO7
Course Outcomes Covered	C301.5

Raising disposable income, change in preference, increase in variety etc lead to revolution in Indian Retail. Aadhi a drug shop in Mumbai is aware of these developments. This company is a pioneer in shopping under one roof. They have five departmental stores generating more than Rs. 50 crore with 20000 products in 32 counters.

The locational advantage overhauled the interiors and poor service. They focus on stocking products like garments with higher margins than food and drugs. Strategic option is to go for franchisee at major metros because of international entries.

They also have a project to set up institute of retailing affiliated to university of Bombay. It is run by the family and the second generation is professionally trained in management. The senior positions are manned by professional. The family is also into furniture business. The challenge before the family business is to keep changing itself to remain on the top. What is to be done to continue success?