



TEACHING CASE LETS AND CASE-STUDY

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A detailed Study on Kamala: Is Kamala able to create the Eureka Effect for the segment?

Abstract:

There is a change in how businesses interact with society, as Swierczek F. (2007) "Social, environmental, and stakeholder value drivers could redefine the foundation of economic competitive advantage. "This case study mainly focuses on the need for human connection with nature. A place that serves not only food but a place where you can connect with the soul and nature which serves the purpose. Kamala – A place which serves the most authentic food which is the perfect combination of café and garden restaurant. To serve food is not new for any business but when any business tried to adopt the principle of SEWA with the association of RUDI and tried to serve mass with the purpose of quality, it mattered the most. During the study of Kamala, researchers were able to associate it with the Philanthropic aspect of Gandhiji- PAG. Kamala is the perfect combination of Points of parity (POP) & Points of Differentiation (POD) towards the café and garden restaurant industry from customers' perspective. This paper discussed Which aspects of the service, while launching a new



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philanthropic service, can help establish points of parity and points of difference. What are the underlying assumptions that separate near- and far-flung competitors? Along with that, the phenomenon tried to focus to revolves around propagating Gandhi's thoughts to the youth in a trendy setup of food serving places with some innovative awareness. Where connection to PAG and POS-POD. This case study also focuses on the SERQUAL model which serves society with the quality aspect for better results and improves the standard of living. This case sheds light on the SERVQUAL model, which is not explicitly stated in the case but is strongly tied to offering goods and services in a metamorphosis-based manner in all discussion and elaboration. This section will concentrate on the loaded activity where a unique area was made available to the segmentation and was capable of supplying a brand-new sphere for construction in a creative manner.

Keywords:

Eureka Effect, Philanthropic aspect of Gandhiji- PAG, Points of parity (POP) & Points of Differentiation (POD), the SERVQUAL model,

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In the lap of nature:

A group of friends- Aarti, Sarthak, Girish, Ruhi, and Revathi in search of a place where they can spend time, may be looking for a cafe or restaurant that has natural airflow. Aarti is good at painting, Sarthak is good at handloom and handicraft art, Girish is good at Music, and Ruhi – Revathi is associated with NGOs. They all were college friends and due to their same interests, they were still able to connect after a compilation of graduations, over the last 10 years. As a light-minded group of artists of different art, wish to spend time so able to craft their new art piece uniquely but are not able to get a place where their search ended. Suddenly on Google Maps, Ruhi saw a place called Kamala and said to his group let's go there, as one of my friends suggested this place along. He visited this place when he went there for a drama.



Aarti asked him what is kamala? Cafe or restaurant? Ruhi replied that she had no idea but proposed that, let's catch this opportunity and explore it if we liked else we would move. Friends discussed in a lighter tone that we have to move to a place that is not identically known to the person as a café or a restaurant and all friend's faces had big smiles.

Kamala: cafe or restaurant?

Till they enter the place, Ruhi googles it and shares with all that Kamala is a baby of SEWA which served with a purpose to the masses, and with the backbone of SEWA it is popular among those who wish to contribute to society with a purpose. SEWA was formed in the year 1972 and today it has 1.5 million registered SEWA ben who serve and are associated there with a purpose. SEWA has many different organizations which serve the economically backward class with a purpose. SEWA 's different economic organizations are named "Hansiba" "RUDI", "GITANJALI" and " KAMALA".

Fig: 1 economic organization associated with SEWA. ^[1]

When they entered, they saw “a small cafe in Ahmedabad that was envisioned as a fluid interplay of organic architectural features and elements of nature that interact and form a shape cast in yellow sandstone. When viewed with lovely natural elements that fit with the surrounding carefully designed surroundings, the structure tells a story. The main goal was to rediscover the lost relationship between earth and sky, between people and environment, and between silence and serenity for enjoying the moment in the spaces.” ^[1] all friends feel joy and overwhelmed by the connection they found there. One person just came and asked him randomly how are you? Aarti told him “They all are light mined artists and wish to visit such place. Pradip replied to them then you all are at a place which gives you that feeling and introduced himself to them. he is taking care of this café since 2018 and tried to adopt suitable changes that will help the artist and those who need it for their development, especially the artist. (see the exhibit: 1)



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All my friends were amused by the different displays at Kamala. It is like a perfect display of the different variety which is associated with life. Not only that Aarti read loudly some instructions to be able to communicate to her friends that it directly connected to the grassroots level and major eateries and refreshment products came from association with the SEWA sisters. Pradipbhai also explained to him how much association is developed and at the same time, Vijayaben – a Kamala worker came and asked him about the vegetable requirement raised by some regular customers. Pradipbhai took a small break and told them he would come there and inform them more.

All my friends feel so amused how a simple place – a café or restaurant able to serve the needs of the people. They took around the Kamala and felt they were in the lap of nature. (see exhibit) When - Aarti, Sarthak, Girish, Ruhi, and Revathi took a walk around and saw the level of best cleanliness, and hygiene maintained by all the female workers is really remarkable. All my friends observed that a very nice vegetable stall and water cooler for visitors were placed which managed the place best way. Sarthak first time saw some unique flowers over there. He wished to ask to some known person and found their gardener. Sarthak directly approached him and asked “Mali bhiya, ye konasa podha hai? /Which plant is it?

Malibhiya gives him smiled and explained the type of plant as well as asked him if he wish them, he can purchase this plant or seeds too. When they took around also found boxes of fruits of different kinds and were also able to read instructions that this one belonged to the farmers of the Borivali and Mehsana and were able to sell organic frits to the customers. Sarthak also purchased “an apple” which he loved the most. Now friends wish to talk to Pradip Bhai who has detailed knowledge of Kamala and wishes to know its historical development for better knowledge and to know it with a purpose.



Chai pe charcha:

Aarti went to Pradip Bhai and asked him, can you spare some time with your valuable customer? Pradipbhai wished to talk to them, he gave some instructions to the co-workers and then placed an order for the group of chai and bhajiya and came to them.

Sarthak directly asked him: Pradipbhai now I wish to know how this café started his journey. Girish interrupted him by asking if it café or a restaurant. Pradipbhai smiled and said first let me tell you how this concept started then you will come to know about KAMALA.

Reemaben Nanavati, our chairperson, started this institution with the idea that we should alter the Western mentality while also pushing our limits with the novel. With the help of this idea, a brand-new project named as Kamala emerged. discussion with the various minds capable of taking innovative actions for society's advancement. When your top management has a vision, according to Pradipbhai, you will be able to reach your desired destination without fail. The SEWA management has successfully linked all the essentials, making it simpler for the decision-maker to make the right choice at the appropriate time and in the appropriate direction.

The guys were informed by Pradipbhai that Kamala's starting point was extremely distinctive. They created this location to provide them with high-quality service and give the needy a platform. They began serving service personnel with the Tiffin service in response to a significant desire from the populace. Staff from the Kamala visited a nearby office and let everyone know that they could get high-quality meal service there. With this distinct method of involving the general public, Kamala may target their audience and distinctively launch a brand-new business. In response to numerous requests for high-quality food from paying customers, Kamala began providing tiffin deliveries to the less fortunate. Since so many people were pleased with Kamala's service, it entered the traditional restaurant industry.

How Kamala can open its petals? ^[1]



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During the talk with Pradip Bhai, he explained a wonderful thought of the development of Kamala for the unprivileged segment. He informed me that this step was taken by Reema Nanavaty, executive director of SEWA.

It is excellent, but where did the working women from different parts of the world come from, Ruhi wondered? How is the connection between odd and even possible? The exact question from Revathi was, "May that be made possible by SEWA, but how would it be made possible to connect farmers from other regions who serve the community and how would the thought of or combination of selling vegetables and refreshments pop into your mind?"

From catastrophe to chance:

Kamala is at the place where major paying guests are residents. Pradipbhai said that at the time of Covid 19, it needed to provide a platform to the businesses with whom they are associated. Those who associated with Kamala, for providing vegetable and other restaurant-required items like – pulses, flour, etc. that distributors found tough to survive. At that time Kamala decided to do something which helped them to survive.

No pain, no gain, Pradipbhai said with a smile. As we dealt with COVID-19, we were aware that the majority of people had tremendous challenges as a result. When our restaurant is incapable of serving a significant number of people, how can we sustain and how can we support those in need? For our hospitality industry, we already had connections with the farmers, and at the beginning of the interview, we discovered that they were willing to sell their vegetables to somebody who could set up an efficient sales and distribution network for them. Customers of Kamala and other social stakeholders believe that the community must provide a place so they can survive. And with such an initiative it would be possible to help the community, and this idea can turn this calamity into an opportunity. Kamala also contributed significantly to this case. Farmers were having a lot of trouble selling their vegetables at the time to the market. Because of numerous government regulations, it is impossible to capture a sizable market, and because vegetables are perishable by



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nature, it was difficult to locate an instant market where farmers could sell their goods and make money. In this case, SEWA gave a platform to farmers who contacted them for a better Sales and distributor network provider.

Power of association:

Kamala directly associated with the farmers and also developed supplementary markets of refreshment products, and bakery products and also provided handloom and handicraft products to the society. when Pradipbhai discussed this with Aarti and her friend many customers purchased vegetables, fruits, and also daily needed refreshment items.

Veenaben came to Pradip Bhai for some routine discussion. Pradipbhai asked her to explain the concept of the vegetable business in detail as she handled all the queries and orders.

She told the group “They offered the farmers a supplementary market to sell their goods at their location at the time of COVID when the restaurant business was shut down at the time. Through a WhatsApp group of people who had previously visited them, they disseminated information about the fresh vegetables that were available at Kamala. Additionally, a sign advertising the availability of locally grown veggies was posted outside the eatery. So, at this place, they allow everyone who lives in the neighbourhood – nearby, the first opportunity to buy fresh vegetables. Daily vegetable sellers sent their supplies and were able to sell their produce to the targeted market through Kamala. Veenaben also told to friend such way it would be possible for us, to directly eliminate the middle man is possible and due to that farmer of Ahmedabad, Gandhinagar, Mehsana, and Aravalli got director benefits, and the same benefit derived by society too. Till today more than 1200 farmers were associated with the Kamala and daily provide farm fresh vegetables and this system is accepted and adopted by customers too. Veenaben said this with pride and felt so satisfied. Veenaben also added that “we also serve our customers with their order, if they placed it advance. “Not only that those who are works got some interaction with the people. If they got some sort of daily-based nasta then that is a really good option for them. We- at Kamala provided



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the Nasta counter at the time of COVID-19 and with the best quality and service as per the demand of the group of people, they got their market and were able to explore it well. With this type of business, those who find it difficult to maintain their household expenses at the time of covid able to serve very well. The staff of Kamala maintain all the hygiene standards and also maintain government guidelines for health precautions at most for themselves and for others too. (Exhibit: 3)

Platform to the needy:

Aarti asked but how do you serve the choices of the person? As it seems to tough to satisfy. Veenaben smiled and said it was all about the association. When we started to convince a person with our random talk it converted into thought. But as we decided to serve society, we found our way. Kamala is dedicated to assisting independent women who produce baked goods and dry snacks with an emphasis on nutrition and hygiene. These ladies have been encouraged to make a variety of baked goods, including biscuits, toast, Khari, several kinds of bread, and snacks like Farsi Puri, Masala Puri, Shakkarpara, and Sev Mamra. For its clients, Kamala also provides home delivery services.

Consistent level Kamala tried to give a platform to the needy ones who deserved support.

In addition, Kamala is focused on supporting independent women who produce baked goods and dry snacks with an emphasis on nutrition and hygiene. These ladies have been encouraged to make a variety of baked goods, including biscuits, toast, Khari, several kinds of bread, and snacks like Farsi Puri, Masala Puri, Shakkarpara, and Sev Mamra. For its clients, Kamala also provides home delivery services. At Kamala, they also have a counter where the customer can purchase homemade different Nastas and try to encourage such initiative. Veena asked this group can you make a wild guess: how many women are associated with ours?

All friends gave different random answers between the range of 500- 1200. Pradipbhai smiled and said we are associated with 1500 women for refreshment products and more than 2000 farmers



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are associated moreover, the association is adding members at a constant rate. At the time of the coronavirus, we were able to sell, mask – sanitizers- herbal soups daily, turmeric Ladu, etc. simply we made association with both party satisfaction. [2]

Room for correction:

When everything is going on so well why it is not able to capture more in the different localities? Sarthak raised this question. At the same time, Aarti asked as Kamala is doing good in this area then why don't you develop its different branches/ outlets which will be helpful to you in expanding your business? She also asked him as it is found it is trying to cover only the western part of Ahmedabad. Pradip Bhai discussed in this case that they tried to expand their business in the different parts of Ahmedabad but their point of origin is different. not only that from his POV Kamala is doing good for organic vegetables and fruits but still, it's limited to the area. to cover more areas, it is essential that they have more ties up and also have more power with - material, and machinery, and also have a different association with vegetable and fruit vendors. But in the time of competition, it is also dammed difficult to have some association and it will manage for a long time. They also found issues relating to the sales network, association network, and also relating to trustworthiness.

they were not able to start their outlet in the eastern part of Ahmedabad due to locational issues and also because of the APMC. Ruhi said at the time, yes due to APMC and also the retail market near Jamalpur it is not a feasible idea. Yes, but you can also give more sources for the same which is not found normally in this area, but it is also very debatable whether people would approach in this case or not. Girish had a question which he shared with his friend about if Kamala on the Wheel can serve the catering as per the order but as per the other catering business, Kamala is still far behind, due to their media coverage issues. they also needed a strong team for their IT awareness and ability to deal with IT issues at ease.



Revathi also murmured and felt how Pradip Bhai and his staff members or the management person spend special care on social media marketing or not. and without social media marketing, they can able to capture the market? this is challenging!

Suddenly one kitchen helper came to Pradipbhai and told him: Saheb, "Koi function karva mate puche che?" aavo ne! (there is an inquiry for a party) And with a smiling face, Pradipbhai and Veenaben moved to the cash counter.

^[1] http://timesofindia.indiatimes.com/articleshow/74532847.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst

^[2] <https://www.feamag.com/kamala-a-helping-hand-in-the-times-of-covid-19/>

Research Questions:

How does Kamala create a unique "Eureka Effect" for its customer segments, particularly through its philanthropic initiatives?

What are the key Points of Differentiation (PODs) that set Kamala apart from its competitors?

How does Kamala bridge the gap between near- and far-flung competitors, offering unique value propositions while adhering to its social mission?

How can Kamala overcome its limitations in expansion and brand awareness while maintaining its commitment to social responsibility and environmental sustainability?

Teaching note:

Methodology:

The case study utilizes a qualitative approach, employing interviews with key personnel like Pradip Bhai, the manager, and observations of customer interactions and the overall ambiance



of Kamala. Additionally, relevant documents and online resources are used to gather information about SEWA and the PAG principles.

Analysis:

Service Quality and Customer Satisfaction:

While the case study does not explicitly apply the SERVQUAL model, it provides insights into various service quality dimensions:

Reliability: Consistent quality of food and beverages.

Tangibles: The aesthetically pleasing ambiance and natural setting.

Responsiveness: Attentive staff and prompt service.

Assurance: Cleanliness, hygiene, and ethical sourcing practices.

Empathy: Personal touch and focus on customer well-being.

Eureka Effect and PODs:

Kamala's PODs lie in its unique blend of social service and commercial enterprise.

The cafe provides a platform for marginalized communities, including farmers, independent women entrepreneurs, and local vendors, to sell their products and generate income.

This creates a "feel-good" factor for customers who appreciate the opportunity to contribute to social good while enjoying high-quality food and beverages in a beautiful natural setting.

This "Eureka Effect" fosters emotional connection and a sense of purpose for customers, aligning with the PAG principles.

Bridging the Gap:

Kamala caters to a diverse clientele, attracting both budget-conscious customers seeking affordable meals and socially conscious patrons willing to pay a premium for ethically sourced products and support for local communities.



This diverse customer base allows Kamala to compete with both budget-friendly eateries and high-end restaurants, offering a unique value proposition that resonates with a broader audience.

Emotional Connection and Purpose:

The case study explores the experience of a group of friends visiting Kamala and finding connection with nature and artistic expression.

This highlights how Kamala's ambiance and mission can resonate with individuals seeking more than just a meal, fostering a sense of community and purpose.

Expansion and Brand Awareness:

The case study acknowledges Kamala's challenges in expanding beyond its current location due to factors like competition, limited resources, and lack of strong media presence.

Potential solutions include strategic partnerships, innovative marketing strategies, and leveraging technology to improve online visibility and delivery services.

Conclusion:

Kamala's case study offers valuable insights into the potential of social entrepreneurship to create a sustainable and impactful business model. By blending commercial success with social responsibility, Kamala demonstrates how businesses can contribute to positive social change while providing customers with a unique and meaningful experience. The study also highlights the challenges faced by such businesses and suggests potential solutions for future growth and success.