

**Birla Institute of Technology & Science, Pilani**  
**Mid Semester Exam – Regular**  
**2<sup>nd</sup> Semester 2022-23**  
**BITS F482 / ECON F414**

**Creating & Leading Entrepreneurial Organization**

**Weightage: 30%**

**Marks: 60**

**Duration: 90 Minutes**

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- There are 6 questions in the question paper.
  - All questions are compulsory.

- Q1.** List down 10 prominent traits of a successful entrepreneur. Select the top five and put them in descending order of priority. Explain the rationale for your ranking of these five traits. **[10 M]**
- Q2.** How the concept of entrepreneurship did evolve over 18, 19<sup>th</sup>, 20<sup>th</sup> and 21<sup>st</sup> century? What is the fundamental differentiator for becoming a Unicorn in the 21st Century? Explain. **[10 M]**
- Q3.** What are the key myths and misconceptions about entrepreneurship? Explain. **[10 M]**
- Q4.** What are the key mistakes that especially pertaining to legal aspects those results in failure of startups? Explain. **[10 M]**
- Q5.** Read the caselet of Fipola – a Startup given below and answer the questions given at the end.

***February 25, 2022: K Sushil - taking Fipola to new heights***

Fipola entered with a clear vision to create a safe space where anyone could come and purchase quality meat and fish without the hassle of timings, unhygienic circumstances, quality and safety. Armed with technology and the “farm to fork” model, Fipola took the market by storm with its omnichannel presence. With a seamless experience over multiple channels, Fipola offered customers clean and premium produce at their doorstep and also a premium shopping experience with their stores located in prime landmark areas.

Omnichannel threw the market, wide open to Fipola. Despite a humble beginning with just 10 stores in Chennai, the multiple points of contact helped popularize Fipola’s services and product in a record-breaking time.

The emerging dark horse, Fipola retail offered freshly sourced meat, customized cuts, to the taste of the client with just a click on the app or call on the phone. Fresh seafood, cleaned with signature recipe cuts, along with multiple ordering options from home and doorstep delivery of the meat in ice gel packs garnered customer loyalty. Of course added to this glory was the incredible prices!

Fipola eyes at “customer delight” rather than customer service. With a hybrid platter offering, physical stores, online ordering through app and website, call centers, Fipola also invented the innovative concept of Fipola on wheels which brought the shop to the doorstep in every area of the city even the outskirts so everyone could have the opportunity to purchase.

Fipola, propelled by the inherent grit and passion of the founder Mr. Sushil Kanugolu proved that technology can disrupt the market. Though the stores of course had limited access, the app and the website orders soared with 76% of customer retainer-ship. With every delivery of organic, fresh and clean meat, on time, at unbelievable prices, Fipola was leaving behind a delighted customer. Sushil hails from a family which has been into 4 decades of seafood exports. Getting the best export quality produce at reasonable prices was the biggest USP of the company from its inception.

### **February 20, 2023: Meat retailer Fipola shuts shop**

The Chennai-based meat retail company has not paid its vendors, landlords, delivery partners, advertisers across geographies after winding up operations. The startup is said to be exploring liquidation of assets to pay off some of the dues.

Employees of the company have not received salaries for nearly two months and alleged that Fipola had not deposited its contribution to the Employee Provident Fund. In an interview given in February 2022, Fipola claimed to have over 850 employees.

Fipola, which operated close to 48 stores across Chennai, Bengaluru, Coimbatore, Hyderabad, Vellore, and Puducherry - apart from selling through its app and on grocery delivery platforms - shut down operations earlier this month.

Kanugolu told that Fipola was unable to raise funds due to undesirable market conditions and had begun to liquidate the assets of the company to channel partners, vendors and all parties would receive settlements by April 2023.

In August 2022, Fipola had onboarded actor Nayanthara as its brand ambassador.

Founded in 2016, Chennai-based Fipola retailed fresh and processed meat and meat products and seafood. It also operated Fipola Exclusive Cafe and Grill House by Fipola, both of which have stopped their services through food delivery apps Swiggy and Zomato. Fipola competes with the likes of well-funded direct-to-consumer (D2C) meat and seafood brands like Kotak Private Equity backed Licious, Investcorp-backed FreshToHome, and Tendercuts. According to Tracxn, Fipola had raised \$3 million from CK Ranganatha, Founder of CavinKare, in March 2022, and total of \$12.8 million in funding across rounds. According to media reports in March 2022, Kanugola said Fipola aimed to achieve a growth rate of 4X for Financial Year 2023.

- a) Do you see flaws in the business model of Fipola? Yes/No. Give justification for your answer. **[2 M]**
- b) Had you been the founder of Fipola, what have been the business model of Fipola? Represent it using the business model canvas. **[8 M]**
- c) What had been your analysis of the industry in which Fipola had entered? Analyse the industry using the appropriate framework. **[5 M]**
- Q6.** Explain the method to file patent in multiple countries with timelines involved. **[5 M]**

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