



**Ahmedabad
University**

CASE STUDY – Management and Organisations

CS-21-001

Pushkarvala & Co., An Avant Garde Business

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Abstract (150 words):

On 12 April 2019, Satish Rampuria - the Managing Director of Pushkarvala & Co. (PC) deliberated about the growth and expansion of the company while sitting in the warehouse of Devika House. It was the time when the second audit of the ISO1 had begun at their factory in Rakanpur, Ahmedabad. Before a month, the USFDA2 authority had stormed in to verify the standards of the products produced and exported. Though he seemed quite confident regarding the quality and safety measures of the products, the only thought that popped up repeatedly was, how will PC meet the increasing demands of products once they get the EW certification. Should they invest more in mechanization? The subsequent question was regarding the female employees required to handle the produce as they weren't willing to join the business even if the management offered generous wages. So, should they stay content with their limited per-day production capacity? Then how would PC meet the targets of opening its 8 th and 9th branch – one in Gandhinagar and the other in Mumbai this year? Thinking of possible ways for expansion, he stood up from his chair and pressed the elevator's button to go to the retail store which is situated on the first floor of Devika House.

Keywords: growth, expansion, organization behavior, small business