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CASE STUDY – FINANCE

CS- 23-001

FNPL - Planning Growth Through Balanced Scorecard?

Author(s):

Poonam Dugar

Poonam.dugar@ahduni.edu.in

Kunal Mankodi

Kunal.mankodi@ahduni.edu.in

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Author(s): Poonam Dugar; Kunal Mankodi

**Address: Ahmedabad University, Commerce Six Roads, Navrangpura, Ahmedabad,
Gujarat, India.**

www.ahduni.edu.in

Email: poonam.dugar@ahduni.edu.in ; kunal.mankodi@ahduni.edu.in

Abstract

Founded in 2018, FTTH 24*7 Networks Pvt Ltd (FNPL) was an early-stage company providing the Fibre-to-The-Home (FTTH) infrastructure in Ahmedabad (Gujarat), a city in the western region of India. FNPL was engaged in connecting buildings and communities with fibre technology (FTTH), by providing an array of essential services over a single cable to various residential and commercial projects of real estate companies and government organizations in Ahmedabad, India. Vishal Dugar and Dinesh Rohra, the co-founders, played a key role in shaping the young company from inception to its current form. Having captured the market in Ahmedabad, FNPL was now looking for future growth avenues. By consolidating its local position in Ahmedabad, the company now plans to expand into other leading cities of Gujarat as well as the larger Indian market, whereby customers in the form of real estate companies and telecom operators would partner with FNPL. While Dugar wanted to pursue the desired growth strategy by integrating the Balanced Scorecard (BSC) for performance management, Rohra had some reservations about the relevance of BSC for a young and small company like FNPL. They were unable to come to a consensus on whether FNPL should implement a BSC approach for their growth plans or not.