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Start-up's ecosystem: a case study on DevX

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Abstract: In this study, researchers have discussed how firms develop new dynamic capability(ies) in new start-ups' strategic dimensions. An innovative approach in organisations is not a new feature for large firms. Small scale and start-up firms can also integrate innovation in their business strategy. Attentive positioning of strategies towards its combined efforts of working innovation and innovative competence gives high levels of owner-employee motivation. This technology helps technology-based small businesses to convert into profitable and competitive businesses for long-term survival in the market. DevX is a space and innovative support providing the firm with a high-quality, high-tech, cost-effective organisation founded by three friends. A good start-up ecosystem means, organisation which is full of basic amenities, for example: physical infrastructure. The study is based on primary and secondary data of the case. Most of the times, a study tries to fill the case gaps during the process. The findings of the study are based on observations and discussion with the top management of one start-up firm and with the research carried out through primary and secondary sources.

Keywords: start-up; DevX; ecosystem; business model; entrepreneurship.

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Biographical notes: Sachin Kumar Srivastava is an accomplished professional and professor in the field of marketing and sales. He received his BE and MTech in Mechanical Engineering and MBA with major in Marketing and PhD in Public Administration. He started his career in 2005 with Bharti Tele-venture Services as a Sales Executive. Later, he moved to academics as a lecturer. In 17 years of his career, he worked as a lecturer, senior lecturer, an associate professor, professor and dean of management. Currently, he is working as a Professor at IILM Academy of Higher Learning, Lucknow, India.

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1 Introduction

Organisational behaviour is studied to cultivate a better understanding of how the impact of management is received by the firms' performances and functional capabilities (Hills, 1996). The conventional theory dictates that the success of any business and its performance be measured on the scale of satisfaction rated by the stakeholders, whose motivation is greater profit (Gartner, 1989). The role of the prime mover in all decision-making processes within the firm is played by this one consideration (Brockhaus, 1980).

While there is no definition of a start-up firm that is set in stone, a general consensus is that it's a company that is in the very initial stage of its operations, and the primary source of funding it has is the self-financed by its entrepreneurial founders (Herbig, 1994). Steven Blank, who is known to be a father figure of innovation in Silicon Valley, defines them thus, "a start-up is a temporary organisation designed to search for a repeatable and scalable business model" (Srivastava and Agnihotri, 2020).

Since the company, by the very definition and concept, is temporary, still looking for a scalable and repeatable business model, and is still in the earliest stages of its operations, hence, it is natural that its dynamic capabilities are also highly fast-paced, evolving, and often unorthodox (Zaltman et al., 1973). They evolve not only as a result of the growth of the firm but also the ever-changing business scenarios (Hills, 1994). Hence, it is very important to look at these capabilities changes as well as the mindset and roots that cultivate them, in order to fully grasp them (Drazin and Schoonhoven, 1996).

2 Company background

DevX is working in three states and five cities, providing co-working spaces, to both established corporates as well as start-ups and SMEs, which also double as start-up accelerators. Based in Ahmedabad, Gujrat, India, DevX started as a channel that connects start-ups, investors, and other pillars of the ecosystem. It was founded by three friends Umesh Uttamchandani, Parth Shah, and Rushit Shah, and an IT company led by Mr. Jaimin Shah from Dev Information Technology Ltd., to mentor and support the budding start-ups/entrepreneurs. Umesh and Parth have done their MBAs from Sheffield Hallam University and Ganpat University respectively, while Rushit and Jaimin Shah are engineers, with 25 years+ experience between them.

The co-founders had initially met for collaborating over a completely different project but realised that their home state Gujrat lagged in terms of producing a good start-up ecosystem, including even basic amenities like infrastructure, in addition to accessibility to some essential services like support in business registration, mentoring in the product development and scaling up, fundraising, etc. They also determined a gap in the space of

quality and aesthetically sound office infrastructure and realised that the situation was even worse in tier-2 and tier-3, where there were even more hurdles in acquiring a proper platform that could bring the investors and innovators together and work for mutual benefit.

What gave birth to DevX was the realisation among its founders that the hour demands from established entrepreneurs that they strive for the creation of a collaborative and concrete ecosystem. DevX is now spread across five cities, eight centres, and 4,000+ seats, generating \$1 million in FY 2019–2020, and expected to grow at 403% in the coming year.

The company offers co-working spaces that blend hospitality and technology, across Ahmedabad, Vadodara, Mumbai, Indore, and Morjim (Goa). It also flaunts an enviable clientele, consisting of and has clients such as DCB Bank, Thomson Reuters, Sharechat, Sugarbox, Mobile Tornado, Afford Plan, QX Global, and American Express, to name a few.

3 Organisational structure

DevX has four co-founders – Mr. Jaimin Shah from Dev Information Technology Ltd., and Umesh Uttamchandani, Parth Shah, and Rushit Shah. Mr. Jaimin Shah, who also happens to be Chairman for Domestic Council, NASSCOM, in his capacity of representing Dev IT (He's a co-founder of Dev IT as well). In DevX, Mr. Jaimin Shah's 20+ years of industry experience and connect brings a lot of networking opportunities to the table, alongside mentoring the young trio in running DevX successfully.

Rushit Shah is responsible for the organisation's Client Engagement, whereas Parth Shah plays chief operations officer (COO). Umesh Uttamchandani, an MBA from Sheffield Hallam University, Sheffield, United Kingdom, is the firm's, Chief Growth Officer.

As Chief Engagement Officer, Rushit Shah looks after administration and operations departments, logistics and purchase, and is also responsible for looking after legal issues and network administration.

Parth Shah's responsibilities include the product engineering department, HR, and interior designs, along with digital marketing, communication, UI/UX, and operations-community.

Umesh Uttamchandani looks after the sales, accounts, and corporate innovation departments.

The firm has 48 people directly on their payroll, under various functions ranging from sales, legal, operations teams, to digital marketing, IT and networking, product development, to project management and execution. This includes the recently hired small team for interior designing, to speed up the delivery process of their SBUs, and increasing their top line.

Aside from these, the organisation also believes to be generating indirect employment for 75 other people as well, as security guards, electricians, cleaners, and other housekeeping staff, working on the upkeep and maintenance of their premises.

4 Dynamic capabilities

From its inception, DevX made corporates and tech start-ups its primary target, so keeping them in mind, DevX has come up with what they call a ‘hybrid’ model of co-working spaces. Under this model, first, a big corporate form would occupy a significant majority (normally 40%–50%) of the space on the offer in an SBU, and then with them acting as an ‘anchor’, the rest of the space would be taken up by different SMEs and start-ups (Johannisson, 1990).

In their starting days, as Umesh explained, they got an inquiry for about 20 seats from an accounting technology firm, which was one of the biggest in Ahmedabad in its field of work. DevX managed to convince them to occupy 500 instead. This was not only ‘a testament towards our vision for DevX’, as Umesh put it, but also showed them the kind of branding it would fetch them if they could showcase their vision in action. The abovementioned deal was one of the largest co-working deals of 2017, not just in Gujrat but in the entire nation, thus putting DevX ‘on the map’, so to speak. Currently, under the hybrid model, they offer 70–500 seats to companies, within one SBU (Srivastava and Beena, 2017).

Their well-designed co-work office space offers open and spacious workstations, separate, designated rooms for meetings and private discussions, tastefully crafted furniture, breakout zones, and lounges. Other amenities on the offer also include round-the-clock accessibility to support, gaming rooms, event rooms, gymnasiums, auditoriums, phone booths, baby-care rooms, high-speed internet, and even meditation and yoga rooms (Oster, 1994).

Umesh also informs that in order to attract and retain up-and-coming promising start-ups, they have also developed an extended investment arm, whose sole focus is on making the early-stage start-ups grow. Aside from funding, for which the ticket is ₹30–50 lakhs against 6%–8% equity participation, they also offer dedicated mentorship, along with access to their network and community, and also DevX also supports the start-ups in going global (Tushman and Nadler, 1986).

So that their ally businesses do not have to keep their eyes off solely growth, DevX has also created partnerships with various service providers, offering services like legal, HR, etc.

To take care of the investment arm, DevX has created a separate entity that goes by the name of Las Olas Ventures LLP. Under Las Olas Ventures, they have managed to raise nearly ₹20 million (2 crores). DevX contributes 15% of the overall fund of Las Olas Ventures and has already made investments in two start-ups, Big Spoon Foods, of Makhni Bros, one of the most well-known food joints of Ahmedabad, and Quixote Automotive Technologies, an automotive tech start-up working in connected cars, ADAS and autonomous vehicular technology.

Umesh says that the company takes a holistic approach towards business expansion and value addition to the clients, instead of a ‘(just) selling tables and chairs’ mindset. With that goal in mind, DevX tries to contribute as much as possible in ensuring profitability of their operators, along with striving to create awareness among new start-ups about co-working spaces- especially in Tier-II and Tier-III cities, which DevX is vying for aggressive expansion but anticipates stiff competition from more senior players of the market, like We Work, Co Wrks, 91 Springboard, Awfis, etc. (Sharma and Srivastava, 2016).

DevX is also actively pursuing many other avenues for its cash flow, most notable of which are its setting up of makers lab and corporate innovation. An open-source platform, corporate innovation is developed to offer support to enterprises and for crowdsourcing innovative solutions to client problems. DevX is also looking into offering internet of things and smart offices at its centres, along with its plan to invest in many more start-ups and onboard them. In the words of Umesh, “We intend to aggressively support, mentor, and create a strong portfolio of start-ups wherein we can add value and help them achieve success” (Saxena and Srivastava, 2017).

5 Strategic manoeuvring

For the development of dynamic capabilities in the service sector, especially in a sector as diverse as this (workspace provision to very different sets of clients i.e.; start-ups, SMEs, and large corporates, working in altogether different work environments themselves), the importance of lean, dynamic, and proactive leadership cannot be overstated (Klein and Sorra, 1996).

DevX seems to be taking some right steps in that direction, with the rapid scaling up of their business- they claim to have broken even as early as December 2018, been growing at 100% annually ever since, and are projected to grow at year-on-year 500% in this year, with the majority of their upcoming centres going from the design phase to live phase (McClelland, 1953).

As mentioned before, they are also looking to invest heavily in some of their clients' start-ups under the aegis of Las Olas Ventures, along with offering such services like legal and HR to their clientele, as are essential to running any business (Hills et al., 1997). They are also expecting a sizeable contribution of Makers Lab and corporate innovation to the cash flow and growth story of the firm (Johannisson, 1990).

Umesh also claims that they are looking into entering the co-living domain as well, aside from ensuring that corporate innovation grows into a 360° platform for all the support that their clients need to run their businesses, from the hiring of new employees to internal team communication, from accounting to project management, etc.

6 Culture/work environment

To ‘break in’ their new employees and ensure that they are integrated well within the company, DevX puts to use an old, but a tested technique that they call ‘buddy assignment’. In this, a new joiner is assigned to an older, senior teammate, to show him (or her) around, familiarise them with the work culture, introduce them to the rest of the team. The assigned ‘buddy’ is spared 3 days off their own schedules for the same. According to DevX, such small efforts go a long way in promoting the sustainability of the firm in the longer term.

DevX also fosters a culture of maximising employees' interaction with HR, the sessions being termed ‘Let's Break Out Sessions’, where HR lends a sympathetic ear to all employees. The topics of discussion range from taxation and TDS queries, PR, networking, future plans for interns, etc. HR personnel, in whose job description team engagement is considered most essential, are encouraged to listen more than giving

advice. This exercise has been observed to foster and promote employees' loyalty towards DevX.

7 Empathetic performance assessment

DevX places a strong premium on having empathy towards fellow employees, along with cultivating loyalty towards the organisation. Practically speaking, this translates to a practice of judging an employee's performance not just upon its own, but also in the context of conditions, challenges, etc., of their execution of the task.

At DevX, every employee's display of their values and sincerity towards their work is constantly being assessed, leading to higher levels of mutual trust among the team members. They also report a high voluntary attendance of the office even on holidays.

8 Leadership

In DevX, the leadership philosophy is to act as equals instead of giving off superiority. As a way of implementing it, DevX goes beyond the 'open doors management policy, making it a NO-door work environment at DevX. This means that the senior management doesn't sit in a separate cabin of their own, but actually with and next to the team.

Along with fostering equality and egalitarianism by doing away with the hierarchical separation of seating arrangement, DevX promotes open communication as well. Everyone is free to, and even welcomed for, present their ideas directly to the senior management- there is no judgment of the individual, only of the merit of the idea. Also, the no-doors policy ensures nobody ends up feeling that there had been a misinterpretation of their ideas.

All the three leaders of DevX pack their own specialties and distinctive leadership styles as well:

- *Rushit Shah*: He believes in giving his team members full freedom to work in any and all ways possible, and backing them up in their failures as well.
- *Parth Shah*: He believes in using every method possible to get the work done- and then finding some more ways if previous ones do not work. He believes in turning his teammates into perfectionists and entertains a lot of out-of-the-box ideas.
- *Umesh Uttamchandani*: He places very much premium on his team, and unorthodox business ideas are his forte.

9 Honeymoon period

Every new member of the team at DevX begins their tenure with a 'honeymoon period. During this time period, they are not assigned any specific tasks, but rather their overall personality traits, likes-dislikes, attitude, temperament, etc. are gauged by their general demeanour and through their interaction with their teammates. Only following this are they handed over assignments in accordance with their traits observed.

DevX says that there are multiple benefits observed from this practice – not only this leads to better work-worker fit, but also helps teammates of similar interests and mindset connect and bond with each other. The organisation also believes in an increase of passion and empathy in the work when is suited to employees' interests. This practice also helps them learn to balance personal objectives with professional ones.

10 Competitors and their handling strategy

According to the research report published Knight Frank India, second of half of 2019 was an extremely successful one for Co-working spaces and IT Sector. 2019, was the year wherein total sq. ft. consumed by co-working operators across India was 8 million, i.e., an increase of almost 70% from the previous year consumption of 4.8 million sq. ft. Secondly, in terms of overall leasing market in India, co-working space contributes 13% of the entire volume which as an industry is tremendous considering the fact that less than 4% was the contribution in 2016. Other Indian operators like 91Springboard, AWFIS, Innov8 (now OYO), CoWrks, and SmartWork are few of the larger names in the industry.

Considering the growth of the industry, the organisation has a firm belief that there is a strong need of setting up an autonomous body for co-working operators something similar to CREDAI for Real Estate Developers.

As an organisational policy the organisation have never commented, i.e., DevX never spread wrong word, on the offerings by their competitors. There's enough demand in traditional market of commercial leasing so, rather than eating the entire pie alone, DevX thought process is to increase the market size, by creating awareness about co-working spaces and ensure that every operator has a profitable run.

11 Challenges and their overcome strategy

As an organisation, core to the theme of DevX growth is to expand in Tier II cities. So, one of the primary hurdles that the organisation face is of sensitising the concept of co-working space within the local community of Entrepreneurs. Ideally, co-working space is presumed to be an office space wherein there would not be any privacy or security. Hence, creating that awareness within your target audience is what acts as a challenge in any new territory. To overcome the same, DevX has published a report titled 'A guide to choosing right co-working space', it is a proprietary report published and shared with the local Entrepreneurs to generate awareness, as it covers majority of the myths they carry about co-working space.

One of the major challenges DevX faced once they started the thought of expansion, was to streamline the operations and onboarding of a client. DevX thought process was very clear, they intend to merge hospitality and tech at the core of the organisation; hence, it was imperative for them to have a strong team for the same. One which understands both the domains very strongly. Although DevX first centre was live and 100% occupied, their 2nd centre was started/launched after a break of one year. In that period, DevX ensured that all their processes, technology, product and team is in place. DevX has witnessed in the past, that if they plan aggressive growth without putting things in right place, it increases the odds of you failing. DevX has developed a very strong

technology not only for their customers, but also for asset management, housekeeping team and even vendors. That ensured transparency across departments, and also enhanced operational effectiveness.

12 Future plans

DevX focus for the coming two years, from a strategic perspective would be as follows:

- 1 *Continue the expansion and investment in Tier II cities* like Surat, Vadodara, Rajkot, Bhuvneshwar, Coimbatore, Chandigarh, Nagpur, Bhopal and Indore.
- 2 *Go global.* DevX intend to expand in countries where there is marginal scope to add value in the ecosystem. DevX has already initiated their steps in the direction and initiated the talks to set up their base in Central Asia, i.e., Uzbekistan, Kenya and PEI, Canada.
- 3 *Onboard start-ups and invest in them.* DevX intend to aggressively support, mentor and create a strong portfolio of start-ups' wherein they can add value and help them achieve success.
- 4 *Maker's lab and innovation hubs across India in all our centres.* All their centres would be equipped with a Makers Lab and domain specific innovative labs, which would further empower the ecosystem and businesses to grow further.
- 5 *Enhance technology platform* to ensure that all activities pertaining to growth of their client's business like hiring new employee, internal team communication, project management, accounting platform and many more are provided from the single interface of DevX.
- 6 *IoT enabled and smart offices.* DevX intend to give a seamless experience to their customers wherein they can book a flexi/dedicated desk with a single click on their mobile phone, book their cabs on the go through the voice assistant available in phone booths, set up a customer experience zone wherein they can bring in their end customers to woo them, register their feedback/complaint on the go and multiple touch points wherein work life can be enhanced.
- 7 *Hackathon-as-a-solution (HaaS),* to strengthen their Open Innovation Platform and expand their product offering and solutions, globally.
- 8 *Expand into co-living domain.* It becomes a strategic move as an entity to venture into co-living space. The same would go out as an additional offering to their existing and new clients coming onboard. A step closer in creating a stronger and connected community in longer duration.

13 New normal challenges – pre and post corona

13.1 Pre-corona

- How would DevX track the list of tasks accomplished during the work from home.

- How to empathetic in understanding the balance between personal and professional responsibilities during this pandemic situation.
- How to keep employees engaged with other departments/teams in different cities.
- Safe transmit of employees/interns from distant cities.

13.2 Post corona

In the wake of the COVID-19 pandemic, a lot has changed in the corporate and start-up scenario- and many more changes are being anticipated. Obviously, DevX, like most players in the business of providing co-work spaces for other businesses, would fall behind their targets and plans regarding this ongoing financial year, and most likely also the next. And their recovery would largely be dependent on how many of their clients (and potential clients) prefer to return to a physical office setup vs. how many prefer adapting to the new (and pandemic-safer) norm of working from home or a remote location.

While it is neither feasible for, nor preferred by, every corporate and start-up firm to shift to an online/work-from-home/remote location working, a lot of them are indeed considering it, having been forced to adapt to it during the lockdown. There are also new start-ups coming up with service offers that are exactly opposite to that of DevX, i.e.; they are offering solutions and services to help other start-ups and corporate organisations adapt to working remotely over longer terms, thereby reducing or eliminating altogether the need to depend on co-working or office spaces. How the co-work services industry, and DevX in particular, respond to this changing dynamic, remains to be seen.

As related to the pandemic, DevX has identified the following major concerns:

- Replenishing trust and sense of security amongst employees, by assuring them that the company places their health and physical well-being on the highest priority.
- If an employee happens to live in an area experiencing a high number of cases, or has visited one, then arranging for his work-from-home specifically, even if the rest of the team resumes working from the office.
- Tracking the list of tasks accomplished during working from home.
- Establishing empathetic balance and understanding between personal and professional responsibilities during the pandemic situation.
- Employee engagement across teams and within teams during a stay at different localities or even cities.

13.3 Solution proposed by DevX

- Inhabit trust in your employees by showcasing that their health is first priority.
- Make a detailed study of employees where about and there surrounding areas in terms of no. of cases in that particular a rear. In case the number of cases is high organisation may request the team mate to function from home.

- Pause the movement of distant employees until the condition are steady and safe mode of transport is discovered. DevX personally requested all the team members not to travel by public transport.
- DevX requested all the employees who had babies under the age of 5 to work from home, so that they do not become the carrier of the disease.
- Before re-opening the office, DevX made sure all the necessary protocols were followed in the premises – social distancing, sanitisation and safe guard.

They have done well in identifying major challenges in operating office spaces in the pandemic time and would be well-advised to look for a solution to the additional financial hassle and disturbances, interruptions, etc. that the pandemic prevention measures like frequent sanitisation create.

Offering periodic, preliminary tests for the disease, as and when cost-effective, scalable testing kits and methods become publicly accessible would be one of the ways of instilling in their clients' employees' confidence to return to office spaces. Another way could be to redesign their seating arrangements within the office area, conference rooms, etc. to maximise social distancing.

14 Conclusions

In conclusion, it can be said that while in the pre-COVID-19 scenario, DevX was well-slated to perform, expand, and gain significant market share, not a lot of predictions can be made in the post-lockdown scenarios. However, if a significant share of their clients does return to co-working, DevX should not have any significant difficulties in its expansion.

Not only are the essential foundations of its core business sound, but its plans of expansion in Tier-II and Tier-III cities, along with the additional services they plan to offer – especially investment and mentorship, along with the networking opportunities – are very lucrative proposals for any fledgling start-up, and very difficult to turn down.

If they are able to redesign and customise their offerings in a way as to assure their clients and their employees that all possible steps to reduce the danger of infection are, and will be, undertaken, there is still a lot of scope for them for expansion of their business.

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Appendix

Enhancing start-up's ecosystem: a case study on DevX

Teaching notes

Case summary

DevX was established by three friends Umesh Uttamchandani, Parth Shah, and Rushit Shah One more person Mr. Jaimin Shah who is running an IT company Dev Information Technology Pvt. Ltd. And also providing mentorship and support to budding start-ups and entrepreneurs.

The team has identified the gaps in the space of quality and aesthetically sound office infrastructure for the start-ups. All team members have also realised that the situation in tier 2 and tier 3 cities is really in pathetic condition. This current situation actually restricts the investors and innovators to work together and provide mutual benefits.

After studying the current situation of identified cities all four members have to decide to introduce one company to bridge the gap and they started DevX. In FY 2019–2020, they have generated \$1 Million and are expected to grow at 403% in the coming year.

In the organisation, 48 people are on rolls, and approx. 75 persons are indirectly attached to run DevX.

DevX has targeted corporates and tech start-ups as its primary target, and for that, they use all available dynamic capabilities to get success in business. They introduced the 'Hybrid' model of co-working in their start-ups. And to enhance the capabilities of start-ups they start providing funds also in continuation with office space and other assistance.

DevX has introduced a buddy assignment concept for the new employees and provides ease to new employees by providing three days off and buddy assignments.

In the evaluation system of the employees, they introduce an empathetic performance assessment system, which shows the dynamic leadership capability also. They have also introduced an alternative strategy to overcome the pandemic situation.

Learning outcomes

- 1 The nature of new business was critically evaluated in the study.
- 2 Innovative approach was discovered during the study and also focused on the benefits of the study.
- 3 Innovative approach and identification of the solutions through collaborative understanding between stakeholders.
- 4 Use and interpret primary data and explore secondary data while interpreting the novelty of the study in unavoidable condition like: COVID-19 pandemic in a new business.
- 5 Gain confidence through observation and analytical reasoning.

Teaching objectives

- 1 To understand:
 - The importance of entrepreneurial orientation.
 - The characteristics of an entrepreneur.
- 2 To know the start-up business in detail?
- 3 To observe the 'start-up and innovation' in a new business setup and its benefits.
- 4 To evaluate the start-up management challenges in a new start-up.
- 5 To understand the difficulties in establishing new start-up firms, when the partners having different background.
- 6 Dynamic capabilities

Identification of intended course(s)

- entrepreneurship
- start-ups
- new venture management
- new venture planning

- strategic management.

Suggested student assignment

- 1 To explore the case and identify the relevant facts about the case.
- 2 Exemplify the different kinds of Start-up issues you visualise and anticipate in the initial start-up journey?
- 3 “Success stories of startups have a direct connection with an innovative approach in the business.” In light of this, can you highlight the key points of the study, will you be able to in light the right path?

Suggested time plan

The case should be handed over to students at least 4 days in advance with a request to study and develop a deeper understanding on start-ups and new venture planning:

- Time required for discussions in class room – 60+60 120 minutes.
- Initial survey by students to get inside about topic – 5days to one weeks.
- Conclusive discussions on innovative start-up practices – 60 to 90 minutes.

Discussion question

Q1 What are relevant facts need to be discussed here?

Facts are given below:

- a Organisational structure should be discussed during class at very first stage.
 - b The dynamic capabilities: uniqueness, expertise, past experience of the partners should be discussed.
 - c Strategic manoeuvring: In this point diversification of the sectors should be discussed like: different set of clients, start-ups' strategy, role of large companies, work environment etc.
 - d Work environment: work environment, work dynamics, buddy assignments, employee's sustainability model, interaction between employees and HR.
 - e Epithetic performance assessment.
 - f Leadership style.
 - g Honeymoon period.
- Q2 What are the major issues that need to be discussed here?
- a working style
 - b employers new approach towards employees and clients
 - c pandemic management.
- Q3 Who are the primary stakeholders?
- a employers
 - b employees

- c clients/start-ups
- d government.

Q4 What are the possible alternatives in given pandemic conditions to substance in the market?

DevX has identified the following major concerns:

- Replenishing trust and sense of security amongst employees, by assuring them that the company places their health and physical well-being on the highest priority.
- If an employee happens to live in an area experiencing a high number of cases, or has visited one, then arranging for his work-from-home specifically, even if the rest of the team resumes working from the office.
- Tracking the list of tasks accomplished during working from home.
- Establishing empathetic balance and understanding between personal and professional responsibilities during the pandemic situation.
- Employee engagement across teams and within teams during a stay at different localities or even cities.
- Prohibiting/discouraging the use of public transport by the employees.
- Encouraging work from home among the employees with children less than five years old.
- Undertaking necessary protocols- sanitisation, proper arrangements for social distancing, etc.- before reopening the offices.

They have done well in identifying major challenges in operating office spaces in the pandemic time and would be well-advised to look for a solution to the additional financial hassle and disturbances, interruptions, etc. that the pandemic prevention measures like frequent sanitisation create.

Offering periodic, preliminary tests for the disease, as and when cost-effective, scalable testing kits and methods become publicly accessible would be one of the ways of instilling in their clients' employees' confidence to return to office spaces. Another way could be to redesign their seating arrangements within the office area, conference rooms, etc. to maximise social distancing.

Q5 What are the practical constraints available in the case study?

- a financial constraints for start-ups
- b insufficient mentorship
- c new kind of business
- d no stable foundation of the business.