

REVIEWER'S REPORT

Manuscript No.: IJAR-51088

Date: 17-04-2025

Title: Strategic Leadership: Malavika Hegde\'s Café Coffee Day

Recommendation:

Accept as it is.....**YES**.....
 Accept after minor revision.....
 Accept after major revision
 Do not accept (*Reasons below*)

| Rating | Excel. | Good | Fair | Poor |
|----------------|--------|------|------|------|
| Originality | √ | | | |
| Techn. Quality | | √ | | |
| Clarity | | √ | | |
| Significance | | | √ | |

Reviewer's Name: Dr Abdul Hameed Shah

Reviewer's Decision about Paper: **Recommended for Publication.**

Comments (*Use additional pages, if required*)

Reviewer's Comment / Report

Title:

The title succinctly encapsulates the core subject of the paper—Malavika Hegde's leadership at Café Coffee Day. It signals a focus on leadership strategy, resilience, and corporate revival, aligning well with the content of the paper.

Abstract:

The abstract provides a strong summary of the paper's central themes: crisis management, strategic leadership, and organizational resilience. It introduces the background (financial distress and leadership transition), the strategic measures taken, and the outcome (restoration of confidence and stability). The emotional and business dimensions are effectively balanced, which enhances the relevance of the study both academically and practically.

Keywords:

The keywords—Malavika Hegde, Café Coffee Day, Leadership, CCD—are relevant and

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representative of the paper's content. They aid in clarity and help index the paper within the correct thematic scope.

Introduction and Company Overview:

The introductory section successfully outlines the inception, growth, and market positioning of Café Coffee Day. It highlights the company's transformation from a domestic startup to an industry leader. The narrative effectively portrays the brand's unique value proposition, such as vertical integration (own plantations) and a culturally resonant tagline. The contextualization of CCD's expansion and subsequent challenges sets the stage well for the discussion of leadership transition.

The historical context of V.G. Siddhartha's entrepreneurial journey and the subsequent crisis faced by CCD following his death is presented with clarity. This context is essential to understanding the significance of Malavika Hegde's leadership role.

Clarity and Focus:

The writing is clear, structured, and cohesive. The section transitions—from the company's foundation and growth to the financial turmoil and leadership shift—are smooth and logical. The tone remains professional and informative while conveying the emotional undertone of the leadership story, which is appropriate given the sensitive nature of the events.

Subject Relevance and Timeliness:

The subject matter is highly relevant to the domains of business strategy, crisis management, and leadership studies. It offers a contemporary case of a woman leader navigating one of India's most high-profile business crises. The paper has strong potential to engage readers interested in entrepreneurship, organizational turnaround, and leadership resilience.

Thematic Depth:

The discussion in the abstract and introduction shows a good balance of narrative and analytical insight. It provides not only a chronology of events but also hints at the underlying strategic actions taken, such as operational streamlining and debt restructuring.

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Presentation and Language:

The language is articulate and accessible, suitable for both academic and business-oriented audiences. The narrative style is engaging while maintaining objectivity and analytical rigor.

Overall Evaluation:

This manuscript offers a compelling and well-articulated account of strategic leadership during a corporate crisis. The focus on Malavika Hegde's journey adds a significant case study to the literature on leadership under duress and corporate turnaround. The content is clear, relevant, and impactful, with a strong foundation for further exploration of strategic themes in the subsequent sections.
