

## Tourism

### Featured Case Writers and Cases:

- Foreword
- Murray Silverman (San Francisco State University, USA) - *Protecting Our Oceans: Sustainability at Holland America Lines*
- Murray Silverman and Tom Thomas, (San Francisco State University) - *Kimpton Hotels - Balancing Strategy and Environmental Sustainability*
- Magali Delmas and Charles Corbett (University of California at Los Angeles) - *The Ambrose Hotel: Eco-labeling Strategies for Sustainable Lodging*
- Forthcoming case teaching events and other news
- How to subscribe



# Foreword

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## Dear reader,

Most of us enjoy visiting ancient cities, discovering hidden beaches or lying in luxurious resorts. Perhaps because we relate tourism directly to leisure time, its social and environmental impacts tend to pass undernoticed in the CSR debates. Hereby, we present three cases to help reflect on this issue.

The first case featured, authored by Murray Silverman, was the third prize in the Corporate Sustainability track in 2013. The case presents the strategic efforts and initiatives of a cruise ship builder, Holland America Line, to improve its fuel efficiency.

The second case, co-authored by Tom E. Thomas and Murray Silverman as well, highlights the experience of Kimpton Hotels in embedding sustainability through their operations and hotels. The case focuses on the internal implementation process, including top management commitment, use of cross-functional teams, employee engagement, etc.

The third case included in this issue is co-authored by Charles Corbett and

Magali Delmas from University of California at Los Angeles. The Ambrose Hotel case, unlike Kimpton Hotels case, emphasizes the difference between the adoption of environmental management practices and their communication through eco-labels.

Finally, we would like to remind you of the call for cases launched by the oikos Case Writing Competition in its 2014 edition. As a novelty, and following with the traditional Corporate Sustainability and Social Entrepreneurship tracks, we are introducing a new track on Sustainable Finance to help increase the number, the production and the availability of teaching cases reflecting in this topic. For more information visit the [oikos website](http://oikoswebsite.org).

We hope that you will enjoy reading the Summer 2013 issue and exploring examples of decisions and discussions around the sustainable practices related to the beverage industry. As usual, we would be very happy to receive your feedback, including suggestions for new issues, so do send us an email to [case@oikos-international.org](mailto:case@oikos-international.org).

Jordi Vives Gabriel  
oikos Case Quarterly Editor

Next issue of oikos Case Quarterly (Fall 2013) will be focused on the topic of food and we will feature the following cases:

- *Chipotle Mexican Grill, Inc.: 'Food with Integrity* (by Ram Subramanian)
- *Burgerville: Sustainability and Sourcing in a QSR Supply* (by Chain Darrell Brown, Phil Berko, Patrick Dedrick, Brie Hilliard and Joshua Pfleeger)
- *Alpina Inc.* (by Diana M. Trujillo, Roberto Gutiérrez)







# Protecting Our Oceans: Sustainability at Holland America Line

by Murray Silverman

## The case story

This is a case about the threats to the world's oceans seen through the lens of the \$30 billion per year cruise line industry. There is a focus on Holland America Line (HAL) as a sustainability leader in the industry.

The case explores Holland America's initiatives relating to discharges to water, hazardous waste, supply chain issues, social sustainability issues and emissions to air. Holland America Line's primary strategy for reducing their emissions to air was to increase fuel efficiency. Both the ship's propulsion and all on-board equipment rely on the ship's engines. Their fuel conservation initiatives were very successful. HAL committed to reduce its fuel use (on a per passenger berth - per nautical mile travelled basis), and thus its associated carbon emission intensity, by 20% between 2005 and 2015. They achieved this goal by 2011.

The case also looks at the idea of HAL installing wind turbines on the decks of their ships in order to achieve a small reduction in fuel use through the generation of electricity. Bill Morani, V.P. Safety & Environmental Management Systems, is asked to determine whether HAL should reconsider this idea

even though it had initially been assigned a low priority.

## Teaching the case

The case has been effectively used in graduate and undergraduate classes.

It has been used in graduate courses on managing for sustainability and a sustainability course focused on energy, Business & Society courses and Strategic Management courses:

- Sustainability courses: This case addresses environmental, social and financial dimensions of Holland America and the cruise line industry.
- Courses in Business, Government and Society. In addition to looking at a major corporation's environmental and social issues, this case covers the international and national environmental regulations impacting the maritime and cruise line industry. It also touches on voluntary initiatives in the industry.
- Courses in Business Strategy. The case provides information allowing for a rudimentary industry competitive analysis and an assessment of industry attractiveness. Sustainability is a strategic issue for the industry. The case can look at the role of evolving government regulations on cruise prices when reasonable price vacations are the industry basis for competing against substitutes.

The teaching objectives for the case include:

- To introduce students to social and environmental issues associated with our oceans.
- To assess the sustainability performance of a sustainability leader in the cruise line industry.
- To explore the impact of a changing regulatory environment on the cruise line industry.
- To identify the most significant environmental and social issues facing Holland America Line.
- To assess how to proceed in terms of HAL's consideration of a wind turbine initiative.

The approach to teaching the case and the discussion questions assigned will depend on whether the focus is on strategy, business & society or sustainability. The case can begin with an Ice breaker: Ask who has been on a cruise? Many students have not been on a cruise, so this discussion gives them more of a feel for the experience. Ask the cruisers about their experience. Most students have positive things to say. There will also be students who feel negatively about cruises (and they probably have avoided ever going on one). There are a few additional ways to set the stage for in-depth class discussion

## Murray Silverman

Murray Silverman is a Professor of Management in the College of Business at San Francisco State University (SFSU). He received his M.S. in Industrial Administration from Purdue University's Krannert School and his Ph.D. in Business from Stanford University. Professor Silverman teaches in the areas of Business & Society and Business & the Natural Environment.

Dr. Silverman along with other sustainable business faculty created SFSU's MBA Emphasis in Sustainable Business in 2007 and the Center for Ethical and Sustainable Business in 2010. The SFSU College of Business was recognized by the Aspen Institute's Beyond Grey Pinstripes as one of the top business schools in the world (#16) at integrating social and environmental issues into its curriculum.

of assigned questions. (a) Show the on-line short 5 minute video about the importance of our oceans. This video was made as a part of the partnership between Marine Conservation Institute and Holland America. Students tend to be primarily aware of land based environmental issues (forests, mining, agriculture, etc.). This video sets the tone for understanding the ocean environment. (b) Ask students about their impression of HAL. Most have a positive impression. Show the on-line HAL 8 minute video about their environmental programs. This video brings Holland America and their environmental program to life.

### *Favourite cases*

Authors believe there is a dearth of cases that allow students to explore the process of institutionalizing and embedding sustainability into organizations.

SFSU offers an MBA course in Managing the Sustainable Business that focuses on the internal aspects of introducing and embedding initiatives. The author aims at their students to become ‘intrapreneurs,’ change agents who can act from within their organizations, whether they work in marketing, finance, HR, operations, etc. Two cases that authors have found to be excellent in regard to the internal issues and processes associated with introducing change are Hermes Microtech and Wal-Mart’s Sustainability Strategy (A).

### *New case development*

Social enterprises and their founders, as well as businesses with a strong commitment to corporate social responsibility, struggle with the issue of keeping their social or environmental mission alive as their companies grow larger, bring in new investors and change

leadership. There have been many failures chronicled as various founders dealt with this issue, including Seventh Generation, Ben & Jerry’s, Burt’s Bees, Aveda, Stonyfield Farms and others.

The author is currently working with a colleague on a case that addresses the efforts of a competitively-successful, mission-driven, socially responsible publishing company to preserve its values, culture and practices for ensuring continued future success. The wide array of efforts pursued include innovative approaches, such as consideration of Benefit Corporation status and adoption of a constitution. It provides an opportunity to cover corporate governance topics such as: governance and ownership structures, shareholder relations, transparency, CEO and organizational succession planning, and board roles and responsibilities.

An aerial photograph of the Barcelona coastline, showing the city's urban landscape, the beach, and the Mediterranean Sea under a blue sky with scattered clouds. The city's skyline is visible in the background, including the distinctive Guggenheim Museum building.

### *Case Purchase Information*

An inspection copy of the case “Protecting Our Oceans: Sustainability at Holland America Line” is available from the [oikos Case Collection](#). Please contact [Murray Silverman](#) for permission rights.



# Kimpton Hotels: Balancing Strategy and Environmental Sustainability

by Murray Silverman & Tom E. Thomas

## The case story

Kimpton's founder, Bill Kimpton, is credited with inventing the "boutique" hotel segment in 1981. By 2005, Kimpton Hotels was comprised of 39 hotels throughout North America and Canada, each one designed to create a unique and exceptional guest experience.

An important aspect of their efforts to establish the Kimpton brand was the development and roll out to all of their hotels of a major environmental initiative they named EarthCare. EarthCare was built on an already established commitment to environmental and social responsibility. Their Hotel Triton was a model for the program, as it already included initiatives such as: energy efficient lighting solutions, low-flow/high pressure showerheads and sink aerators, and toilets that reduce water use, linen and towel reuse program, non-toxic, non-allergenic, all natural cleaning products, low VOC paints used to paint walls and ceilings and more. Planned future initiatives went well beyond those in the Triton Hotel.

The case details the internal implementation process, including top management commitment, use of cross-functional teams, employee engagement and communication methods used. There were two basic ground rules for

the rollout. First, new initiatives had to reduce costs, have no net cost impact and investments had to have a maximum 12 month payback. Second, new initiatives couldn't adversely affect customer perceptions or satisfaction.

## Teaching the case

Tom Thomas and Murray Silverman wanted to write a case that showed that sustainability could be integral to the overall strategy of the business. We wanted both strategy and business sustainability instructors to embrace it. This case demonstrates how sustainability can lead to both top line and bottom line benefits. Also, we believe that the importance of embedding sustainability into organizations is not given enough attention. Kimpton does an excellent job of institutionalizing sustainability, providing students with an opportunity to see how they did it.

Authors have successfully introduced this case in environmental management, business & society and strategic management courses. Topics that can be used to initiate or focus discussion for each of the three courses are listed below:

Strategy course - creating sustainable competitive advantage, brand

differentiation, cost savings and top line benefits, first mover advantages, cause-related marketing, aligning strategy and structure with core values, and the integration of strategic management and environmental values.

Business & Society course - corporate citizenship and social responsibility, stakeholder relations, social capital, strategic philanthropy and the integration of strategic management and environmental values.

Environmental course - environmental impacts in the hotel industry, potential for financial benefits of environmental initiatives, industry environmental leadership, voluntary initiatives and self-regulation, institutionalization of environmental commitment, green-washing, and the integration of strategic management and environmental values.

In teaching the case, we typically focus first on whether there is a 'business case' for EarthCare. This allows us to introduce top-line and bottom line considerations as well as tangible and intangible benefits. The second area of focus is institutionalization. Students often get so wrapped up in the initiatives that they believe an organization can introduce, they lose track of the difficulties associated with implementing initiatives: How do you engage employees and

### Murray Silverman

Murray Silverman is a Professor of Management in the College of Business at San Francisco State University (SFSU). He received his M.S. in Industrial Administration from Purdue University's Krannert School and his Ph.D. in Business from Stanford University. Professor Silverman teaches in the areas of Business & Society and Business & the Natural Environment.

### Tom E. Thomas

Tom E. Thomas is an Associate Professor at San Francisco State University, where he co-directs (with Murray Silverman) the Center for Ethical and Sustainable Business. His teaching and research are focused on helping future executives and managers create greater value.

managers? How do you embed new values and initiatives in the organizational culture? This case is well suited to explore both the 'business case' and the issue of institutionalization.

### *Favourite cases*

We believe there is a dearth of cases that allow students to explore the process of institutionalizing and embedding sustainability into organizations. We offer an MBA course in Managing the Sustainable Business that focuses on the internal aspects of introducing and embedding initiatives. We want our students to be 'intrapreneurs,' change agents who can act from within their organizations, whether they

are in marketing, HR, operations, etc. Two cases that we have found to be excellent in regard to the internal issues and processes associated with introducing change are Hermes Microtech and Wal-Mart's Sustainability Strategy (A).

### *New case development*

We would like to see more cases that focus on the introduction of sustainability initiatives in larger businesses. While it is often easier to get permission to write cases in start-ups and small environmentally oriented businesses, we need more cases relating to larger corporations, as many of our students will be working there. Authors

would especially like to see the focus on the internal process. Who was the driver? What challenges did they face and how did they deal with those challenges? Center for Ethical and Sustainable Business was established at the San Francisco State University in 2010. One of its initiatives is a Casewriters Forum. The initiative would include a variety of efforts to promote and support the development of business sustainability case studies by fostering collaboration among leading sustainability case writers who teach at business schools in the San Francisco Bay Area, and providing incentives and mentoring support to help faculty develop and apply case writing skills in the area of business sustainability.

### *Case Purchase Information*

Inspection copy of the case "Kimpton Hotels: Balancing Strategy and Environmental Sustainability" is available from the [oikos Case Collection](#). Please contact [Murray Silverman](#) and [Tom Thomas](#) for permission rights. This case is also part of the oikos Case Collection book (Volume1): Case Studies in Sustainability Management and Strategy published by Greenleaf.



"Glass-gate" by Katarzyna Woźniak; © 2012 Katarzyna Woźniak



# The Ambrose Hotel: Eco-labeling Strategies for Sustainable Lodging

by Magali Delmas and Charles Corbett

## The case story

The case traces the story of the Ambrose Hotel, a hotel based in California whose owner has invested in green practices and is interested in pursuing an eco-labeling strategy in order to better communicate her environmental achievements. This case emphasizes the difference between the adoption of environmental management practices and their communication through eco-labels. It highlights the challenges associated with the use of eco-labels as an environmental differentiation strategy when several emerging eco-labels are in competition. The students are asked to evaluate the costs and benefits associated with adopting an emerging eco-label such as the Leadership in Energy and Environmental Design accreditation for Existing Buildings (LEED EB) label. The case examines whether there are any advantages of being a first mover in such a situation and what the options are for small companies interested in differentiating their products based on their environmental component. The case provides details about the Green Seal and the LEED EB standards. The

case allows for an in-sightful discussion of the specific challenges faced by business owners who wish to operate their business in an environmentally friendly way.

## Teaching the case

The case has the following teaching objectives:

1. To analyze the elements of a competitive environmental differentiation strategy.
2. To examine the value of eco-labels as a competitive differentiator.
3. To investigate synergies between environmental strategy and business strategy.
4. To discuss issues related to competing emerging environmental standards.
5. To explore issues shared by for-profit entrepreneurs with environmental or social objectives.

This case is intended for use in a course on: Corporate Environmental Strategy, Business & Society, or Environmental Entrepreneurship.

Depending on the use of the case, a variety of assignment questions and readings could be developed for this case. The teaching note provides assignment questions as a starting point for teaching the case in its broadest form.

## Favourite cases

Authors recommend using a case of their own, the Ceago Vinegarden case, which is available for free [here](#). The case traces the story of Ceago Vinegarden, a family-owned winery based in California whose owner is interested in adding an eco-label to his wine bottles in order to reach environmentally sensitive customers. This case highlights the challenges associated with the use of eco-labels as an environmental differentiation strategy when several emerging eco-labels are in competition.

They also love starting the class with the Fishbanks simulation game available [here](#).

### Magali Delmas

Professor of management at the UCLA Institute of the Environment and the Anderson School of Management and the director of the UCLA Center for Corporate Environmental Performance. Magali Delmas has written more than 50 articles, book chapters and case studies on business and the natural environment. Her current work includes the analysis of the effectiveness of firms' voluntary actions to mitigate climate change and the investigation of the barriers and incentives to the adoption of energy efficient solutions. She is also engaged in refining current methodologies to measure and communicate firm's and products' environmental performance. She is particularly interested in understanding the effectiveness of eco-labeling and information strategies.

### Charles Corbett

Ph.D., professor of Operations Management and Environmental Management at the UCLA Anderson School of Management. Professor Corbett's research and teaching focus on the interfaces between operations management, sustainability, and entrepreneurship. The environmental work revolves around examining links between good business practices and environmental protection. Dr. Corbett has published in his field's top academic and business journals in several countries. He holds or has held various editorial positions at Manufacturing and Service Operations Management, Operations Research, Management Science and Production and Operations Management, and is currently Editor-in-Chief of Foundations and Trends in Technology, Information and Operations Management.





### *Case Purchase Information*

An inspection copy of the case “The Ambrose Hotel: Eco-labeling Strategies for Sustainable Lodging” is available from the oikos Case Collection. Please contact [Magali Delmas](#) and [Charles Corbett](#) for permission rights.



# News & calls for cases

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## ***oikos Case Writing Competition 2014***

This year the oikos Case Writing Competition launches a new track on sustainable finance cases to be added to the traditional Social Entrepreneurship and Corporate Sustainability tracks. The competition welcomes entries from all parts of the world. Submitted case studies should be suitable for use in management education and should be related to managerial issues faced by organisations and individuals. Prizes are 5000CHF for the winner, 2000CHF for second place and 1000CHF for the third place of each track.

Deadline for submission is December 9th, 2013. Download the [call for cases](#) and visit the [oikos website](#).

## ***New SEKN web portal on news & events***

The Social Entrepreneurship Knowledge Network (SEKN) has launched a [new portal](#) that covers relevant events and news relating to the social entrepreneurship scene and, of course, case writing topics are also featured.

Just type <http://www.sekn.org/cms/index.php/noticias.html> in your browser

## ***The Ashoka U Exchange***

The [Ashoka U Exchange](#), at Brown University on February 20-22 2014, is the leading global conference on social innovation in higher education. It brings together over 650 students, faculty, and staff from 150 institutions in 40 countries. Now accepting applications!

## ***The Case Centre Writing Competition***

Authors of management case studies are invited to submit entries in two categories, Hot topic: Crisis as opportunity and New case writer: a first teaching case in any business subject area.

Cases must have been tested in the classroom, completed after 1 April 2012 and be accompanied by a teaching note. The author(s) of the winning case in each category will receive a single prize of €1,500. Submission deadline: 13 October 2013. [www.ecch.com/casewritingcompetition](http://www.ecch.com/casewritingcompetition)

## ***The Case Centre Innovation in CaseTeaching Competition***

This competition is designed to recognise dedicated management educators that are achieving excellence through innovative, creative approaches to case teaching. Entrants must be teachers of management education with a current position at an academic or corporate organisation and should have practiced their innovative use of cases with students after November 2011. The winning teacher, or team of teachers, will receive a single prize of €1,500. Submission deadline: 1 November 2013. [www.ecch.com/caseteachingcompetition](http://www.ecch.com/caseteachingcompetition)



## **Case Teaching Workshops**

### **Case Teaching**

20-21 January 2014, led by Kamran Kashani

Do you want to refresh and improve your case teaching skills? Are you new to case teaching and keen to find out more? This workshop will help you develop the confidence and skills you need to become a highly effective case teacher.

<http://www.thecasecentre.org/IMD2014>

### **The Case Centre workshop: Writing Cases**

23-24 January 2014, led by Trevor Williamson

Are you new to case writing or interested in further enhancing your case writing skills? Are you looking for different ways to train and develop your employees? This workshop will guide you through the tools and techniques you need to develop and write cases.

Find out more at <http://www.thecasecentre.org/IMD2014>

## **Case Writing Workshops**

### **The Case Centre workshop: Creating Compelling Cases**

21-22 November 2013 at Kellogg School of Management, US

Led by Jamie Anderson this hands-on workshop will teach participants how to efficiently plan, research and write compelling case studies.

[www.ecch.com/creatingcompellingcases](http://www.ecch.com/creatingcompellingcases)

### **The Case Centre Aligning Your Teaching & Research: The Potential of Case Studies**

22 January 2014, led by Mark Jenkins

Are you looking for ways to bring research into the classroom? Are you interested in using cases for both teaching and research? Would you like to share your research for teaching purposes? This workshop will show you how.

Find out more at <http://www.thecasecentre.org/IMD2014>

*News  
& calls  
for cases*



## Contact

We would like to hear your experiences of teaching innovative corporate sustainability and social entrepreneurship cases! If you have any suggestions for improving this periodical, or information you may want to share with the community of case writers and instructors, we would appreciate your feedback. Please send us an email at [case@oikosinternational.org](mailto:case@oikosinternational.org) or give us a call at +41 71 224 2698.

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"Hungarica" by Katarzyna Woźniak; © 2013 Katarzyna Woźniak

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