

Sustainability Practices in the Beverage Industry

Featured Case Writers and Cases:

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- Andrew Hoffman and Sarah Howie (University of Michigan) - *Coke in the Cross Hairs: Water, India, and the University of Michigan.*
- Rosa Amelia Gonzalez (IESA, Venezuela) and Patricia Marquez (University of St Diego, USA) - *Ron Santa Teresa's Social Initiatives.*
- Debapratim Purkayastha and Adapa Srinivasa Rao (IBS Hyderabad, India) - *Sustainable Development at PepsiCo.*
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Dear reader,

At some point in time, many of us have enjoyed (responsibly) the taste of the famous Cuba Libre cocktail; a refreshing mix of rum and coke with a twist of lemon. At oikos, we are passionate about sustainability to such an extent that we are willing to learn about the social and ecological implications of our most preferred long drink. The 10th issue of our oikos Case Quarterly is focusing on the beverage industry, particularly on sustainability practices linked to the production of coke and rum.

The first featured case is entitled [*Coke in the Crosshairs: Water, India and the University of Michigan*](#). The case, written by Andy Hoffman and Sarah Howie, revolves around the events in 2005-2006 when the University of Michigan decided to cut its contract with Coca-Cola because of the company's environmental issues in India and labor issues in Colombia. The case helps discussing four different areas: (1) globalization, information technology, and the sustainability agenda; (2) brand-jacking, activism, and the decision to engage; (3) social change agents and the dark green/bright green divide; and (4) the university as global citizen.

The rum producer Santa Teresa is the focus of our second case named [*Ron Santa Teresa's Social Initiatives*](#). This case has been featured in this issue of the Case Quarterly thanks to the work and collaboration of the Social Entrepreneurship Knowledge Network (SEKN) to which the authors, Rosa Amelia González and Patricia Márquez, are associated. The case presents challenges inherent to leading a family-owned company in the context of societies hit by increasing political polarization and social conflict, as is the case in Venezuela. The case explores how social initiatives may impact the type of business leadership exercised by the company.

Debapratim Purkayastha and Adapa Srinivasa Rao are the authors of the third case included in this issue on the beverage industry: [*Sustainable Development at PepsiCo*](#). In 2009, following PepsiCo's 'Performance with Purpose' strategy under the leadership of its CEO Indra Nooyi, the company introduced a series of changes to better connect the companies' financial results to its responsibilities toward society and the environment. Students are called to critically analyze such strategy plan

and its effects as of mid-2011 when several key stakeholders turned their backs on it.

The last case, [*Coca-Cola India's Corporate Social Responsibility Strategy*](#), is written by Hadiya Faheem who is a freelance case writer in Hyderabad, India. Parallel to the previous case but focusing on the Indian national context, the case reviews the actions implemented by the company to meet its sustainability demands as well as the criticisms received because of it. Students will have to carefully assess whether Coca-Cola's CSR practices can be accused of greenwashing as many of its critics claim.

We hope that you will enjoy reading the Spring 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.

Jordi Vives Gabriel
oikos Case Quarterly Editor

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

- *The Ambrose Hotel: Eco-labeling Strategies for Sustainable Lodging* (by Magali Delmas and Charles Corbett)
- *Protecting Our Oceans: Sustainability at Holland America Lines* (by Murray Silverman)
- *Kimpton Hotels: Balancing Strategy and Environmental Sustainability* (by Murray Silverman and Tom Thomas)



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Coke in the Crosshairs: Water, India and the University of Michigan

by Andy Hoffman Sarah Howie

The case story

This case drives a discussion around events in 2005-2006 when the University of Michigan decided to cut its contract with Coca-Cola because of the company's environmental issues in India and labor issues in Colombia. People in Indian towns neighboring Coke plants complained that the bottlers were depleting the already tenuous water table, dumping toxic sludge, and selling products laced with pesticides. This campaign was building against Coke at the same time as another well-publicized campaign - "Killer Coke" - was making accusations that the company had harassed and even murdered union organizers in Colombia. In 2004, a student group grew increasingly aware of charges made against the Coca-Cola Company by the India Resource Center and made a formal complaint in the fall of 2004, requesting that the University of Michigan cease doing business with Coca-Cola. The case involves four protagonists, each of whom are watching the events unfold from distinct vantage points. Students often identify with multiple roles and the case allows a rich discussion of the multiple parties involved in the change process.

Teaching the case

This case can be used in a BBA or MBA course dealing with corporate strategy

and sustainability or globalization issues. Case discussion questions include:

1. At the end of the case, Amy Landau is wondering if her efforts will have failed if Coke remains on campus. Is that a fair metric for judging SOLE's efforts at success?
2. Why is Coke being singled out for attention by activists? Is this a fair criticism? Does it matter? Should Coke take the challenge seriously? Should Coke deal with Amit Shrivastava directly? On what grounds? Is it in Coke's interests to engage this debate? How do you decide?
3. Who are the change agents in this case? What are their respective roles and sources of power? Which role do you most resonate with? There are a variety of themes that resonate through the case including, but not limited to: (1) globalization, information technology, and the sustainability agenda; (2) brandjacking, activism, and the decision to engage; (3) social change agents and the dark green/bright green divide; and (4) the university as global citizen. A Teaching Note is available to instructors for drawing each of these lesson areas.

Favourite cases

- *Molten Metal Technology*, 2010, Erb Institute Case 1-429-049.
- *Living Homes*, 2008, Erb Institute Case 1-428-714

- *The Clorox Company Goes Green*, 2010, Erb Institute Case 1-428-989
- *FedEx and Environmental Defense: Building a Hybrid Delivery Fleet*, 2004, Stanford Case: SI-82.
- *Wal-Mart's Sustainability Strategy*, 2007, Stanford Case: OIT-71
- *Honest Tea: Sell Up or Sell Out*, 2010, Erb Institute Case 1-428-947
- *Patagonia: Encouraging Customers to Buy Used Clothing (A) and (B)*, 2012, Erb Institute Case 1-429-230 and 231
- *Seventh Generation: Balancing Customer Expectations with Supply Chain Realities*, 2006, U. of Oregon Case

New case development

That's a tough question. I don't think of case writing around a company alone. The key to a good case is linking both the pedagogical lesson and the empirical context. One without the other doesn't work. Having said that, I would like to see more cases of companies dealing with adaptation to climate change in a strategic way. How do companies in the agriculture, energy, or soft drink/bottled water industries plan for and adapt to shifts in the physical environment? These would be cases about companies translating scientific predictions into strategic language and developing greater resilience as a response.

Case Purchase Information

This case can be purchased directly from the [GlobalLens website store](#). An abridged version of the inspection copy of this case is available [here](#). Please contact permissions@globalens.com for permission rights. More information available at the [oikos Case Collection portal](#).



Andy Hoffman

Sarah Howie

Andy Hoffman is the Holcim (US) Professor of Sustainable Enterprise at the University of Michigan; a position that holds joint appointments at the Stephen M. Ross School of Business and the School of Natural Resources & Environment. Within this role, Andy also serves as Director of the Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise. Professor Hoffman's research uses a sociological perspective to understand the cultural and institutional aspects of environmental issues for organizations. He has published over 100 articles and over a dozen books, which have been translated into five languages.

Sarah Howie is a consulting professional and owner of InTwo:, LLC a strategy design group specializing in the marriage of technology and communications design to foster community-level initiatives. This work has taken the form of InTwo:Play, an ongoing gamification integration experiment for an international corporate sustainability non-profit organization; utility-driven community energy efficiency pilot development; and InTwo:Alta, a public secondary education alumni development initiative. Sarah is a 2012 graduate of the Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise at the University of Michigan and an alumna of Colgate University.

Ron Santa Teresa's Social Initiatives

by Rosa Amelia Gonzalez & Patricia Márquez

The case story

In the last decade, Venezuela has experienced increasing political polarization and social conflict. The case presents challenges inherent to leading a family-owned company in such a context. Rum making is among Venezuela's best known industries, going back to colonial times. Alberto Vollmer, the young CEO of Ron Santa Teresa must perform an economic as well as a social turnaround. The case focuses on ways to develop a portfolio of social initiatives in alignment with business strategy. It presents Vollmer's responses to a land invasion and to a robbery perpetrated by members of a local gang. In an environment where authorities are often corrupt, the matter is not trivial. The costs of traditional security measures can easily escalate, while not solving the problems. Distancing from the community can exacerbate perceptions of inequality. Vollmer decides to transform crises into opportunities to develop a model for company engagement in local community life and to strengthen its business strategy. The challenges are presented by a dilemma where Vollmer must persuade the board of directors of the strategic implications of a different type of business leadership

Teaching the case

A central issue in the case is how social change and business prosperity are inextricably linked in communities ridden by social inequality and conflict. Alberto Vollmer believes that the company must perform a radical change of its role among the local community in order to remain economically viable. In the discussion of the initiatives developed during the time frame of the case, students are encouraged to reflect on the driving forces and the processes for designing a social portfolio that will impact the viability of such a company in the future. The case is ideal for courses on corporate social responsibility, business and society, and leadership.



Rosa Amelia Gonzalez

Rosa Amelia Gonzalez is the Academic Dean of Venezuela's Instituto de Estudios Superiores de Administración (IESA). As professor of IESA's Center for Public Policy, she teaches Enterprise, State and Society in the MBA and Public Management in the MPA. Professor González is a member of the Social Enterprise Knowledge Network (SEKN), leading the research projects in Venezuela. Her work on Corporate Social Responsibility, Social Enterprise and Business initiatives with low-income sectors has been published in articles, books and teaching cases. She obtained her Ph.D. in Political Science from the Universidad Simon Bolivar.



Patricia Márquez

Patricia Márquez holds a Ph.D. in Social Anthropology from the University of California at Berkeley. She is an Associate Professor of Management at the University of San Diego (USD), where she is also the Faculty Director of the USD Changemaker HUB. She teaches courses on Social Entrepreneurship, Business Initiatives with the Base-of-the-Pyramid, and Corporate Social Responsibility in the United States, Latin America and Africa. Her current research is on market initiatives for alleviating poverty worldwide and her work has been published in popular media, journal articles, teaching cases, and several books.

We suggest that for teaching the case the instructors offer additional background information on Venezuela. There are good articles written in English (see http://www.newyorker.com/reporting/2013/01/28/130128fa_fact_anderson). We recommend using images or videos that can be downloaded from the internet. The instructor may highlight that periods of socio-political instability are frequent in various parts of the world, and that Venezuela is merely a case-in-point, that allows for the examination of the boundaries of business and company leadership in societies

in conflict. To teach the class we often begin by generating a discussion around the responses to the crises leading to the creation of the two social initiatives: Camino Real and Proyecto Alcatraz. Students are encouraged to discuss the forward looking perspective of Vollmer and his team for developing a business strategy in which shifting the company's social commitment to the community is integral to the future of the business. Students will come to understand ways in which a company can create transformative social initiatives that change

perceptions stakeholders have about business. This is relevant for the company, as President Chavez and members of his party publicly and continuously portrayed business and capitalism as negative.

This is an excellent case to learn about company creation of social value as the initiatives begin to change the lives of those who were previously considered a menace to society. For showing the creativity of the projects we suggest showing the videos available at http://proyecto-alcatraz.org/home_eng.php. Students will be inspired. Data in the case provides indicators of benefits for the company from general goodwill to public recognition of good business leadership by President Chávez to cost savings in company security. At the same time, class discussions should point at the risks inherent in bold social initiatives such as creating an in-house program for gang members, spanning from unfulfilled expectations among invaders and gang members to generating perceptions of political opportunism from the company.

This case is an excellent vehicle for analyzing what it means to exercise corporate leadership in societies in conflict and with high levels of inequality and poverty. The case gives

new dimensions to what it means to be a young CEO as the challenges confronted by Vollmer require him to go beyond traditional business thinking and practice. Even as Vollmer is convinced that such social initiatives are essential to company strategy, other case actors (board members, family, employees) consider that his approach is incompatible with his responsibility to the company. This part of the discussion allows students to discern what kinds of skills and competences distinguish a leader moving the company forward as he becomes an agent of change in the community and a role model for future generation of managers and leaders in the region.

Favourite cases

Coca-Cola FEMSA's Contribution to Peace is a powerful SEKN case for analyzing the challenges of a large multinational operating in a context of endemic socio-political conflict. The dilemma of the case centers on the risks and the benefits of company involvement in solving the complex social problem of reinserting former irregular armed groups into Colombian society. Another SEKN case Moving Mountains: The Case of the Antamina Mining Company is excellent for examining the challenges of becoming a socially and environmental responsible company in the mining industry of Peru. It allows for a discussion of

capabilities that must be developed by managers such as conflict resolution, stakeholder management, and understanding multicultural complexities in order to make company operations viable.

New case development

Given that small and medium sized companies (SME) constitute the majority of businesses in many societies, we are focusing on cases that analyze the role that SME can play in alleviating poverty through business. We are currently developing the case of Singing Dog Vanilla, an SME trading vanilla from Indonesia and Papua New Guinea while adapting principles of fair trade for producers to be able to create and appropriate greater value from their production.

Another case we are researching is that of "Productos con Historia," an initiative developed by Fundación Tierra Viva to promote enterprise development among poor communities in Venezuela. The Foundation has confronted significant challenges in supporting processes of production and marketing of goods at a larger scale by local producers. However, if these local enterprises can better connect with countrywide and global consumers the potential for wealth creation can be significant.

Case Purchase Information

This case can be purchased directly from the [Harvard Business Review store website](#). More information available at the [SEKN portal](#).



Sustainable Development at PepsiCo

by Debapratim Purkayastha and Adapa Srinivasa Rao

The case story

In 2009, PepsiCo adopted the 'Performance with Purpose' strategy under the leadership of its CEO Indra Nooyi. The new strategy was based upon the philosophy that the company's financial performance should go hand in hand with its responsibilities toward society and the environment. As part of the new strategy, the company increased the content of healthy ingredients in its products like fruits, vegetables, nuts, grains, and low-fat dairy in its global product portfolio. It introduced several new nutritious products, which were also cheaper and hence affordable to the underprivileged sections of society. To reduce the environmental impact of its operations it reduced the use of electricity and fuel in its operations. To counter the allegations that its operations were leading to water shortages in the areas in which it was operating, it

achieved a positive water balance in India and tried to achieve the same in other places in which it operated. To understand the different markets in which it operated, it increased the diversity of its workforce around the world. However, since mid-2011, Nooyi had come under fire from key stakeholders such as shareholders and bottlers who contended that her focus on 'Performance with Purpose' had come at the cost of positioning of the company's products and had hurt sales.

Teaching the case

This case is targeted at MBA-level students as part of the Responsible Leadership/Business Ethics/Corporate Social Responsibility curriculum. It can also be used in a core strategy curriculum. The case primarily focuses on sustainable development and the associated challenges. It covers the different issues related to

corporate social responsibility, areas to be focused on in achieving sustainable development, importance of leadership in implementing sustainable development programs, etc.

The instructor can initiate the discussion by giving a brief summary of the case. He/she can set the context by explaining the challenges faced by the organizations and the importance of sustainable development practices in handling the challenges. The students can then discuss the learning points from the case and critically analyze the issues related to sustainable development practices at PepsiCo. Some of the issues that can be discussed in the class are:

- Despite adopting a sustainable development strategy and making some significant progress Nooyi and her strategy attracted criticism. What should the CEO do in such a situation?



Adapa Srinivasa Rao

Adapa Srinivasa Rao is a Research Scholar at IBS Hyderabad. He is currently pursuing his PhD in Marketing. Prior to this, he worked as a banker. His core academic and research interests are in the area of Brand Management and Services Marketing. He has experience in writing case studies on diverse topics including Corporate Sustainability.



Debapratim Purkayastha

Debapratim Purkayastha is an award-winning and bestselling author of case studies in Management. He teaches Strategy at IBS Hyderabad, a leading Indian B-School that offers a 100% case-based MBA program. He has teaching, research and industry experience of more than 12 years. He is the Consulting Editor of Case Folio, a refereed journal dedicated to case studies in Management. He has written more than 25 case studies focusing

on corporate sustainability and social entrepreneurship. He has won awards and recognition for case writing from Association of MBAs (AMBA), EFMD, European Foundation for Management Development (EFMD), Emerald, John Molson School of Business, North American Case Research Association (NACRA), oikos International, etc. Many of his cases are published in global editions of textbooks. He also conducts training and Workshops on case writing and case-based learning.

- How to address the criticism that the 'Performance with Purpose' strategy came at the cost of sales of the company's products.
- How to address the criticism that the 'Performance with Purpose' strategy was more of a marketing ploy.
- What should be done to improve the sustainable development strategy at PepsiCo going forward on the economic, social, and environmental fronts?
- Can the economic performance of an organization and its responsibilities go together without significantly impacting the former?

The instructor can take the discussion further with the help of the following questions:

1. What were reasons for PepsiCo adopting a long-term sustainable development strategy under Nooyi?
2. Critically analyze the steps taken by PepsiCo as part of its sustainable development strategy.
3. Do you think PepsiCo will be able to balance its financial performance with its sustainability record?
4. What future strategies should it implement to improve its sustainability record?

The case is primarily designed to help the students:

- Understand the main issues and challenges related to corporate social responsibility for a global company.

- Study the sustainable development strategy adopted by PepsiCo under Nooyi.
- Understand the various challenges faced by organizations regarding the impact of their operations on the society and environment.
- Appreciate the importance of a company's top management in guiding the company to implement key strategies like sustainable development.
- Understand the reasons for the criticism of Nooyi and her 'Performance with Purpose' strategy.
- Explore the strategies which can be adopted by PepsiCo to improve its sustainability record.

The case works very well in the classroom as PepsiCo is a well-known company and students have experience with its various brands, particularly Pepsi Cola. PepsiCo also receives extensive coverage in the media and hence most of the students are aware of some of its sustainability initiatives as well as the controversy surrounding the company. Few students hold back their opinions and often there are heated debates in the class with groups of students taking up different positions with respect to the company's initiatives. All this contributes towards the learning outcomes.

Favourite cases

One of my favourite cases on corporate sustainability is the HBS case study Starbucks and Conservation

International (Product # 303055-PDF-ENG), written by James E. Austin and Cate Reavis. The case not only helps highlight how social responsibility contributes to business success, but also helps understand how organizations can effectively manage their relationships with key stakeholders such as nonprofit organizations to capitalize on opportunities and mitigate risks. The ICMR case, Nestle's Micro-Distribution Efforts to Serve the Low Income Consumers in Brazil (ecch Reference No. 513-016-1), written by me with Indu Perepu, is also a personal favourite as it helps examine the distribution challenges in the Bottom-of-the-Pyramid market and evaluate alternate distribution models for the segment.

New case development

"Compassion vs competitiveness" is a key contemporary issue facing health-care companies. Pharmaceutical companies are often accused of giving more importance to profits than to the health of poor people living in the developing countries. For instance, the Anglo-Dutch major Novo Nordisk not only faced this dilemma in developing countries but also in crisis-ridden Greece. Another European major Novartis is also engaged in patent litigations in India for its cancer drug Glivec. I would like to see some case studies involving pharmaceutical companies - how these companies are approaching this dilemma, particularly while operating in emerging markets. These cases could be very useful in teaching important concepts in Corporate Social Responsibility, Business Ethics and Business Strategy.

Case Purchase Information

This case is part of the [oikos Case Collection](#). Download an inspection copy of this case is available [here](#). Please contact [Debapratim Purkayastha](#) for permission rights.

Coca-Cola India's Corporate Social Responsibility Strategy

by Hadiya Faheem

The case story

Coca-Cola India, one of the largest beverage companies in India, made corporate social responsibility (CSR) an integral part of its corporate agenda. The company implemented a wide range of initiatives to improve the quality of life of its customers, the workforce, and society at large. However, the company came in for severe criticism from activists and environmental experts who charged it with depleting groundwater resources where its bottling plants were located, thereby affecting the livelihood of poor farmers, dumping toxic and hazardous waste materials near its

bottling facilities, and discharging waste water into the agricultural lands of farmers.

Notwithstanding the criticisms, the company championed several initiatives such as rainwater harvesting, restoring groundwater resources, going in for sustainable packaging and recycling, etc. However, criticism against the company refused to die down. Critics felt that this was an attempt at greenwashing as Coca-Cola India's business practices in India had tarnished its brand image not only in India but also globally.

Teaching the case

The Coca-Cola India case is especially suited for courses on business ethics and corporate governance, business strategy, and marketing management.

In the business ethics and corporate governance curriculum, the case can be used to teach corporate social responsibility (CSR) and sustainability since the case focuses on the CSR initiatives implemented by Coca-Cola India. The company took up several initiatives to act as a responsible company and reduce its environmental impact. In addition to water, energy, and sustainable packaging, Coca-Cola India also focused on several community initiatives in India as part of its social responsibility initiatives.

Students can discuss how these social and environmental initiatives could help Coca-Cola India attain a competitive advantage and gain visibility among its stakeholders. When companies operate in an environmentally responsible manner, the stakeholders consider them to be good corporate citizens and feel proud to be associated with them. The companies benefit as their products gain higher visibility and a better brand image. Thus the case could also be used to teach competitive advantage as part of the business strategy curriculum.

The students can also use the case to teach public relations (PR) as part of the marketing management curriculum as Coca-Cola India was accused of 'Greenwashing' - a PR effort that projected an organization, its activities, or its products as sustainable and environment-friendly. The company came under this accusation since it was engaged in various unethical practices and claimed to be a socially responsible company.

The case has several learning outcomes. Afterwards, the students/participants will be able to:

- a) Analyze the CSR strategy adopted by Coca-Cola India.
- b) Understand the issues and challenges faced by Coca-Cola with regard to its sustainability initiatives in India.
- c) Analyze the underlying reasons for the growing criticism against Coca-Cola India and explore ways in which the company can address this issue.
- d) Understand the concept of greenwashing and discuss and debate whether Coca-Cola India is serious about its water sustainability initiatives.

The case was tested at IBS Hyderabad in a Business Strategy class by Professor Debapratim Purkayastha, the co-author of the case, in 2010. It was simultaneously used by 8 professors to teach around 900 MBA students. With Coca Cola being one of the most recognized brand and the issues discussed in the case being so close to them, students participated wholeheartedly in the case discussion and had a lot to say. The popularity of the case had grown since it was published in 2010 with many B-schools from across the world using the case. The case was listed as a bestseller at ECCH for 2011.



Hadiya Faheem

Hadiya Faheem is a former Senior Research Associate at IBS Center for Management Research, IBS Hyderabad, and currently a free lance case writer. She is an MBA graduate from Osmania University. She has research experience of more than seven years. She has developed several cases on issues related to management. Her research work has also dealt with developing cases on corporate social responsibility and social entrepreneurship. She has won awards and recognition for case writing from European Foundation for Management Development (EFMD), oikos International, ecch, etc. Some of her cases are published in international textbooks and academic journals.

Favourite cases

One of my favorite cases on social responsibility is “The Body Shop: Social Responsibility or Sustained Greenwashing?” (ecch Ref. no. 707-006-1) case written by Professor Debapratim Purkayastha, IBS Hyderabad. The case discusses Body Shop’s pioneering efforts in modern CSR practices and its subsequent acquisition by L’Oréal. This was one of the first important cases dealing with the issue of greenwashing and discusses the criticism of Body Shop and its founder Anita Roddick after the deal, and whether L’Oréal’s motive was to improve its own image and to buy CSR through this deal.

Another favorite case of mine is on social entrepreneurship titled “WaterHealth International: Providing Safe Drinking Water to the Bottom of the Pyramid Consumers” (ecch Ref. no. 810-018-1) written by me. WaterHealth International Inc., a social purpose for-profit venture in the safe water sector was set up by Ghana-born social entrepreneur and Johnson & Johnson veteran Tralance Addy. The company focused on serving the traditionally underserved ‘Bottom of the Pyramid’ (BoP) segment.

New case development

An interesting topic for students could be how social entrepreneurs nurture budding entrepreneurs to replicate successful business models instead of expanding their business on a larger scale. An interesting example is of Solar Electric Light Company (SELCO), a Bangalore-based solar electric company where its founder and social entrepreneur, Harish Hande encouraged companies to copy its business model and cater to the underserved Bottom of the Pyramid segment by offering solar home lighting systems. The company in association with its strategic partner, S3DIF, founded the SELCO Incubation Center to provide a nurturing environment for sustainable energy entrepreneurs in the early stages of business development.

Case Purchase Information

This case can be purchased directly from the [ECCH portal](#) website. More information available at [oikos Case Collection](#) website.

“Pleasures” by Katarzyna Woźniak;
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News & calls for cases

New SEKN web portal on news & events

The Social Entrepreneurship Knowledge Network (SEKN) has launched a [new portal](http://www.sekn.org/cms/index.php/noticias.html) that covers relevant events and news relating to the social entrepreneurship scene and, of course, case writing topics are also featured.

<http://www.sekn.org/cms/index.php/noticias.html>

ecch Case 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

ecch 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

The School House new case available at Caseplace.org

The Aspen Institute via his Caseplace.org site is very pleased to announce the publication of a new teaching case: [School House](#). It is part of an ongoing focus on low-wage work jointly sponsored by Aspen's Center for Business Education and the Hitachi Foundation. Stay tuned for the next case in the series, on Cascade Engineering, coming soon! For more information on this new case series, please contact [Miguel Padro](#).

[CasePlace.org](#) has also spotlighted a number of new teaching topics in the Search of the Week series, including:

- [CSR: Building a Sustainable Future](#)
- [Responsible Management Education](#)
- [Regulation in Finance](#)

We also post new material weekly at New @ CasePlace, and tweet on issues related to business sustainability, education, and society @ AspenBizEd.

The Case Study Library at the Fowler Center for Sustainable Value is now live

The Fowler Center for Sustainable Value identified sustainability-themed business cases that serve as teaching resources for faculty across management disciplines.

The Sustainable Value Case Inventory includes:

- cases that addressed an issue of heretical or disruptive change

- cases in which sustainable value was embedded in the core of the organization's operations

- cases in which business value, rather than regulatory compliance or other ethical issues, drove decisions

Up to now, the Case Study Library has collected 50 sustainability-related cases (and growing). Links to sites where the cases may be accessed or purchased are provided. Check out the Case Study Library website [here](#).

The Undergraduate Awards 2013 deadline has been extended to June 14th!

The Undergraduate Awards is a prestigious international awards program that celebrates excellent student projects and research papers across the disciplines. The program is supported by the President of Ireland, Michael D. Higgins.

For the first time, the Undergraduate Awards will be hosting a "social innovation" category. Students are chosen for their innovative approach to their subject area - creating world class research to tackle some of the world's toughest challenge. All winners are brought to Dublin for a three-day summit and their papers are published in an Undergraduate Journal.

Requirements:

- Students: Must be in their next to last or final year (or graduated in the last twelve months) from university
- Existing Papers: Students submit their coursework which has been previously submitted for college grading
- Grades: Papers need an A grade (Europe, Americas, Asia, Australia) or 2.1 or above (UK and Ireland)

- Word Count: No more than 1,750 - 5,000 words
- Individual Projects/Papers: No group submissions are allowed at this point
- Abstract: Each paper must have an abstract of 100-300 words to submit with paper/project
- Submission: Each student can submit up to 3 papers/projects.

This is your chance to submit to the inaugural Social Innovation category! This category accepts coursework pertaining to the capacity of

individuals and organizations to develop innovative solutions to social problems.

- Who is UA for? UA is open to all penultimate and final year students, as well as 2012 graduates, of all disciplines.
- What do I apply with? Any individual undergraduate coursework which received a 2.1 or higher (A grade equivalent).
- How do I apply? It's simple! Register your intent to submit here, then submit your coursework by

June 14th. You can read a submission guide for tips.

- Why should I apply? As a winner you will receive an exclusive invitation to the 2013 UA Global Summit in Dublin, your work is published in our academic journal and you are recognised as the top student in your field. Shortlisted students are also recognised for their excellence which can be a significant catalyst when pursuing further studies or your chosen career.

Questions? Email Bella at info@undergraduateawards.com

Case Teaching Workshops

ecch Case Awards Competition - Innovation in Case Teaching

Opens 1 March 2013, submission deadline 1 November 2013

This competition is designed to recognise dedicated management educators that are achieving excellence through innovative, creative approaches to case teaching. The winning teacher, or team of teachers, will receive a prize of €1,500.

www.ecch.com/caseteachingcompetition

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.

Case Writing Workshops

ecch 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

ecch workshop: Writing Cases

1-3 July 2013 at INSEAD, France

Led by Jim Erskine and presented in association with the Richard Ivey School of Business, this workshop aims to help participants write effective cases quickly and develop skills to create a more enriching classroom environment for their students.

www.ecch.com/writingcases2013

ecch 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 www.ecch.com/trainingeuropewinter2014

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 www.ecch.com/trainingeuropewinter2014

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 or give us a call at +41 71 224 2698.

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