

Food

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Foreword

Dear reader,

The number of issues and implications the food industry faces in terms of sustainability is incommensurable. We hereby present four cases to help illustrate some of the most fundamental dilemmas, opportunities and challenges of the industry.

The first case featured, authored by Gerardo Lozano, belongs to the Social Entrepreneurship Knowledge Network (SEKN). The case presents the collaboration of HEB, a family-owned Texan retailer, with the Monterrey Food Bank and how it enabled to move the operations from basic to world-class level in terms of new storage, handling facilities and administrative systems. The partners received significant benefits from each other and the community.

The second case, authored by Roberto Gutierrez, highlights the experience and the social initiatives of the leading Colombian dairy company Alpina. The case identifies some alternatives for contributing to society among large companies and illustrates how they may participate in social areas.

The third case included in this issue is co-authored by a team lead by Darrell

Brown at Portland University. This case describes issues faced by Burgerville', a quick-serve restaurant chain in the US, attempting to instill its cultural values based on sustainability principles in its operational practices. As the case shows, the company's slogan "Fresh. Local. Sustainable." introduces a number of incompatible goals.

Finally, the last of the four cases featured in this volume is the Chipotle Mexican Grill case; second place in the Corporate Sustainability track of the 2013 oikos competition. Chipotle is a retail restaurant chain with a salient focus on sustainability right from the company's founding. The Chipotle Mexican Grill case constitutes an excellent piece when teaching competitive positioning and, more specifically, differentiation strategy.

We hope that you will enjoy reading the Fall 2013 issue and exploring examples of decisions and discussions around the sustainable practices related to the food 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 (Winter 2014) will be focused on the topic of Fair Trade and we will feature the following cases:

- *All Good Bananas. Selling the Fair Trade Message* (by Eva Collins, Kate Kearins, Helen Tregida, Steve Bowden)
- *The Fair Trade Story* (by Kai Hockerts)
- *Madécasse: Competing with a 4x Fairtrade Business Model* (by Scott Marshall, Darrell Brown, Bex Sakarias, Min Cai)



HEB International Supermarkets and the Banco de Alimentos de Caritas de Monterrey

by Gerardo Lozano

The case story

HEB, a family-owned Texan retailer, is the 12th largest supermarket chain in the United States. In expanding its operations into Mexico in 1997, the company transferred not only its products and services but also its social strategy of working with food banks. The Monterrey Food Bank (BACM), one of Caritas's social service programs, began in 1989 with the purpose of providing nutritional assistance to needy families regardless of religious affiliation. The collaboration of HEB with the Monterrey Food Bank enabled this operation to move from basic to world-class level in terms of new storage, handling facilities and administrative systems. The partners received significant benefits from each other and the community. Strong leadership and interpersonal relationships contributed to the development of a considerable mutual trust that fostered a vigorous and growing partnership.

Over time both institutions realized that the alliance was much more than the simple act of donating products. The economic and social value created for both institutions by far exceeded their expectations.

This case provides an opportunity to understand how alliances deepen over

time, as well as to learn to identify relevant agents for their consolidation.

Teaching the case

The focus of this case is to understand how two completely different organizations, one for-profit and the other non-profit, were able to build a cross-sector alliance to promote the simultaneous creation of both: social value and economic value. Blanca Castillo, director of BACM realized that HEB was going to initiate operations in the city of Monterrey, Mexico and thought that the company could become a major donor of the bank. Eddy Garcia, HEB's Food Assistance Program Director in Texas needed a food bank in the city to implement HEB's social strategy in México. The case analyses how alliances may deepen, emphasizing key consolidating aspects such as: mutual trust, leaders, honesty, among others, and their impact on mission success in both organizations; and explores how the social strategy of a company in a developed country may be adjusted to address the needs of a developing country. The case is ideal for courses of corporate social responsibility, business and society and business strategy.

The starting point for teaching the case is the analysis of origins of the alliance. The starting point of the alliance is

an alignment of the missions of both organizations contemplating the need to help the needy. Another important factor is the complementary capabilities of each of the organizations: the need for HEB to creatively distribute its donations and for the BACM the need to have a provider for its operations.

The next steps in the case analysis are the process of value creation and evolution from a philanthropic stage to an integrative alliance. The beginning of the relationship took place with a specific activity; the organization of a party that would feed ten thousand people in one day. The party was a great success and from that time the relationship began to strengthen. The case is written in a way that the student goes through discovering how the creation of value for both organizations developed more confidence and a virtuous circle is created. The activities were growing over time to the point of sharing their brands.

This case is an excellent vehicle to analyze the importance of the involvement of companies to alleviate social problems of a developing country not in a philanthropic way, which is most common, but a form where there is benefit for all: business, NGO and society. This is the only way to ensure long-term permanence.



Gerardo Lozano

The director of marketing and director of SUSTENTUS at EGADE Business School (EBS). As a professor of EBS, Gerardo teaches courses in Corporate Social Responsibility and Marketing in the MBA. Professor Lozano is the director of the Social Enterprise Knowledge Network (SEKN) leading the research projects in Mexico. His work in various areas of Social Enterprise has been published in articles, book chapters and cases.

Favourite cases

Bimbo Group and Papalote Museo del Niño is a very useful SEKN case to demonstrate how a company can work with an organization to develop a virtuous circle to create economic and social value. When, in 1991, a trust was created to raise funds for the first interactive museum in Mexico, one of the first companies to commit to the project was Bimbo Group. The leading baked products manufacturer in Latin America had decided to support the construction of the Papalote Children's Museum. The case questions whether the company should view the alliance as an opportunity to obtain a competitive advantage through the children visiting the museum.

New case development

From 2006 to 2008, SEKN studied [Socially Inclusive Business](#) and concluded that companies were creating greater social and economic value by incorporating the low-income sector as product-service suppliers instead of consumers. Since then, we started studying in depth this phenomenon and on 2012 we came across a company called SIGMA ALIMENTOS, a large Mexican company with international presence in the meat and dairy market, along with a supplier incentive program called Fomento Lechero (In English, Dairy Development).

In 1994, SIGMA decided to expand their portfolio of meat products and frozen food products so they could take more advantage of their refrigerated distribution network. As a result they entered the dairy product market but soon discovered that the large dairy farmers were taken. Since then, SIGMA has been working to develop very small dairy farmers and the outcome has been great: the inflow of fluid milk went from 25,000 liters in 1995 to about a million liters in 2012, and in addition many small farmers have grown rapidly increasing their income and quality of life.

Case Purchase Information

More information about this case can be found at [SEKN's portal](#). Purchase is also available directly at Harvard Business Review [onlinestore](#).



Alpina, Inc.

by Roberto Gutiérrez

The case story

An emerging economy where one out of five inhabitants cannot meet their basic needs, and where armed conflict has been a constant for more than six decades, demands participation by all sectors of society to address its problems. In such a context, exemplary cases have emerged from the private sector. One of these cases describes the social initiatives of the leading Colombian dairy company, Alpina, founded in 1945. The case identifies some alternatives for contributing to society among large companies and illustrates how they may participate in social areas.

Alpina has processing facilities in Colombia, Ecuador, Venezuela, Perú and the U.S. and its products are distributed in 34 countries. With annual sales of nearly US \$ 840 million, it is one of the largest private dairy companies in the Andean region. Five years ago the company examined how to increase its social impact and an option was to create a foundation.

Teaching the case

The case serves as a learning tool about the difference between incorporating social initiatives into the value chain and investing in a corporate foundation. The two options are not contradictory to one another, but limited resources may force company managers to choose one option over the other. Furthermore, the case analyses some of the motivations and compares the benefits that

may lead a company in one direction or another. This case may be used in courses on Organizations, Business and Society, Corporate Social Responsibility and related topics.

The case puts the students in the place of the Marketing Vice-President. The Executive Committee gave his office the task of preparing a proposal to increase Alpina's social impact and established a limit on the amount of resources available for these activities. This Committee has questioned the purpose and scope of these social activities. The information provided in the case allows the student to analyse two paths. One possibility: expand the activities carried out by the company, most of which were incorporated into the value chain and were, therefore, aligned to its commercial activities. This was the path chosen by others in the industry and it would allow the company to tackle different risks and inefficiencies that affected the company's overall performance. A second possibility: create the Alpina for Nutrition Foundation, which would help avoid the criticism of benefiting from the unsatisfied nutritional needs of the poorest part of the population. Students can study which of these two directions should the company take and to propose how best to make it happen.

The rich discussion about these options can be capped with the decision made by Alpina to create its foundation. It is then interesting to understand the rationale of this decision when the company has a history of incorporating initiatives into its value chain.

Favourite cases

The cases I prefer highlight the synergies and tensions between social and economic dimensions in business. I believe in promoting the development of skills and an attitude of openness towards the joint generation of social and economic value. Students and professors will benefit from discussing, for example, the unintended consequences of small-scale initiatives such as the ones Gas BAN has undertaken in Buenos Aires, or the tensions created by Monsanto as they introduced GMOs into Europe.

New case development

Hopefully, we can write cases that have surpassed the tensions between social, environmental and economic dimensions and show that an adequate attention to social issues generates an enormous and sustainable competitive advantage. Many companies send promising initiatives to the CSR corner, instead of finding out ways in which to carry them out as part of their core businesses. In contrast to the limitations one can find in the Gas BAN case mentioned above (reaching 4,000 low-income families), in the same business a Colombian company called Promigas has reached 245,000 underprivileged families. In other sectors, the search is still out to find ways to achieve large scale solutions: for example, in housing an initiative by Cemex to allow low-income citizens to improve their housing conditions can only illustrate the clash between two different business models.



Roberto Gutiérrez

Roberto Gutiérrez, Ph.D., is an Associate Professor in the School of Management at the Universidad de los Andes (Bogotá, Colombia). He has published articles about alliances, social entrepreneurship, education and development in popular media and academic journals –among them the American Sociological Review, the Review of Educational Research, the Journal of Management Education, Stanford Social Innovation Review and the Harvard Business Review Latin America



Case Purchase Information

More information about this case can be found at [SEKN's portal](#). Purchase is also available directly at Harvard Business Review [onlinestore](#).

“Taste story” by Katarzyna Woźniak © Katarzyna Woźniak 2011

Burgerville. Sustainability and Sourcing in a QSR Supply Chain

by Darrell Brown, Phil Berko, Patrick Dedrick, Brie Hilliard and Joshua Pfleeger

The case story

This case describes issues faced by a company attempting to instill its cultural values in its operational practices. Burgerville's long-held values are compatible with the sustainability on a variety of dimensions. The company's slogan "Fresh. Local. Sustainable." introduces a number of incompatible goals. As the company attempts to live up to and into its values, it has negotiated through a number of difficult sustainability-oriented decisions. The case sets up another decision by discussing the earlier decisions and identifying the conflicting sustainability attributes of deciding where and how to source a primary ingredient on its menu, chicken.

Burgerville works with its suppliers to promote sustainability goals throughout the supply chain. As the company attempts to address conflicting sustainability issues, the protagonist must weigh economic, environmental and social issues in the supply chain. Over the years, the company has built a strong reputation

with their sustainability efforts, to which they attribute the ability to weather difficult economic times as a premium participant in a traditionally cost-based industry. The case highlights decisions related to operations strategy, including issues of counter-balancing potentially conflicting sustainability goals, the ability to maintain price premiums due to positive reputation and quality, and the ability to influence the supply chain beyond the reach of the company.

Teaching the case

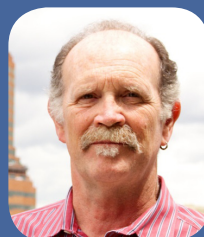
The case can be used to teach the following focus areas: Best Practices into the Sustainable Supply Chain, Supply Chain Strategy, Social, Environmental, and Economic Sustainability, Certification Alternatives, and Local sourcing. The case can be taught as part of a MBA Operations/Supply Chain Management, Marketing or Strategy class. Our school has a food certificate program and a supply chain major so we have used it in the Food Purchasing and Logistics class, but it can be integrated into a traditional purchasing class too.

This case introduces a wide range of sustainability-oriented issues, from treatment of migrant farm workers to support of local production to environmental and social certifications to environmental impacts of food transport. The primary focus of the case tends to be internal, as the company attempts to ensure that its values are manifested in its actions. There are clearly external ramifications of these actions, however, both in impacts on the supply chain and on the reputation of the firm in the eyes of its partners and its customers. The case is appropriate for strategy, marketing, and supply chain management classes.

For a strategy class, the string of sustainability-oriented decisions provides fodder for discussing the alignment of corporate vision and mission with strategic actions. The ultimate decision faced by the company provides students an opportunity to confront a real situation where the alternatives all have positive and negative sustainability impacts.



Phil Berko



Darrell Brown

Phil Berko, MBA, has worked in the food industry since 2003. An avid cook, gardener, and food lover, he spends his time experimenting with techniques of cheese making, bread baking, and myriad global cooking cultures. Professionally, he has worked for an Oregon-based restaurant group and tasked with integrating an affiliated farm's produce into the restaurant and implemented a value-added food production program. He currently works as a credit analyst for a global heavy-duty truck manufacturer based in Portland, Oregon.

Darrell Brown is the Les Fahey/KPMG Accounting Fellow and a Fellow in the Institute for Sustainable Solutions at Portland State University. With a B.S. in forestry and a Ph.D. in accounting, Dr. Brown teaches and researches at the intersection of business sustainability and measurement. He teaches metrics for understanding and reporting the social and environmental impacts of organizations, and the odd managerial and accounting system class. His current research interests include measurement issues related to organizational impacts on social and natural systems. Specifically, he is interested in how organizational reporting practices influence sustainability-oriented behaviors, both internally and externally to the organization. Patrick Dedrick holds an undergraduate degree in Anthropology and

The company's decisions have implications for its reputation along the supply chain and in the eyes of customers. For a marketing class, the case can be used to consider the impacts of these decisions, and future decisions, on a consumer base that is traditionally considered to be uninterested in sustainability.

For a supply chain management class, the case highlights the role of a significant, but not dominant, company and its ability to influence sustainability all along the supply chain. The case introduces issues of worker rights, environmental footprint, and local development. These issues play out on several dimensions, as the company must make decisions about which sustainability attribute it will support. As the company develops, it also influences its supply chain partners, creating levers to change the sustainability behaviors of its partners as well.

The overall discussion of the case could start with an articulation of the values that BV has carried with it throughout its existence. The discussion often then leads to how and whether these values influence the ability of BV to charge a premium for its product. In the industry of 'burgers, shakes, and fries', the ability to have a business model that looks, from the outside, just like a host of competitors, and can maintain a significant

price premium over the competition is rare. As the discussion proceeds and the values of BV play out in a series of decisions, the students are challenged to consider whether these values and their manifestations in the business model really do create a competitive advantage in this marketplace.

Favourite cases

There are a number of good cases that bridge supply chain, marketing and strategy. The Portland Roasting oikos award winning case is a great case for looking at how these 3 functional areas inter-act to both create challenges and opportunities to convey socially sustainable attributes for a direct trade coffee importer and roaster. Other food-related cases that I find useful are "Country Natural Beef: A Maturing Co-op at the Crossroad", which is closely related to the Burgerville case, and "Madécasse: Competing with a "4x Fairtrade" business model" which brings in an explicitly social sustainability theme. The latter case is also an oikos award winning case.

New case development

Many of the companies that we write about are smaller companies with solid sustainability value systems and try to integrate these values in all their programs and products. On the other hand, it is important to look at what

some bigger companies are doing and then to question how the product might conflict with the company's attempts to add some sustainability programs to improve their image. Maybe this is the "broken 3 legged stool of sustainability"? Examples of these could be Coca-Cola or companies like Pampers. Pampers' "Carrying for Baby's Around the World" program is a charitable, social mission oriented program which is lauded but the product itself continues to cause massive environmental problems. Similarly, Coke has recently started resource conserving efforts (water and energy) but the beverage contributes to huge social problems. Another interesting case possibility would be to look at the Sisters of St. Francis and their method of forcing social change with McDonald's, Kroger, Wells Fargo and many other publicly traded firms.

Case Purchase Information

The "Burgerville: Sustainability and Sourcing in a QSR Supply Chain" case is part of the Free oikos Case Collection and a digital copy is available from [oikos' website](http://oikos.org). Faculty can request the teaching note by sending an email at case@oikos-international.org



Patrick Dedrick

International Studies from Pacific University, and a Master of International Management from Portland State University. He currently works in supply chain with the adidas Group, and is the Director of Events for the Portland chapter of APICS.



Brie Hilliard

Brie Hilliard specializes in developing sustainable organizations, strong communities and healthy food systems. After 10 years in the commercial insurance industry, Brie obtained her MBA from Portland State University to pursue a career in sustainable food systems. She is currently the Community Relations and Ownership Manager for Food Front Cooperative Grocery's two stores in Portland, OR, where she focuses on educating the community about the cooperative business model and sustainable food supply chains. She works extensively with local neighborhood non-profit partners and elementary schools when she is not developing internal co-op staff

Joshua Pfleeger

Joshua Pfleeger holds an undergraduate degree in International Relations from Wright State University, and a Master of International Management degree from Portland State University. He currently works in procurement for The Boeing Company.



"Sant Cugat market" by Katarzyna Woźniak © Katarzyna Woźniak 2011

Chipotle Mexican Grill, Inc.: Food With Integrity

by Ram Subramanian

by Ram Subramanian

The case story

In my opinion, students are often sceptical about the business side of sustainability. To a person, they all seem cognizant of the importance of sustainability but see it as something organizations are essentially compelled (by public opinion) to do. I wanted to write a case about a business that most students are familiar with and which has used sustainability in a meaningful way that makes a strong economic argument for it. I selected Chipotle Mexican Grill because it is a retail restaurant chain, whose founder, Steven Ells, had made sustainability a salient focus right from the company's founding. I use the Chipotle Mexican Grill case when I teach competitive positioning and, more specifically, the strategy of differentiation. Here is a company that does a number of pro-environmental things - in its sourcing and in constructing its restaurants and, yet, does not publicize its actions loudly nor use it in its marketing. The pivotal point in the case is that till mid-2012, Chipotle Mexican Grill had the benefit of premium pricing that allowed it to absorb a lot of the costs associated with sustainable sourcing. At this point, Taco Bell, a company that most people would not normally invoke in a

conversation about Chipotle Mexican Grill, launched its Cantina Bell menu aimed squarely at Chipotle's target market. This provides the "tension" that is so essential to an involved class discussion about competitive positioning (using sustainability as a value driver) in a dynamic environment.

Teaching the case

I have used the Chipotle Mexican Grill case several times in my MBA strategy class. I use the case to talk about using differentiation (per Michael Porter's generic strategies framework) as a way to position the company in a dynamic competitive environment. Prior to teaching the case, I make sure that my students are familiar with the value-price-cost framework and how value drivers and cost drivers work. In addition, my students, at this point, are introduced to Porter's activity systems map.

It is typical in a class of about 30 (with a few international students) to have around 20-30 percent who have either never heard of Chipotle Mexican Grill or have not eaten at one of its restaurants. This sets up the opening of the case discussion very well because the Chipotle "groupies" would vouch strongly for the company's embrace of sustainability while those unfamiliar with the brand would be quite sceptical

of these claims. I then use the case to look at value drivers and the value-price-cost framework as a prelude to talking about Chipotle's activity system and how well it enables the company to defend its position against encroaching competition.

In my preparation to teach the case, I make note of the fact that I have at least three major "pastures" to cover in the (typically) 75 minutes of time that I have. I first steer the discussion toward publicized versus "hidden" value drivers. I draw the typical value-price-cost diagram on the white board and force the class to address the value of each sustainability initiative undertaken by Chipotle Mexican Grill. At this point, I introduce the threat of Cantina Bell and ask the class to look at the effects of Cantina Bell's entry on Chipotle's value-price-cost framework. The third "pasture" is to have the class construct Chipotle's activity systems map (on some occasions I have had the students prepare it prior to the discussion to focus scarce class time on its implications) and see how well Chipotle can defend its positioning. The case serves well to drive home the key learning outcome of the importance of sustainability as a differentiator in a dynamic environment, particularly in the absence of traditional marketing.



Ram Subramanian

Ram Subramanian is Professor of Management in the School of Business at Montclair State University in New Jersey, USA. In addition, he is the faculty coordinator for the Blended MBA program as well as the coordinator for the undergraduate capstone strategy course. Ram's principal research interests are in the areas of corporate governance (particularly the rights of "retail" stockholders) and the business side of sustainability. Ram was exposed to the case methodology in the early 1990s via his involvement with the U.S.-based North American Case Research Association. During September-October 2013, Ram was in India teaching case writing to the faculty of a well-known business school as a Fulbright Specialist Scholar.

Favourite cases

In my MBA strategy class, as we make the transition from business strategy to corporate strategy (and issues related to managing a multi-business firm), I devote a class to talk about organizational stakeholders and how strategic decisions may face implementation challenges if key stakeholders are against the direction contemplated by the company. I use my own case, “Of Orangutans and Chainsaws: Cargill Inc. Confronts the Rainforest Action Network Advocacy,” to illustrate this. The case looks at an activist group’s demand for Cargill to source sustainable palm oil even as the company believes that it is doing its best in this regard. I also use a Harvard case on an Indian company called Selco that attempts to market solar energy to bottom of the pyramid customers. The Selco case

works well to show students the challenges of implementing a sustainable option (solar power in this case) in a cost effective way.

New case development

I think well-known companies such as Apple and Nestle should be good candidates for interesting cases about various aspects of sustainability. The advantage in using companies such as these is the strong identification factor (and hence, empathy) that should lead to a stimulating discussion with key takeaways. Such cases can be taught in a strategy course (Nestle, for example) or in a course on supply chain management (Apple’s management of its global supply chain, for example). In addition, I have a deep interest in social entrepreneurship and I am constantly looking for good case material in this area.

Case Purchase Information

An inspection copy of the case “Chipotle Mexican Grill, Inc.: Food with Integrity” is available from the [oikos Case Collection](#). Please contact [Ram Subramanian](#) for permission rights.



News & calls for cases

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>

Case Writing Workshops

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>

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>

The Case Centre Have your say

A new case method forum has opened on The Case Centre's website as part of its 40th anniversary celebrations. Find out what others are saying and share your views. How has the case method changed over the years? Have you developed new ways to teach cases or are you taking a different approach to writing cases? What about students' attitudes and their approach to learning? And how do you see the case method developing over the next 40 years? www.thecasecentre.org/anniversaryforum

The Case Centre Anniversary Conference 2014

The Case Centre is holding a celebratory case conference in India to mark its 40th anniversary and further strengthen its worldwide case method community. The two-day event will be hosted at the Indian Institute of Management Bangalore, 8-9 September 2014. A packed programme of events is planned and a specially invited panel of internationally respected case method experts will be taking part. Find out more and book your place! www.thecasecentre.org/anniversaryconference

Ashoka U's

2014 Social Entrepreneurship Education Resource Handbook Available for Pre-Sale!

The 2014 Social Entrepreneurship Education Resource Handbook is the go-to source of information on social innovation in higher education, cataloguing emerging trends, institutional case studies, and comprehensive class directories from colleges and universities around the world. The 2014 Handbook is a valuable resource for colleges and universities engaged in teaching, research and applied learning in social entrepreneurship. Developed by Ashoka U, this third edition is based on the only comprehensive survey of social entrepreneurship education, and provides a field-level view of cutting-edge trends in social innovation education. It is a key tool for advancing social entrepreneurship for your students, on your campus, and for the local community.

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Case Teaching Workshops

The Case Centre Winter workshops

There's still time to book your place on two of The Case Centre's workshops being held at IMD, Switzerland, in the new year: Case Teaching, led by Kamran Kashani, Professor of Marketing and Global Strategy at IMD (20-21 January 2014) and Aligning Your Research and Teaching - The Potential of Case Studies, led by Mark Jenkins, Director of Research and Professor of Business Strategy at Cranfield University School of Management, UK. (22 January 2014). Book on-line: www.thecasecentre.org/bookonline

The Case Centre Summer workshops

The Case Centre's case method workshops always sell out quickly, so book now to attend a choice of three workshops to be held at IESE Business School, Spain, 16-20 June 2014. There's something for everyone, from newcomers to the case method to experienced case teachers who are looking for fresh inspiration. All The Case Centre's workshops are led by internationally respected case method specialists and places are in high demand. Book on-line today: www.thecasecentre.org/bookonline

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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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