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Case Quarterly Teaching Cases in Action Issue6, Spring2012 oikos Sustainable Housing Featured Case Writers and Cases: • Foreword • MurraySilvermanandTomThomas(SanFranciscoStateUniversity)-Kimpton Hotels: Balancing Strategy and Environmental Sustainability • TerenceTsaiandShuboLiu(ChinaEuropeInternationalBusinessSchool) -Hunghom Peninsula in Hong Kong: A Realistic Call for Corporate Social Responsibilities • CharlesCorbett(UCLAAndersonSchoolofManagement)-The ReUse People: Turning Scrap into Sales • Winnersofthe2012oikosCaseWritingCompetition • Forthcomingcaseteachingeventsandothernews • Howtosubscribe “ BedZED” bytelex4. CreativeCommonsLicense. Attribution2. 5Generic(CCBY2. 5). Foreword Dear reader, ThetopicofourSpring2012issue isSustainableHousing. Ourhomes, officesandotherbuildingscause awholerangeofenvironmental impacts, includingcarbondioxide emissions, relatedtotheuseof energyfortheheating, lighting andrunningofthesebuildings; productionofconstruction materials; anddeconstructionof buildingsattheendoftheirlife. Inaddition, homelessnessand urbanslumsaresomeofthesocial problemsrelatedtothetopicof ustainablehousing. Inthisissuewepresentthree casesfromtheoikosonlinecase collection. TheKimptonHotels case(byMurraySilvermanandTom Thomas)describestherolloutof amajorenvironmentalinitiative (“ EarthCare” programme)atthe chainofboutiquehotels. Terence TsaiandShuboLiuwriteabouttheir caseHunghomPeninsulainHong Kongandthecontroversyinvolved intheproposeddemolitionofthe never-occupiedresidentialbuilding complexofHunghomPeninsula.

Ourthirdcase–TheReUsePeople (byCharlesCorbett)–alsofocuses onthebuildingdeconstruction processandgivesanaccountof anorganisationthatspecialises indeconstructionwiththeaimof reusingasmuchofthematerialsas possible, hencekeepingthemoutof landfill. Youwillfindseveralothercases onsustainablehousingintheoikos onlinecasecollection. Youmay beinterestedtochecktheLiving Homescase(byRebeccaHennand AndrewJ. Hoffman)whichdescribes astart-upcompanyoffering “ green”, prefabricatedhomes.

The HaywardLumberCompanycase tracesthegreeningofHayward LumberCompany, whichdecidedto switchtoForestStewardshipCouncil (FSC)certifiedlumbertomeeta growingdemandforgreenbuilding materialsinCalifornia. Another California-centredcaseisThe AmbroseHotelbyMagaliDelmasand CharlesCorbettthatdescribesecolabellingstrategiesofaCaliforniabasedhotel. Adifferentangletothe sustainablehousingproblemistaken byLisaJonesChristenseninthe caseJamiiBoraandKaputeiTown: thiscaseoutlinesanentrepreneurial solutiontotheproblemofurban slumsinNairobi(Kenya)andthe processofcreatinganinnovative newtown.

Finally, thecaseThe Mountain’sInstitutesEarthBrick MachinebyJohnBuffingtonandTed Londonexposesthechallengesof growinganon-profitorganisation– TheMountainInstitute(TMI)–that producesenvironmentally-friendly bricksfromdirt, allowingforlow costconstructionofhousingand otherstructures. Fromtheecchcasecollection, otherinterestingcasesdealingwith environmentalandsocialaspects ofhousingareZETACommunities (StanfordBusinessSchool)–a net-zeroenergy, prefabricated housingcompany; ProjectFrog (DardenBusinessPublishing)–a ustainable-buildingmanufacturer transitioningfromstart-uptothe nextphaseofgrowth; Alarcity Housing(IBSCenterforManagement Research)–ethicalpoliciesand practicesofacorporationinthe Indianhousingconstructionindustry; TheOrchidEcotel(IveyPublishing) –anenvironmentally-friendly hotelinIndia; and, finally, Dharavi (HarvardBusinessPublishing)–redevelopmentofthelargestslumin Asia. Wehopethatyouwillenjoy readingtheSpring2012issueand discoveringorganisationsthatdeal witharangeofenvironmentaland socialproblemsrelatedtohousing.

Asusually, wewouldbevery happytoreceiveyourfeedback, includingsuggestionsfornewissues,[email protected]oikosinternational. org. LiudmilaNazarkina oikosCaseQuarterlyEditor NextissueofoikosCaseQuarterly (Summer2012)willbefocused onthetopicofCross-Sector Partnershipsandwewillfeature thefollowingcases: • “ BuildingandScalingaCrossSectorPartnership: Oxfam America&SwissReEmpower FarmersinEthiopia” by JonathanDoh, TedLondon andVasiliaKilibarda • “ CorporateSocial Engagement: HowAramex CrossesBoundaries” byLuk VanWassenhoveandLea Stadtler • “ Transformingtheglobal FishingIndustry: TheMarine StewardshipCouncilatfull sail? byAileenIonescuSomers, UlrichSteger, AlexanderNickandOliver Salzmann 2 2 Spring2012Issue6| www. oikosinternational. org/academicKimptonHotels: BalancingStrategyand EnvironmentalSustainability by Murray Silverman and Tom Thomas The Case Story topmanagementcommitment, use ofcross-functionalteams, employee engagementandcommunication methodsused. Thereweretwo basicgroundrulesfortherollout. First, newinitiativeshadtoreduce costs, havenonetcostimpactand investmentshadtohaveamaximum 12monthpayback. Second, new initiativescouldn’tadversely affectcustomerperceptionsor satisfaction. 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 managers? How do you embed new values and initiatives in the organizationalculture? ” webelievethattheimportance ofembeddingsustainabilityinto organizationsisnotgivenenough attention. Kimptondoesan excellentjobofinstitutionalizing sustainability, providingstudents withanopportunitytoseehowthey didit.

Wehavesuccessfullyintroducedthis caseinenvironmentalmanagement, business&societyandstrategic managementcourses. Topicsthat canbeusedtoinitiateorfocus discussionforeachofthethree coursesarelistedbelow: Strategy course–creating sustainablecompetitiveadvantage, branddifferentiation, cost savingsandtoplinebenefits, first moveradvantages, cause-related marketing, aligningstrategyand structurewithcorevalues, andthe integrationofstrategicmanagement andenvironmentalvalues.

Business & Society course– corporatecitizenshipandsocialresponsibility, stakeholderrelations, socialcapital, strategicphilanthropy andtheintegrationofstrategic managementandenvironmental values. forshareholdersandsocietyby leadingtheirorganizationstoward greatersocialandenvironmental sustainability. Hereceivedhis MasterofPublicPolicy(MPP)degree fromtheUniversityofMichigan, AnnArbor, andanMBAandPh. D. inBusinessandPublicPolicyatthe UniversityofCalifornia, Berkeley. Dr. Silverman, Dr. Thomasandthree colleaguescreatedSFSU’sMBA EmphasisinSustainableBusinessin 2007.

TheSFSUCollegeofBusiness wasrecognizedrecentlybythe AspenInstitute’sBeyondGrey Pinstripesasoneofthetopbusiness schoolsintheworld(#16)at integratingsocialandenvironmental issuesintoitscurriculum. Kimpton’sfounder, BillKimpton, iscreditedwithinventingthe “ boutique” hotelsegmentin1981. By2005, KimptonHotelswas comprisedof39hotelsthroughout NorthAmericaandCanada, each onedesignedtocreateauniqueand exceptionalguestexperience. Animportantaspectoftheir effortstoestablishtheKimpton brandwasthedevelopmentand rollouttoalloftheirhotelsof amajorenvironmentalinitiative theynamedEarthCare.

EarthCare wasbuiltonanalreadyestablished commitmenttoenvironmentaland socialresponsibility. TheirHotel Tritonwasamodelfortheprogram, asitalreadyincludedinitiatives suchas: energyefficientlighting solutions, low-flow/highpressure showerheadsandsinkaerators, and toiletsthatreducewateruse, linen andtowelreuseprogram, non-toxic, non-allergenic, allnaturalcleaning products, lowVOCpaintsusedto paintwallsandceilingsandmore. Plannedfutureinitiativeswentwell beyondthoseintheTritonHotel. Thecasedetailstheinternal implementationprocess, including Teaching the Case

TomThomasandIwantedtowritea casethatshowedthatsustainability couldbeintegraltotheoverall strategyofthebusiness. We wantedbothstrategyandbusiness sustainabilityinstructorstoembrace it. Thiscasedemonstrateshow sustainabilitycanleadtobothtop lineandbottomlinebenefits. Also, MurraySilvermanisaProfessor ofManagementintheCollegeof BusinessatSanFranciscoState University. HereceivedhisM. S. inIndustrialAdministrationfrom PurdueUniversity’sKrannert SchoolandhisPh. D. inBusiness fromStanfordUniversity. Professor Silvermanteachesintheareasof Business&SocietyandBusiness& theNaturalEnvironment. TomE.

ThomasisanAssociate ProfessoratSanFranciscoState University, whereheco-directs (withMurraySilverman)theCenter forEthicalandSustainableBusiness. Histeachingandresearchare focusedonhelpingfutureexecutives andmanagerscreategreatervalue Murray Silverman 3 Tom Thomas Spring2012Issue6| www. oikosinternational. org/academic Environmental course– environmentalimpactsinthe hotelindustry, potentialfor financialbenefitsofenvironmental initiatives, industryenvironmentalleadership, voluntaryinitiativesand self-regulation, institutionalization ofenvironmentalcommitment, green-washing, andtheintegration ofstrategicmanagementand environmentalvalues.

Inteachingthecase, wetypically focusfirstonwhetherthereisa ‘ businesscase’forEarthCare. This allowsustointroducetop-lineand bottomlineconsiderationsaswell astangibleandintangiblebenefits. Thesecondareaoffocusis institutionalization. Studentsoften getsowrappedupintheinitiatives thattheybelieveanorganization canintroduce, theylosetrackof thedifficultiesassociatedwith implementinginitiatives: How doyouengageemployeesand managers? Howdoyouembed newvaluesandinitiativesinthe organizationalculture? Thiscase iswellsuitedtoexploreboththe ‘ businesscase’andtheissueof institutionalization.

Webelievethereisadearthof casesthatallowstudentstoexplore theprocessofinstitutionalizing andembeddingsustainabilityinto organizations. WeofferanMBA courseinManagingtheSustainable Businessthatfocusesonthe internalaspectsofintroducingand embeddinginitiatives. Wewant ourstudentstobe‘ intrapreneurs,’ changeagentswhocanact fromwithintheirorganizations, whethertheyareinmarketing, HR, operations, etc. Twocasesthatwe havefoundtobeexcellentinregard totheinternalissuesandprocesses associatedwithintroducingchange areHermesMicrotechandWalMart’sSustainabilityStrategy(A).

Favorite Cases challengesdidtheyfaceandhow didtheydealwiththosechallenges? HereatSanFranciscoState University, weestablishedour CenterforEthicalandSustainable Businessin2010. Oneofour initiativesisaCasewritersForum. Theinitiativewouldincludea varietyofeffortstopromote andsupportthedevelopmentof businesssustainabilitycasestudies byfosteringcollaborationamong leadingsustainabilitycasewriters whoteachatbusinessschoolsin theSanFranciscoBayArea, and providingincentivesandmentoring supporttohelpfacultydevelopand applycasewritingskillsinthearea ofbusinesssustainability.

New Case Development Case Purchase Information Wewouldliketoseemorecases thatfocusontheintroductionof sustainabilityinitiativesinlarger businesses. Whileitisofteneasier togetpermissiontowritecasesin start-upsandsmallenvironmentally orientedbusinesses, weneedmore casesrelatingtolargercorporations, asmanyofourstudentswillbe workingthere. Iwouldespecially liketoseethefocusontheinternal process. Whowasthedriver? What Inspectioncopyofthecase “ KimptonHotels: Balancing StrategyandEnvironmental Sustainability” isavailablefrom theoikosCaseCollection.

Please contactMurraySilvermanand TomThomasforpermissionrights. Thiscaseisalsopartoftheoikos CaseCollectionbook(Volume 1): CaseStudiesinSustainability ManagementandStrategy publishedbyGreenleaf. 4 4 “ Swallowtail” bytanakawho. CreativeCommonsLicense. Attribution2. 5Generic(CCBY2. 5). Spring2012Issue6| www. oikosinternational. org/academic HunghomPeninsulainHongKong: ARealistic CallforCorporateSocialResponsibilities by Terence Tsai and Shubo Liu The Case Story Hunghomwaslatersoldtothe privatepropertydeveloperswho originallybuiltthecomplex.

The developers, NewWorldDevelopment CompanyLimited(NWD)andSun HungKaiPropertiesLimited(SHKP) cameupwithareconstruction proposalforHunghomPeninsula: demolishandredevelopthearea intoaluxuriousprivateestate. However, theintentiontodemolish thenever-occupiedHunghom Peninsulacameunderheavy criticismfromthepublicinlarge partbecausethedemolition processwouldproduceextensive pollutiontotheenvironment, which violatedbothsocialpartiesand thecompanies’corporatemission ofbeingresponsibletothesociety. Underthesecircumstances, the managementteamhadtowithdraw thedemolitionplanandreconsider theirdecision.

Afterthedevelopers thoughttwiceaboutalltherelevant parties’interestsandtookcorporate socialresponsibilityintoaccount, theygaveupthedemolitionplan anddecidedtoconductanextensive internalreconfigurationand renovationtoupgradetheproperty tomedium-gradeprivatehousing estatestandard. “ The case served as a good example to students and the future managers and gave insight on how business profitability could be balanced with environmental concern and social responsibility. ” information. Thiscasehadbeenusedinboth MBAandEMBAcoursesinBusiness Ethics, thelastmoduleofBusiness Strategicclass.

Duringtheclass, thecaseprovokedholisticthinking ofstrategicmanagementaswellas discussionofbusinessenvironment analysisandstakeholderanalysis. Themajorlearninganddiscussions fellonStakeholderAnalysisbythe case. The(A)and(B)casesvividly presenta‘ stakeholderdilemma’ tocasereadersandpermitteda detailedstakeholderanalysis: to predicttheresponsesofdifferent stakeholdersoftherealestate project, studentsperformboth quantitativeandqualitative analyses. Theclassparticipantsfoundthe caseusefulbecausethecase pointedouttostudentsthe importanceofissuesassociated withbusinessethicsandreviewed theroleofcorporatesocial responsibilityinbusinessstrategy.

Inaddition, thecaseservedasa goodexampletostudentsandthe futuremanagersandgaveinsight onhowbusinessprofitabilitycould bebalancedwithenvironmental concernandsocialresponsibility. Itgavestudentsagoodchanceto analyzestakeholders’needsand businessenvironmentandreminded studentsthatbesidesprofit, companiesalsoneededtotake socialresponsibilityandbusiness ethicsintoaccountwhentheymake decisions. Theteachingflowcanbeseenfrom thefollowingquestions: 1. Whatfactorsshouldthe developersconsiderinmaking thedecision? Whoarethe involvedstakeholders? (Acase) 2.

Whichproposalshouldthe developerschoose? Why? (A case) 3. WhatroleshouldtheHong KongGovernmentplayinthis incident? (Bcase) Theresidentialbuildingcomplex ofHunghomPeninsulawasbuilt undertheHongKonggovernment’s PrivateSectorParticipationScheme (PSPS)programthatwasintended toprovidehousingformiddleclass residentsatadiscountedprice. Duetoaneconomicdownturnand ashrinkingrealestatemarket threateningpropertyvalues, Terence Tsai Shubo Liu TerenceTsaiisanassociate professorinManagementandthe DirectorofCaseDevelopment CentreofChinaEurope InternationalBusinessSchool.

Hisresearchinterestsinclude ManagementofMultinational /TransnationalCorporations (MNCs), Globalizationof ChineseEnterprises, Strategic EnvironmentManagementand Cross-CulturalManagement. ShuboLiuisadoctoralstudent attheEdinburghUniversity BusinessSchoolandResearch AssistantattheChinaEurope InternationalBusinessSchool. HisPhDtopicisGreenInnovation andheisworkingwithTerence ondevelopinganumberofcases ofsustainabilityinnovationin MNCsinChina. Teaching the Case Wedevelopedthecasebased onaMBAin-classdiscussionina selectivecourseofSustainability DevelopmentandStrategyat CEIBS.

Oneoftheclassparticipants wasfromHongKongandhetold thestoryofHunghomPeninsula project. Boththeinstructorand otherparticipantsfoundthisstory interestingandthuswedecided todevelopthestoryintoagood teachingcasewithadditional 5 Spring2012Issue6| www. oikosinternational. org/academic 4. Whatwastheunderlyingcause ofthiscontroversialincident? (Bcase) 5. Whatwouldyoudoifyouwere thedecisionmaker? What bettermeasureswouldyou takeifyouwereinasimilar scenarioorinthefuture? (C case) 6. Thedeveloperschangedtheir mindin2weekstime. What areyouropinionsoftheirnew decision? Pleasecommenton theseactions. (Ccase) 7.

Whatistheissue’simpact onHongKong’sbusinessenvironment? (Ccase) Favorite Cases Welikeusingthe“ SinyiReal EstateinTaiwan” case(Ivey Publishing, 9B08M77). Thiscase portraystheimportanceof corporatecultureandbusiness ethics. Italsogivesanexample thatafirmcanusebusinessethics asitsdifferentiationstrategy. ThecaseillustratesSinyiReal Estate’sinnovativeHRandservice practices. becomingmainstreamforthey notonlyhelpfirmsuseresources moreeffectivelybutalsopavethe wayforsustainabledevelopment. Successfulcasesinthisfieldare worthmorestudiesandsharing withothers. Case Purchase Information New Case Development

Wehavedoneseveralroundsof interviewswithGeneralElectric andPhilipsinChinatoinvestigate bothfirms’greeninnovation processes. Currentlyandinthe future, eco-innovationsare Inspectioncopyofthecase “ HunghomPeninsulainHongKong: ARealisticCallforCorporate SocialResponsibilities” isavailable fromtheoikosCaseCollection. Thiscaseisavailableforpurchase fromecch: PartA(710-046-1), PartB(710-047-1)andPartC (710-048-1). 6 1 “ MEC’sgreenroofamongothers” by416style. CreativeCommonsLicense. Attribution2. 5Generic(CCBY2. 5). Spring2012Issue6| www. oikosinternational. org/academic The ReUse People: Turning Scrap into Sales y Charles Corbett The Case Story operations, butoftendonot havethefinancialslacktodoso. Second, thecasepresentsagood vehiclefordiscussingthetradeoffsbetweenvariousapproaches togrowth, oneofwhichisorganic, theotheravariationonfranchising. Thecasealsoshowshowgood managementsystems(inthiscase, fordeconstructionprocess, storage, logistics, etc. )canhelpavoidlarge amountsofwasteunnecessarily goingtolandfill. Manyofthe deconstructedmaterialscould besalvagedandsoldlocally, or inMexico, ordonatedtocharity (Habitat). TheReUsePeoplefilla needbyconnectingasupplyand ademandthatalreadyexistbut ndifferentplaces; onecanthink ofTRPasapipelinebetweenthat supplyanddemand. “ When I use the case at UCLA, Ted Reiff is usually able to join the class discussion, which naturally adds further insight to the discussions. Faculty teaching this case elsewhere in the US could consider inviting one of the regional managers to join the class discussion, to get deeper insight into how TRP is run. ” Thecasewaswrittentobeused inacourseonenvironmental managementor(social) entrepreneurship, primarilyto CharlesCorbett, Ph. D. , isprofessor ofOperationsManagementand EnvironmentalManagementat theUCLAAndersonSchoolof Management.

Hisresearchand teachingfocusonoperationsof entrepreneursandsmallbusiness, andonsustainabilityandoperations. Hisresearchhasbeenpublishedin theleadingjournalsinthefield, andhehasbeeninvitedtopresent over100seminarsandlectures atinstitutionsandconferences worldwide, includingoveradozen keynotesandtutorials. Hehas receivednumerousteachingawards demonstrateafewkeypoints. One istoshowhowsalvagingleftover materials(inthiscasebuilding materials)canbeturnedintoa viablebusinessmodel. Anotheris todiscussthechallengesfacedby anysmallorganizationthatplans togrowbutthatfacesfinancial constraintsindoingso.

Forinstance, itiseasytoassumethatyouhave morecontroloverdeconstruction operationsifyouhireyourown crews, butthatassumesthatyou haveawell-runorganizationin whichmanagementinCalifornia canexerteffectivecontrolover crewsinChicago. Similarly, itseems plausiblethatyoucanexpand fasterbycertifyingothers, butthat assumesthatyoucanfindsuitable demolitioncontractorsinother partsofthecountryandcantrain andcertifythemfasterthanifyou weretoattempttohireyourown crewsinthosesamelocations. Purelybasedonfinancials, growing withTRPcrewslooksfarbetter, asTRPearnsmoremoneyon deconstructionwiththeirown crews.

Giventhatthereisenough timetoexpandslowly, thenarrow financialpicturewouldfavor growingorganicallywithin-house crews, notjumpingintotoomany locationsatoncebutopeninga warehousewithatleast2-3crews inonelocationandmakingit successfulbeforemovingtothe atUCLA. Heiscurrentlyservingas DeputyDeanforAcademicAffairs (2009-12), andwaspreviously anAssociateDeanfortheMBA program. ProfessorCorbettholdsa Ph. D. inProductionandOperations ManagementfromINSEADin Fountainbleau, France, andaDrs. in OperationsResearchfromErasmus UniversityRotterdam(Netherlands).

TheReUsePeople(TRP)case discussesanorganizationthat specializesindeconstructionof buildings, withtheaimofreusingas muchofthematerialsaspossible, hencekeepingthemoutoflandfill. Theorganizationisfacingaclassical growth-relateddilemma: should itgroworganically, keepingmost oftheworkin-housebuthence limitingitsgrowthrate, orshould it“ franchise” itsdeconstruction approachbycertifyingother companiesinthedeconstruction process? ThemissionofTheReUse Peopleissquarelyenvironmental, buttheorganizationisincreasingly aimingtoprovidesocialbenefits toobyreachingouttocommunity organizationsandproviding employmentopportunities.

Atthe timeofthecasewritingTRPwas growingbycertifyingcontractors, partlyopportunistically, andthey havesincedecidedtokeepdoing that. Sincethecasewaswritten, TRP’snationalexpansionhas continued. Teaching the Case Thecasecanbeusedtohighlight severalpedagogicalpoints. First, thecasehighlightsachallenge commontomanysuccessfulnonprofitorganizations: oncethey growbeyondwhattheoriginal entrepreneurcancontrol, they needtobringinstafftomanage 7 Charles Corbett Spring2012Issue6| www. oikosinternational. org/academic nextlocation. However, consider TRP’smission: keepingmaterial outoflandfill.

Tofulfillthat mission, TRPshouldgrowasfastas possible, consideringthefinancial considerationsasaconstraintrather thantheobjective. Thatargues stronglyforgrowingbycertifying contractors. Studentsusuallyenjoydiscussing thesetrade-offs, asthisdiscussion forcesthemtogettotheheartof theconflictbetweenTRP’smission andtheconstraintsitfaces. For variousreasons, TRPhasended upfocusingmoreonexpandingby workingwithpartnersandcertifying crewselsewhere, ratherthantrying tohireandmanagetheirowncrews alloverthecountry. Thereisaverygood30-minute videothatfeaturesTheReUse PeopleandthatIoftenshowin myclass.

Itisoneoftheepisodes intheCalifornia’sGoldseriesby HuellHowser(California’sGreen #123-HOMEDECONSTRUCTION). Partofthevideoisalsoavailableon YouTube, andcanbeaccessedfrom TRP’swebsiteunderMediaCenter, Audio&VideoClips. WhenIusethe caseatUCLA, TedReiffisusually abletojointheclassdiscussion, whichnaturallyaddsfurtherinsight tothediscussions. Facultyteaching thiscaseelsewhereintheUS couldconsiderinvitingoneofthe regionalmanagerstojointheclass discussion, togetdeeperinsightinto howTRPisrun. featuringamedicaldoctorwho startsaclinicandsubsequentlya collectionofcommunityprogramsin atownshipinSouthAfrica).

Thelast caseispartoftheoikosonlineCase Collection. New Case Development Forenvironmentalmanagementand socialentrepreneurship, Iwould liketoseemorecaseswithtangible takeaways, intheformsofspecific tools, checklists, etc. Inparticular, morecasesusinglife-cycle assessmenttoinformmanagerial decision-makingwouldbevaluable. Forsocialentrepreneurship, it wouldbehelpfultohavemorecases thatgetintothedetailsofthe“ how to”: notjustfocusingonamajor decisionthattheentrepreneuris facing, butalsogettingintomore specificsonhowtheentrepreneur shouldexecutewhicheverstrategy s/hechooses. Favorite Cases

Otherfavoritecasesinclude FreeportIndonesia(RichardVietor, HBS, onsustainability, enablesgreat discussionsamongstudents), and Ndlovu: TheClockTicks(Charles Corbett&SarangDeo, UCLA/ Kellogg, onsocialentrepreneurship, Case Purchase Information Inspectioncopyofthecase“ TheReUsePeople: TurningScrapintoSales” isavailablefromtheoikosCase Collection. PleasecontactCharlesCorbettforpermissionrights. Thiscaseisalsopartofthenewoikos CaseCollectionbook(Volume2): CaseStudiesinSocialEntrepreneurshipandSustainabilitypublishedby Greenleaf. 8 8 “ Deconstruction1” byDiamondMoutain. CreativeCommonsLicense. Attribution2. 5Generic(CCBY2. 5).

Spring2012Issue6| www. oikosinternational. org/academic News Case Writing Competitions oikos Case Writing Competition 2012 Weareverypleasedtoannounce thewinnersofthe2012oikos CaseWritingCompetition! Youcan downloadinspectioncopiesofthe winningcasesfromouronline casecollection. Corporate Sustainability track: FirstPlace: Mind the Gap: Royal Dutch Shell’s Sustainability Aagenda in Nigeria EstherHennchen(ESADEBusiness School), JosepMariaLozano(ESADE BusinessSchool) SecondPlace: Building and Scaling a Cross-Sector Partnership: Oxfam America and Swiss Re’s Empower Farmers in Ethiopia JonathanDoh(VillanovaUniversity),

TedLondon(WilliamDavidson Institute/RossSchoolofBusiness, UniversityofMichigan)andVasilia (Lea)Kilibarda(WilliamDavidson Institute, UniversityofMichigan) ThirdPlace: Of Orangutans and Chainsaws: Cargill, Inc. Confronts The Rainforest Action Network’s Palm Oil Advocacy RamSubramanian(MontclairState University) Runners-Up: Walmart: Love, Earth N. CraigSmith(INSEAD)andRobert J. Crawford(IndependentWriter) Sustainable Development at PepsiCo DebapratimPurkayastha(IBS Hyderabad)andAdapaSrinivasaRao (IBSHyderabad)

Social Entrepreneurship track: FirstPlace: TerraCycle JanLepoutre(VlerickLeuvenGent ManagementSchool), StuartRead (IMD)andPhilippeMargery(IMD) SecondPlace: World Toilet Organization: Leveraging Resources for Social Impact ImranChowdhury(ESSECBusiness SchoolandPaceUniversity)and ThierrySibieude(ESSEC BusinessSchool) ThirdPlace: Crediamigo: Partnering with VivaCred? EmmanuelRaufflet(HECMontreal) andFredericLavoie(CECI) Runners-Up: Bio-Vert: Green to What Limit? CatherineBedard(Concordia University), GenevieveGrainger (ConcordiaUniversity)andRaymond Paquin(ConcordiaUniversity) Nuru Energy FilipeSantos(INSEAD)andAnneMarieCarrick-Cagna(INSEAD)

Free cases /Teaching materials oikosFreeCaseCollectionnow comprisesthreecases: Better PlacebyDrorEtzionandJeroen Struben(McGillUniversity, Canada); LululemonbyAndreaErinBass (UniversityofNebraska-Omaha, USA); andPortlandRoasting CompanybyMadeleinePullman, GregStokes, PriceGregory, Mark LangstonandBrandonArends (PortlandStateUniversity, USA). BetterPlacecasewasfeaturedin Issue3(SustainableMobility)of oikosCaseQuarterly; Lululemonand PortlandRoastingCompanywere featuredinIssue5(Sustainable Lifestyles)ofoikosCaseQuarterly.

Ifyouareafacultymemberand youareinterestedinteaching thesecases, youcanrequestafree teachingnotebysendingusanemail[email protected]org. CasePlace Search of the Week “ SearchoftheWeek” helps CasePlaceviewersquicklylocate teachingmaterialsthatrelateto currentevents. Themostrecent newsearchersareGreenBuilding andConsumerism. CasePlaceuserscanviewand downloadteachingcases, research notes, workingpapers, policyreports, essays, interviews andsyllabirelatedtothesetopics. ecch Case Awards 2012 Thisyearanunprecedented13 schoolsfrom7countriesin4 geographicalregionshaveproduced winnersinthe2012ecchcase awardsandcompetitions.

The OutstandingContributiontothe casemethodawardwaswonby JamesAErskine, MichielRLeenders andLouiseAMauffette-Leendersof theRichardIveySchoolofBusiness. Visitwww. ecch. com/awards2012for moreinformationandtoviewthe winningcases. 10 9 Spring2012Issue6| www. oikosinternational. org/academic Winter2012Issue5| www. oikosinternational. org/academic Case Teaching Workshops ecch workshop: Teaching with Cases 27-29 June 2012 AESE, Portugal Thisannualworkshopisrunin associationwiththeRichardIvey SchoolofBusiness.

Itdispelsthe mystiqueofteachingwithcases whilehelpingteachersavoid someoftheelementarypitfalls. Theframeworkoftheworkshop isbasedontheuniqueconcepts developedbythetutors. This 3-dayworkshopwillbeofbenefit toawideaudience, including: experiencedandinexperienced teachersinterestedinparticipatory learningandcaseuse; juniorand seniorfacultyfromanysectoror discipline. Fees:? 695/€825non-residential. Feesincludecoursematerialsand lunches. ecchmemberorganisations receive10%discount. Aminimumof onesubsidisedplaceforparticipants indevelopingcountriesisavailable onthisevent.

Moreinformationon theecchwebsite. speakabouttheirbusinessandtake questionsfromparticipants. With thesupportoftheeventspeakers, participantswillworkinteams throughaseriesofexercisesto completeacasedraftbasedonthe guestentrepreneur’sexperiences. Thecaseswillbelookedatbythe speakersandtheentrepreneuranda winningcasewillbeannounced. Fees:? 335/€400non-residential. Feesincludecoursematerialsand lunch. ecchmemberorganisations receive10%discount. Aminimumof onesubsidisedplaceforparticipants indevelopingcountriesisavailable onthisevent. Moreinformationon theecchwebsite. cch workshop: Aligning Your Teaching and Research – The Potential of Case Studies 26 October 2012 Europe(venuetobeconfirmed) Atatimewhenuniversities areencouragingacademicsto strengthenthelinkbetween theirresearchandteaching, this workshopwillprovideaframework forusingthecasemethodinthis process. Bybringingresearchinto theclassroom, thetutorbenefits fromstudentinputandresponses, whilststudentsrespondwelltothe enthusiasmandvestedinterestof thetutor. Thisworkshopexplores theuseofcasestomaximisethe potentialofthelinkbetween researchandtechnique.

Participants willworkthroughtheirown experiencesandopportunitiesina supportiveenvironment. Fees:? 335non-residential. Feesincludecoursematerialsand lunch. ecchmemberorganisations receive10%discount. Aminimumof onesubsidisedplaceforparticipants indevelopingcountriesisavailable onthisevent. Moreinformationon theecchwebsite. GRONEN – Teaching Case Development Laboratory 28 June 2012 GRONENResearchConference2012, CouventRoyal, SaintMaximinla SainteBaume, France TheoikosFacultyDevelopment Symposiumwillofferaplatform forreviewingkeystrategieson howcorporatesustainabilitycan eintegratedintoteachingat businessschools. Professional DevelopmentWorkshop(PDW) 3–TeachingCaseDevelopment Laboratory–aimsatexchanging experiencesinusingteachingcases insustainability-relatedcourses, as wellasmainstreamdisciplinessuch ascorporatestrategy, marketing, entrepreneurshipandfinance. Theworkshopintendstogather scholarswithintheGRONENnetwork whoareteachingcasesor/and areinvolvedincasewriting. By includingexperiencedcasewriters andinstructorswewillexplore principles, methodologiesandtools forefficientcaseteachingand discusswhatan“ ideal” teaching noteshouldinclude.

Pleaseregisterforthisworkshopvia GRONENwebsite. Case Writing Workshops ecch workshop: Writing Cases (Singapore) 11-13 June 2012 NationalUniversityofSingapore Thisintensiveworkshop, presented inassociationwiththeRichardIvey SchoolofBusiness, willbeledby oneoftheworld’smostexperienced casemethodtutors. Theworkshop aimstohelpparticipantswrite effectivecasesquicklyanddevelop skillstocreateamoreenriching classroomenvironmentfortheir students. Theframeworkofthe workshopisbasedontheunique conceptsdevelopedbythetutor. Eachparticipantwillberequired tocompleteapre-workshop

Cases and Entrepreneurship – Making it Work for You 28 June 2012 CranfieldSchoolofManagement, UK Thisonedayeventwillbean opportunityforspecialistsof entrepreneurshipeducationtoshare theirexperienceofusingcases tomaketheirteachingengaging, participatoryandmeaningful. The programmeincludesanoverview ofusingcasesinentrepreneurship teaching; usingcasestolink research, teachingandpractice; designinganinstructors’manual (teachingnote)toguideeffective caseteaching; andanentrepreneur spotlight–aguestentrepreneur fromanunpublishedcompanywill 10 11 10 Spring2012Issue6| www. oikosinternational. org/academic assignment.

Thiswillinvolve conductingafieldinterviewwith acasecontactpersonandwriting theopeningparagraph(upto60 words)forapotentialcase. During theworkshop, eachparticipantwill completeashortcasebasedonthisinterview. Fees:? 695/€845non-residential. Feesincludecoursematerialsand lunch. ecchmemberorganisations receive10%discount. Anoptional socialdinnerwillbeheldon12June foranadditionalcostof? 30/€40. A minimumofonesubsidisedplacefor participantsindevelopingcountries isavailableonthisevent. More informationontheecchwebsite. Cases that Sing in the Classroom: Insights into Developing and Teaching ecch workshop: Writing Cases (Portugal) -4 July 2012 AESE, Portugal Presentedinassociationwiththe RichardIveySchoolofBusiness, the workshopaimstohelpparticipants writeeffectivecasesquicklyand developskillstocreateamore enrichingclassroomenvironmentfor theirstudents. Theframeworkof theworkshopisbasedontheunique conceptsdevelopedbythetutors. Eachparticipantwillberequired tocompleteapre-workshop assignment. Thiswillinvolve conductingafieldinterviewwith acasecontactpersonandwriting theopeningparagraph(upto60 words)forapotentialcase. During theworkshop, eachparticipantwill completeashortcasebasedonthis interview. Fees:? 695/€825non-residential.

Feesincludecoursematerialsand lunches. ecchmemberorganisations receive10%discount. Aminimumof onesubsidisedplaceforparticipants indevelopingcountriesisavailable onthisevent. Moreinformationon theecchwebsite. briefoverviewoncasewriting programmesandexistingcase writingcompetitionswithafocuson sustainability-relatedcompetitions (e. g. EFMD, DarkSide, NextBillion, August 2012 (exact date to be oikos). InPart2wewilldiveintothe confirmed) practiceofcasewritingprogramsby AcademyofManagementconference sharingtheexperiencesoftheUNDP 2012, Boston, US GIMCaseWritingInitiativeandother ThisProfessionalDevelopment initiatives.

Part3willbedevotedto Workshopwilltakeplaceatthe awrap-upandtheannouncementof AcademyofManagement(AoM) the2012winnersoftheoikosGlobal AnnualMeetingandwillbe CaseWritingCompetition. focusedondevelopingexceptional cases, i. e. casesthat‘ singinthe RegistrationforthisPDWsessioncan classroom’andcreativelyteaching bedoneviatheAoMwebsite. cases, i. e. ‘ orchestratingthechoir’. Thesessionwillinteractivelyinvolve participantsinexploringcritical InternationalCase Studyaspectsofexceptionalteaching Conference 2012 usingcasediscussionpedagogical approaches.

Therewillalsobe December 14-15, 2012 anopportunitytodiscussnext stepsforparticipants’caseideas, IBSHyderabadisorganisingan casesinprogress, andcompleted InternationalCaseStudyConference cases. Sessionparticipantswill onDecember14-15, 2012. Case haveopportunitytosignificantly enhancetheircasedevelopmentand authorsareinvitedtoparticipate andpresentunpublishedcase teachingskills. studiesinallareasofmanagement RegistrationforthisPDWsessioncan andonthethemetopic, ‘ SocialMediaandBusiness’. A bedoneviatheAoMwebsite. PreconferenceWorkshoponCase Writingwouldbeconductedon December13, 2012.

Therewillalso The Case Development beaConcurrentWorkshoponCase Lab: Building Excellent StudyMethodologyonDecember Teaching Cases on 14-15, 2012. Thevenueforthe conferencesisthesprawlingIBS Sustainability and Campusinthehistoriccityof Inclusive Markets Hyderabad, India. August 2012 (exact date to be Formoredetails, visitwww. confirmed) icmrindia. org. AcademyofManagementconference 2012, Boston, US Contact: ThepurposeofthisPDWisto provideaspiringcasewritersin thefieldofInclusiveMarkets andSustainableEnterpriseswith anopportunitytolearnfrom practitioners, experiencedcase ritersandprizewinningcase authors. Speakersfromorganisations engagedincasedevelopment (e. g. UNDPGrowingInclusive Markets(UNDP-GIM)Initiative, AspenNetworkofDevelopment Entrepreneurs)willsharetheir experienceoncasedevelopment. ThePDWwillbedividedinto threeparts. Part1willgivea CaseResearchCenter, IBSHyderabad, IFHECampus, Dontanapally, SankarapallyRoad, Hyderabad-501504, AndhraPradesh, India. PhoneNo. :+91-9640901313,+91-8417 236667 email:[email protected]org 11 Spring2012Issue6| www. oikosinternational. org/academic Contact

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