As a leading African business school, GIBS is committed to ensuring that the content of our programmes is contextually relevant. Case studies, along with articles, books, simulations and other experiential learning opportunities, form an important design element of our academic and executive programmes. The vast majority of the case studies available to business schools have been developed outside of our African context. Accordingly, GIBS decided to prioritise the creation of teaching support material that is contextually relevant – resulting in 14 GIBS case studies that have been published in the last 18 months. All of these have been written with teaching notes and have been accepted for publication in international case study outlets, which ensure that our students benefit from locally developed material and that the cases profiled in this edition are available to a global audience of business and management students.

Each of the case studies featured in this booklet were spearheaded and authored by the GIBS faculty. We thank the faculty, the clients who have been willing to work with us, and the case writers who have supported these endeavours for contributing to and supporting the development of relevant content.

Professor Nicola Kleyn
DEAN, GIBS

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On 16 April 2016, the CEO of Prince Mshiyeni Memorial Hospital, KwaZulu-Natal, South Africa, Dr Sandile Tshabalala reflected as he drove through the winding hills of the Cato range. In recent years, the hospital, one of Durban’s largest, had been the subject of negative publicity with horror stories like patients collapsing while waiting for their medication. The case features several stakeholders and their demands and even threats. To be able to apply contextual leadership intelligence, the accurate identification of relevant stakeholders and their involvement in solutions are necessary. The case illustrates how stakeholder demands were heard and how they were involved in finding solutions. A remarkable solution was found when it was realised that the bottleneck at the pharmacy was caused by a problem early in the process — for example, the late start of administrative staff who had to submit patients. A further solution was to utilise the primary healthcare clinics and even churches for dispensing chronic medicine.

Expected learning outcomes:
• Gaining insight and foresight into the operations and supply chain dilemmas in public healthcare.
• Developing understanding of the impact of various stakeholders in the healthcare sector.
• Understanding buy-in when leading change.
• Acquiring contextual leadership intelligence in the public health environment.
**Area collaboration at Nedbank: cultivating culture through contextual leadership**

**AUTHORS:** Caren Scheepers  
Marius Oosthuizen  
Dean Retief  

**DATE:** 2017  

**CASE NUMBER:** EEMCS-05-2016-0066  

**PUBLISHER:** Emerald Emerging Markets Case Studies collection  

**SUBJECT AREAS:** Competitive strategy  
Organisational behaviour  
Organisational performance  
Stakeholder management  
Banking  

**ABSTRACT**

The case focuses on the dilemma faced by Douglas Lines, Nedbank’s divisional executive for Strategic Business Unit in South Africa, when a new sense of urgency was required to cultivate a culture of collaboration in Nedbank to overcome its silo mentality.

**Expected learning outcomes:**

- Examine the current culture and recommend the preferred culture to enable collaboration.
- Critically analyse and evaluate the suitability of the current structure and recommend restructuring.
- Insight into how contextual leadership contributes to collaboration in organisations.
- Present judgement of strategies in initiating and enhancing collaboration to overcome silo mentality.

Click here to access the case study (only available on the GIBS campus).

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**Beyond the Lemonade Stand: sustaining a new social venture**

**AUTHORS:** Anthony Wilson-Prangley  
Gretchen Wilson-Prangley  

**DATE:** 2018  

**CASE NUMBER:** 9B18M046  

**PUBLISHER:** Ivey  

**SUBJECT AREA:** Social entrepreneurship  

**ABSTRACT**

In 2016, a young South African left her secure office job to pursue her passion for social entrepreneurship in the youth development field. She had been volunteering with street children, but she wanted to do more by drawing on her entrepreneurial experience from high school and university. She followed her passion, and experienced a number of challenges, but also successes over her first four years of social entrepreneurship, including the formation of her social business, Beyond the Lemonade Stand. Business was steady, but she struggled to get the commitment needed in poor township schools to make the programme a success. The young entrepreneur began to question the core purpose of her organisation and wondered if she would be better off pursuing opportunities offered by middle-class and private schools that wanted her services.

**Learning objectives:**

The case is aimed at early-phase social entrepreneurs and those interested in the field. It is intended to be used in the opening sessions of a course on social entrepreneurship at the undergraduate or graduate level. After completion of the case, students will have explored the below questions:

- What is a calling and how do you find it?
- How can you complement an intuitive response to social needs with a methodical approach to social entrepreneurship?
- How are new social ventures sustained?
Bidcorp Baltics: contextually intelligent leadership of entrepreneurial food services

In October 2016, the chief executive officer of Bidcorp Baltics – a food services company operating in the three Baltic countries of Estonia, Latvia, and Lithuania – faced a dilemma. He needed to decide whether to expand the warehouse depot in Lithuania or in another location, and whether the company should diversify into products other than fresh fish and seafood. Because the company was part of the larger Bid Corporation Limited group, headquartered in South Africa, he scheduled a teleconference with the main office. His challenge was to present a persuasive case for the parent company’s capital investment in Bidcorp Baltics. What contextually relevant factors did the chief executive officer need to consider?

Learning objectives:
This case offers contextual information on the three Baltic countries involved as well as the enablers and barriers to growth. After working through the case, students will be able to:
• understand contextually relevant factors in making a decision to expand a business;
• evaluate the contextually intelligent leadership of a business leader;
• analyse entrepreneurial growth in emerging markets and make recommendations on the speed of expansion;
• identify enablers and barriers to entrepreneurial growth, and
• analyse innovation and ambidexterity in a firm.

Brownies & Downies: coffee, culture and community: a social innovation that supports the intellectually disabled

The Brownies & Downies case study aims to examine a social enterprise providing employment, training and job placements for people with intellectual disabilities in a trendy artisanal coffee shop in Cape Town, South Africa. The business is based on a similar establishment (of the same name) in the Netherlands and was brought to Cape Town by Wendy Vermeulen, a Dutch national who completed a social development internship in Cape Town. The case is based in the field of social enterprise with a particular focus on the tension between purpose and profit, and the pressure and challenges of replication, growth and scale/expansion. The protagonist in the case is Wendy’s business partner, Wade Schultz, who is grappling with how to not only remain true to the social purpose of the business, but also to turn a profit in the pressured and competitive coffee industry. He is further challenged by deciding whether to expand the existing training business into other sectors or seek a replication model in other South African cities as a means of growing revenue and increasing the social impact.

Expected learning outcomes:
• Intellectual disability is a hidden form of disability, often misunderstood and subject to prejudice and discriminatory hiring practices. As intellectual disability exists on a scale, this case illustrates a social enterprise model that seeks to bridge the gap between sheltered and open workspaces.
• Most social enterprises grapple with the tension between profit and purpose. The importance of remaining true to purpose needs to be balanced carefully against becoming economically self-sufficient.
Dangote’s expansion: driving African capitalism

AUTHORS: Lyal White
Liezl Rees

DATE: 2018

CASE NUMBER: EEMCS-03-2017-0057

PUBLISHER: Emerald Emerging Markets Case Studies collection

SUBJECT AREAS: Doing business in Africa
Strategy
Leadership

Abstract
This case study examines the growth of the Dangote Group in Nigeria and its ambitious expansion across Africa. Driven by the visionary leadership and energy of the founder, president and chief executive officer, Aliko Dangote, the rise of the Dangote Group also represents the changing geopolitics of the African region. A true conglomerate, the company dominates every niche in which it operates. Best known for its cement, Dangote is also active in sectors as diverse as pasta, real estate and steel. The business has expanded into the oil industry and is building a refinery in Nigeria, an oil-producing state that imports most of its fuel requirements because of inadequate refining capacity. The Dangote Group serves as an example of true African capitalism, representing the new and somewhat nuanced style of doing business in Africa, which involves undertaking capital-intensive projects; using unique methods, management approaches, technologies and innovations; leveraging state connections for business advantage; and understanding the growing need for local partners or local content in new markets across the continent.

Expected learning outcomes:
Students should gain insights into various business strategies in Africa, contextual leadership intelligence and the role of institutions when doing business in Africa.

Juggling complex systems within a metropolitan health district

AUTHORS: Caren Scheepers
Leena Thomas
Ellenore Meyer

DATE: 2017

CASE NUMBER: EEMCS-12-2016-0229

PUBLISHER: Emerald Emerging Markets Case Studies collection

SUBJECT AREAS: Leadership
Healthcare management
Organisational development
Talent management

Abstract
The case study offers an account by Ms Xolani Ngumi, the chief director of Enola District Health Services in South Africa, as she was driving from her newly constructed modern district hospital to one of the municipal clinics she was overseeing. It highlights the dilemma of general practitioners refusing to be relocated, resulting in many clinics having no medical support.

Expected learning outcomes:
- Identify stakeholders in a particular dilemma to aid leaders’ decision-making.
- Develop the competence of balancing conflicting needs of stakeholders by juggling complex systems.
- Analyse staffing issues and offer recommendations to enhance talent management.
In June 2017, a bancassurance director at South Africa’s Liberty Group Limited (Liberty) was making his way to a public school in Soweto, in the south of Johannesburg. Liberty is an insurance company in South Africa, part of Liberty Holdings, a leading financial-services group with representation in 24 countries across Africa. As he drove along the highway, he wondered how he could encourage more business leaders at Liberty to get involved and contribute to improving the country’s public-education system. He recognised that there were ethical implications in using the school in Liberty’s marketing campaign — a campaign that would eventually contribute to a goal of sustainability. Various issues had to be considered that related to conducting business with people at the bottom of the pyramid and a decision had to be made.

**Learning objectives:**
The case is suitable for courses on sustainability, leadership, or change management at the graduate level. After working through the case and assignment questions, students will be able to:
- analyse contextual variables in emerging markets;
- use contextually intelligent decision-making skills in addressing social issues;
- develop an enhanced understanding of shared value; and
- analyse ethical issues in dealing with people at the bottom of the pyramid.

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On 5 February 2016, South African entrepreneur Jannie van Eeden was faced with a dilemma – whether to expand his current businesses or not. He had to choose between focusing exclusively on hospitality and tourism or dividing his time and resources between a tourism business and expanding his existing logistics business. Expansions to his logistics business would entail investing in a warehouse and supplying fresh produce to the lodges in the wider area of Lake Malawi where he was based. Van Eeden realised that in unpacking the contextual variables related to his decision, he needed to reconsider the political economy of Malawi. Various stakeholders’ roles are illustrated in the case, such as the government’s role in enabling entrepreneurial businesses as well as the investments made by foreign organisations and international donors.

**Expected learning outcomes:**
- Development of leaders who can make contextually intelligent decisions.
- Insights into conducting political economy analysis to enable doing business in Africa.
In March 2017, Ajay Maharaj Bachulal started his new position as plant manager at SABMiller plc’s (SABMiller’s) plant in Polokwane, South Africa. Bachulal had successfully led change at the company’s brewery in another province, and he hoped to be as effective at the new plant. His dilemma was how to approach the workforce in Polokwane, and how to adapt to and make changes within the culture specific to that plant. While both plants adhered to SABMiller’s system, policies and procedures, Bachulal sensed each plant’s approach to work and life was different. How would Bachulal’s own leadership development process, and his efforts to change culture by empowering lower-level employees in Polokwane, help him in a different province with distinct ethnic compositions, languages, and cultures?

Learning objectives:
The case is suitable for MBA and postgraduate courses in organisational development, organisational behaviour, leadership, human resources management (especially learning and development courses), or a change management programme. Working through the case will give students the opportunity to:
• discuss and develop insight to contextual leadership to enhance the adaptability of leaders to new situations;
• analyse and gain an understanding of the principles of and approaches to leadership development; and
• understand the necessary steps to implement culture change.

The case unpacks decentralisation as a means to promote and improve local decision-making and accountability through community participation and engagements. Ayanda Nkele was a programme manager in a health district in South Africa. He was faced with many challenges when trying to implement his programme, most of which were related to local authority, responsibilities and decision-making abilities at his level. This case briefly described the South African health system and how it functions. It details the proposed changes to the health system and its transformation towards universal health coverage. The decision space analysis as discussed in the case illustrates the types of decentralisation in the country and how this also applies to Nkele’s level.

Expected learning outcomes:
• Understanding the concepts and principles of decentralisation within the context of strengthening district health services, the re-engineering of primary healthcare and the rolling out of a National Health Insurance in South Africa.
• Applying the “decision space” approach to analyse the extent of decentralisation.
• Grasping the requirement of leaders to be “contextually intelligent” and identify the important contextual variables to consider when analysing public healthcare.
T-Systems South Africa: commencing turnaround through women’s contextual leadership

In late 2016, the board chair of T-Systems South Africa, an information technology outsourcing company, faced a new challenge. As the previous chief executive officer of the company, the board chair had moved the company from declining revenue towards growth and increased profitability. She accomplished the company’s culture transformation and remarkable turnaround, in part, by capturing the interest of people with a vision about creating a company “with soul.” She now needed to assist the new chief executive officer in sustaining T-Systems South Africa’s culture change in a manner that would not intrude on his own ideas, leadership, and style.

Learning objectives:
This case is suitable for graduate-level courses on strategic leadership, strategic human resources, organisational development, or change management. After completion of the case, students will be able to:
• explain how contextual leadership contributes to culture change;
• identify the phases in turnarounds;
• analyse the initiation of culture change; and
• understand the uniqueness of women’s leadership.

T-Systems South Africa: contextual leadership of shared value

In June 2017, the managing director of T-Systems South Africa was considering how best to inspire stakeholders to join his movement to contribute positively to nation-building in South Africa. T-Systems South Africa had experienced some success in setting up information and communication technology systems and academics to create jobs and shared value, but it needed to overcome a threshold to exert its influence over a broader level within the country. Specifically, the managing director wondered how T-Systems South Africa could receive a positive sustainable return on its investments in environmental and social impacts during a time of cost-cutting.

Learning objectives:
The case is suitable for postgraduate courses in business ethics, sustainability, organisational development and change management, and for graduate courses in leadership. Working through the case and assignment questions will enable students to:
• understand shared value concepts to enhance comprehension of how the actions of businesses can contribute to positive change in society;
• attain insight into the contextually intelligent influencing skills of exceptional leaders; and
• learn about processes for pioneering new ideas both within and outside of an organisation.
On 5 December 2017, Tony Mun-Gavin, the business unit head for personal care at Unilever South Africa, was leading an immersion experience for new team members in Soweto, Johannesburg. The immersion was part of an effort to continuously embed a culture of inclusive growth with new employees, and it aligned with the corporate social responsibility commitment of the parent company, Unilever Pty. Ltd. Mun-Gavin faced a conflict in marketing the company’s personal care brand, Lux, which had always been associated with glamorous female celebrities but that was no longer in line with the company’s commitments to sustainability, inclusive growth, and women’s empowerment. His team had to work to re-position the brand to celebrate the diverse roles of women in the 21st century. Would the re-positioning work, and would it be consistent with the company’s goals of embedding a culture of inclusive growth and ensuring sustainability across the organisation?

Learning objectives:
The case highlights leadership consistency when making decisions as well as raises questions about the role of advertising in creating expectations. After working through the case and assignment questions, students will be able to:

- develop insight into contextual leadership to enhance inclusive growth;
- analyse the steps in embedding a culture of inclusive growth, such as developing a leadership brand to support this culture across the organisation;
- evaluate Unilever’s role in empowering women; and
- create recommendations for embedding a culture of inclusive growth.

Unilever South Africa: contextual leadership of culture for inclusive growth
For more information, email ichelp@gibs.co.za