The GIBS case study hub is producing an increasing number of case studies that are published and used internationally. GIBS is held in high regard by the top international case clearing houses, who distribute our cases which often replace US-focused cases with African and South African contexts. Business schools across the continent and students in Europe and North America wanting to learn more about doing business in Emerging Markets, Africa and South Africa make use of our cases. The African context provides additional challenges and opportunities that are rarely seen in the West. Unique topics include: state capture, government relations, social entrepreneurs, innovation in emerging markets, talent management and leadership. Case teaching is a core part of a business school’s teaching methodology as the quality of their students is measured by the quality of decisions they make. A good case study is one that provides opportunities to apply theory to real-life problems or dilemmas. Our experienced and well-qualified faculty along with the school’s closeness to business, position us ideally to become a trusted and respected source of good quality current and relevant cases.

Prof Albert Wöcke
Head: GIBS Case Study Hub
Case studies published in 2019
Anglo American South Africa: Strategically mining leadership talent for succession

ABSTRACT

On May 27, 2018, Maryanne Trollope, the Learning and Development (L&D) manager for Anglo American South Africa, was considering her dilemma of handing over her brainchild to her successor. The Building Leaders and Shaping Talent (BLAST) programme was a flagship talent management programme for young graduates in South Africa, and she wanted to ensure a smooth transition for her successor and to ensure that the BLASTers (BLAST recruits) developed relationships with her replacement. Trollope was meeting with one BLASTer, who had been on an international BLAST placement in London, England. She had to decide when to introduce this recruit to the individual taking over the programme and what information and insight she should recommend the recruit share with her colleague. What were the critical success factors of the talent management programme, and how could Trollope ensure sustained success and a smooth handover process?

Learning objective

The case is suitable for a graduate-level course on human resources management, organisational behaviour, or organisational development. After working through the case and assignment questions, students will be able to do the following:

- Understand the elements of a talent management programme.
- Analyse talent management to determine whether it contributes to equality.
- Identify stakeholders in a talent management programme and how to meet their needs.
- Evaluate the contribution of talent management elements to building a leadership brand.
An Imbizo at the busy corner

ABSTRACT

This case is about Rita Zwane’s dilemma as she was about to hand over the management and leadership of Imbizo Shisanyama Restaurant to her son. As founder and Chairperson of the enterprise, Zwane founded the business over 20 years ago and had seen it grow from being housed in a customised shipping container to turning over millions of rands per year. Her dilemma was borne out of the belief that many family businesses collapsed after being taken over by the second generation. While Zwane grudgingly admitted that Senzo’s involvement in the business had increased turnover and efficiencies, she was reluctant to let go. This raises a question of whether her dilemma was not only her concern about Senzo’s management abilities but also her difficulty in letting go. The case is suitable for management and change leadership courses on a postgraduate level where theories such as attachment theory could be taught to demonstrate that the problem is not always the new leadership in transitioning businesses from the founding generation to second generation leaders. This is particularly for small and medium-sized enterprises where Imbizo Shisanyama Restaurant is situated. Imbizo Shisanyama Restaurant was founded in 1997 during a period when the abolition of many apartheid laws saw an unprecedented urbanisation process leading to the mushrooming of informal settlements. It is this mushrooming of informal settlements that enabled the establishment of Imbizo Shisanyama Restaurant. The case will provide some insights into opportunities that opened up for Zwane in this pivotal period.

Learning objective

The learning outcomes provide insights into how organisations have emerged out of such changes in the external environment, additional complexities that female entrepreneurs have to navigate in patriarchal societies and complexities of handing over control of a family business by the founding generation.
Breakfast gone bad... The case of Kellogg’s Rice Krispies

Marketers are focused on satisfying customers’ needs, and no organisation would deliberately offend or alienate customers. Occasionally, organisations make decisions that anger customers as they do not understand the reasoning behind them. Sometimes, the decision is the correct one and once the company has clarified the reason behind it, the customer adjusts to the new situation. At other times, the consumer refuses to accept the decision and abandons the organisation or the specific product. This situation indicates some important negative outcomes for companies when making changes to product formulas. Social media allows customers to complain and comment, adding visibility to the situation. All these factors contribute to presenting management with a challenge in dealing with this situation, considering the needs of the company and balancing them with the customer reactions.

Learning objective
After having discussed the case, the reader will be able to analyse the dangers associated with product changes; contrast various strategic marketing issues that can be considered when implementing changes, including marketing communication and the use of social media; motivate an approach to customer complaints and comments on the launch of a new product; and comment on the ethical issues associated with new product launches.
FNB Codefest: Fostering corporate innovation through in-house hackathons

ABSTRACT

Peter Alkema, chief information officer of Business Banking at First National Bank in Johannesburg, was puzzling over ways to ensure that Codefest, the event he had inaugurated, would continue to thrive beyond 2018 without his direct involvement. His brainchild had begun in 2015 as a one-day hackathon with 100 participants. Three years later, it had grown to become a six-day coding and innovation extravaganza. Now, in May 2018, Alkema wondered what features of Codefest should continue into the future. What should be improved upon? And what novelties should be injected to take the event to the next level?

Learning objective

This case is suitable for use in a graduate-level course on corporate innovation and entrepreneurship, intrapreneurship, innovation leadership, agile, or organisational ambidexterity and self-disruption. At the end of the case discussion, students will be able to do the following:

- Analyse various ways of enhancing intrapreneurship for the purpose of corporate innovation.
- Evaluate the elements of successful hackathons.
- Analyse leadership of innovation towards contextual ambidexterity.
- Evaluate the application of agile principles to the hackathon methodology.
From NPO to social enterprise: The story of Schwab awardee, Sharanjeet Shan

ABSTRACT
The case tells the story of Sharanjeet Shan, a globally recognised social entrepreneur, and recipient of the Schwab Foundation’s Social Entrepreneur of the Year award in 2015. Shan moved to South Africa as the country moved into democracy, and has spent the past 20-plus years building the skills of Black African school children in mathematics and science through the organisation she leads, Maths Centre. But the country remains at the bottom of world rankings for the quality of its maths and science education, despite spending more per capita on education than any other country in Africa. Maths Centre has seen a dip in donations despite steady growth in the amount of money that businesses are investing in social change in South Africa through corporate social investment. But does Shan really need more donor income? Or are there other ways that she can build the financial sustainability of Maths Centre?

Learning objective
This case study introduces students to the core characteristics of social entrepreneurship by teaching Santos (2012) positive theory. The case allows students to transition from comprehension and application of what social entrepreneurship is, to considering how they operate. Druckers (2005) argument that social organisations will never have sufficient resources to do their work because they operate in an environment of infinite need is the catalyst for a conversation on resource dependency theory and the risks of mission drift. Students are introduced to the funding spectrum that can be used to understand the type of income that comes to an organisation, and to apply this to the case. By the end of their studies, students should be able to apply the Santos (2012) definition to social enterprises and social entrepreneurs, have insight into the complexity of operating in an environment of infinite need and and be able to apply the funding spectrum as a tool to manage and understand financial sustainability.
Inverroche gin: Taking African sophistication global

**ABSTRACT**

The owner of Inverroche Distillery established a viable business incorporating fynbos, the unique flora growing around the remote community of Still Bay, South Africa, into her premium gins. She grew Inverroche Distillery into the dominant brand in the artisanal gin segment of the South African gin market and beyond. In 2018, she was facing key decisions about taking her business forward. Should she grow Inverroche Distillery by actively focusing on expanding her business internationally, or should she instead focus on growth in the domestic market? If she decided to go global, was the US market the best choice for expanding her business? If she were to enter the US market, what mode of entry would be most appropriate, taking Inverroche’s firm-specific resources into account?

**Learning objective**

This case can be used in international business modules at the graduate level in management development programmes. It can also be used in short executive education courses focusing on international business and international management. The case allows students to consider key international business decisions related to the firm-specific resources needed to attain and retain a competitive advantage in a market and subsequent choices about how to enter the chosen market. Following discussion and analysis of the case, students will be able to

- identify the firm-specific resources that drive the success of a small business in a competitive environment;
- evaluate the usefulness of firm-specific resources in gaining a competitive advantage in a market;
- identify the advantages and disadvantages of entering a foreign market;
- explain the influence of resources and capabilities on competitive dynamics; and
- assess different options to expand the business internationally.
Kovin Naidoo is the CEO of a multi-national social enterprise, Australia-based, The Brien Holden Institute. The case explores Naidoo's journey as a social entrepreneur, and the partnership forged with Brien Holden as they built their multinational social enterprise. Naidoo is catapulted to the position of CEO after the sudden death of his friend, and is trying to balance the competing pressures of profit and purpose. The case introduces the foundational characteristics of social entrepreneurship, before exploring Institutional Theory and the Change Canvas as a tool for managing tensions between profit and purpose.

Learning objective
Teaching objective 1: Students are able to identify and apply characteristics of a social entrepreneur, and social enterprise, as defined by Dees (2001).
Teaching objective 2: Students are able to identify and apply the four tensions identified by Smith, Gonin and Besharov (2013) that manifest in social enterprises.
Teaching objective 3: Students are able to apply Institutional Theory to social entrepreneurship. Students are able to explain legitimacy and the influence of context on the social enterprise.
Teaching objective 4: Students through using the Change Canvas, are able to distinguish between profit and purpose characteristics of the organisation; and are able to make recommendations based on the process they have followed.
Leading the South African Cuban-trained medical students assimilation in the local medical school

ABSTRACT

On 10 September 2018, the Director-General (DG) of South African National Department of Health (NDOH) Ms Precious Matsoso pondered over the scheduled meeting that afternoon with the South African Committee of Medical Deans in Pretoria. She was leading the initiative of the integration of the South African Cuban-trained medical students into the local medical schools for the final phase of their studies. She needed to streamline the assimilation process. The case highlights the dilemma to identify actions to improve the level of integration of these students.

Learning objective

The learning outcomes are as follows: to identify stakeholder groups in an inter-country training intervention and apply contextual intelligence to a leadership role and to apply the theory of constraints in developing solutions to research constraint environments.

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INTERNATIONAL RELATIONS

This case is accessible on the GIBS campus
Supergroup/South Africa: Contextual leadership from turnaround to strategic niche

**ABSTRACT**

In January 2018, the chief executive officer (CEO) of logistics company Supergroup Limited (Supergroup), considered the ideal weighting of Supergroup’s offshore activities given a weak South African rand and slow growth in the country. The company had nearly become bankrupt in 2009, and the CEO had been hired as the “turnaround” leader who headed its steady recovery, stabilising the company and building its initiatives toward growth. Now that Supergroup had made a successful recovery, shareholders were asking the CEO whether Supergroup should be focusing its investment strategy outside Africa. The CEO, too, was concerned about the group’s concentration in Africa. Although he and the executive team preferred organic acquisition growth to dividends, they were grappling with the question of what their future focus of acquisitions should be.

**Learning objective**

The case is suitable for a graduate-level course on strategic leadership, international business, organisational development, or corporate finance. After working through the case and assignment questions, students should be able to do the following:

- Understand contextually relevant factors in deciding to turn around a business.
- Evaluate the contextual intelligence of a turnaround leader.
- Analyse corporate finance ratios to inform decision-making.
- Understand strategic choices in sustaining the growth of an organisation.
SweepSouth South Africa: Contextually intelligent female leadership of entrepreneurial domestic services

ABSTRACT

AWARD-WINNING CASE - African Business Cases Category, 2019 European Foundation for Management Development (EFMD) Case Writing Competition. In 2014, an entrepreneur in Cape Town, South Africa, started SweepSouth with her husband. Their mission was to enable dignified home cleaning work for the most vulnerable blue-collar workers, and they offered several services to empower them. When the company struggled to meet the demand for domestic services over the December holiday period, the founders realised the extent of the market’s need to connect domestic workers with potential clients. Given the entrepreneur’s business acumen and her husband’s skills and experience in software development, they created a digital platform that was often labelled the Uber of domestic services. SweepSouth employed 40 staff members and had 8,000 contractors (referred to as “SweepStars”) on the company’s platform. In 2018, the two founders wanted to scale up the business for greater social impact and had to choose among expanding the business to other African countries, expanding the service offering to office spaces, or remaining focused on serving the home and adding new services such as gardening and plumbing.

Learning objective

This case is suitable for an undergraduate- or graduate-level course on organisational behaviour, leadership, gender studies, or entrepreneurship. After working through the case and assignment questions, students will be able to do the following:

- Understand contextually relevant factors in making a decision to expand a business.
- Evaluate the contextual intelligence of a business leader.
- Make recommendations on the speed of expansion.
A social entrepreneur running a business in Khayelitsha, near Cape Town, South Africa, made and distributed healthy bread-based products for consumers in a poor community through his social enterprise, the Spinach King. His aim was to improve consumers’ eating habits and help them improve their health. In early 2014, after facing and overcoming many difficulties related to starting this social enterprise start-up in a resource-constrained context, this entrepreneur had a successful business. The business model had evolved over time, and while it was still small in scale, the owner was convinced that it was ready to scale. He needed to determine what business model would be most appropriate going forward and how he could implement it.

Learning objective
This case is suitable for graduate- and postgraduate-level courses on business management, commercial entrepreneurship, or social entrepreneurship. It presents the characteristics of a social entrepreneur and outlines the process of starting a social enterprise, designing its business model, and scaling it for growth. After working through the case and assignment questions, students will be able to

• identify the characteristics of a social entrepreneur;
• describe the entrepreneurial process of starting a social enterprise;
• analyse a social enterprise business model; and
• identify and evaluate strategies for scaling a social enterprise.
ABSTRACT

On September 30, 2017, the general manager (GM) of Uber Technologies Inc. (Uber) for sub-Saharan Africa, arrived in Nairobi, Kenya, and paid for his Uber service with cash. This functionality of the Uber app represented a new business model for Uber. The GM had to convince global management of the business case for offering cash payment options in Africa; he did so by conducting experiments and showing data that indicated rider numbers had tripled with adoption of the cash payment option. Uber’s driver-partners were concerned about safety when they transported passengers who paid by cash, both because credit card payments offered Uber rider identification and because the driver-partners were concerned about driving around with large amounts of cash. In spite of their concerns, the rationale for introducing a cash payment option was relevant, and it had to be considered carefully in the context of African locations with high crime rates. The GM considered various initiatives for utilising data from their technology platform to safeguard their riders and drivers. They needed to address local needs in Africa while adhering to global Uber standards.

Learning objective

This case is suitable for a graduate-level courses on leadership, organisational behaviour, corporate strategy, or international business. It offers information on how to improve Uber’s payment model on the African continent. After working through the case and assignment questions, students will be able to do the following:

- Describe contextual leadership in a technological organisation.
- Explain how business model innovation affects business growth and competitive advantage.
- Articulate the significance of understanding the local context and introducing products that are relevant to the context.
- Identify entrepreneurial traits needed to lead a young company in a developing market context with underdeveloped financial institutions.
When elephants fight: South African washing powder wars

ABSTRACT
Bliss Chemicals, through their flagship brand, MAQ washing powder, captured market share from global multinationals during a price war. Nevertheless, their competitive landscape and their customer base are dynamic; the company cannot afford to rest on its laurels for long. The case provides insight into the marketing activities of both large and medium enterprises in an emerging market. It also demonstrates the type of marketing activation that engenders strong consumers’ response.

Learning objective
An understanding of the competitive landscape and consumer dynamics of an emerging market, especially how a small local company learns to take on and deal with global players. Similarly, embeddedness within a market leads to increasing the competitiveness of local brands as they understand local consumers better than international ones. Local brands are also more likely to use home-based and innovative marketing strategies
Case studies published in 2020
AEL South Africa: Leading in a manufacturing context

ABSTRACT

On January 8, 2017, Ronald Huggins, plant manager at AEL Mining Services Limited (AEL), needed to come up with innovative ways to keep his employees motivated. This need was driven by the downward trend of the local mining market. In 2011 and 2012, AEL had rolled out a major retrenchment, leaving employees with low morale and motivation, which in turn had affected performance levels. It became apparent that plant performance needed to ramp up. This was particularly important given the company’s strategic plans to expand internationally and focus 80 per cent of its business, rather than the current 20 per cent, on the international mining market.

Learning objective

This case can be used in graduate- and executive-level courses in leadership, organisational behaviour, and human resources performance management. By working through the case and assignment questions, students will have the opportunity to:

• Understand the role of incentives as a motivational factor toward goal attainment as well as the impact that tangible and intangible incentives have on employee motivation.
• Gain insight into how to implement servant leadership in a manufacturing work environment.
• Analyse how a manufacturing organisation can go about internationalisation as well as what needs to be taken into consideration.
• Make recommendations for how Huggins can enhance his team’s motivation levels to stimulate performance.
In October 2019, the interim chief executive officer of Air Traffic and Navigation Services SOC Limited (ATNS) in South Africa faced a dilemma regarding talent management. ATNS’s talent pipeline was unbalanced, and there was insufficient progression into more senior positions within the air traffic controller division. ATNS had been recruiting from disadvantaged communities through a bursary programme, which trained recipients to become air traffic control officers (ATCOs). However, it took a minimum of eight years to become qualified at the highest level of ATCO, which was a requirement for more complex tasks and leadership roles at ATNS. Many bursary recipients preferred to remain in the lower levels due to the time it took to progress and also because of their potential to earn at lower levels due to the pay structure within the division. ATNS also faced the prospect of losing the highly skilled upper-level ATCOs to international air traffic services. Should ATNS redesign its talent pipeline?

Learning objective
The case illustrates the talent pipeline approach to managing skills and succession and allows students to link talent management to business strategy, outcomes, and operations. The case is suitable for use in graduate- and executive-level human resources strategy courses. After working through the case and assignment questions, students will be able to
• describe and analyse a talent pipeline in place in an organisation;
• analyse talent management practices and explain the talent management process; and
• develop solutions for unbalanced talent pipelines within an organisation.
**Abstract**

The case is based on a fictitious South African company going through emergency response conditions analogous with what many businesses are encountering during the COVID crisis. The protagonist is struggling with structural challenges imposed on the business by unpredictable and uncontrollable external pressures and needs to make transformative decisions which might impact the culture, organisational design and digitisation of the business.

**Learning objective**

Students should be able to use the case study in debate apply theories relating to the subjects specified.
All Women Recycling: Staffing challenges in a global pandemic

ABSTRACT

The owner of All Women Recycling, a small manufacturing business in South Africa, is perplexed after the dawn of the COVID-19 pandemic. She wonders how she should structure business operations to ensure the safety of her staff and meet business goals. She debates between a remote staffing model and a limited staffing model. There will be compensation changes in either approach. The entrepreneur wonders how she should manage employee concerns while continuing to run a profitable business.

Learning objective

This case is intended for use in graduate- or executive-level courses on human resource strategy, employee relations, or management. The case should also prove useful in relation to employee training and management development programmes. After working through the case and assignment questions, students will be able to do the following:

• Evaluate different staffing strategies that businesses can adopt to ensure business continuity.
• Develop a change management plan by considering potential employee concerns.
• Discuss how human resource processes can be modified to support a new business strategy.
• Discuss a decision-making approach to determine a course of action for AWR in the given context.
Allianz Global Corporate & Speciality SE: Digital innovation of cross-functional smart evolution

ABSTRACT

In mid-2019, the chief regions and markets officer of the Allianz Global Corporate & Specialty SE (AGCS) insurance company was wondering how to grow the company’s innovation culture, and how to manage resistance from other areas of the business. AGCS was part of Allianz SE, a European multinational financial services company whose core businesses were insurance and asset management. Recent changes in the global landscape had been driven by technological advancements, and market leaders would need to consider using new methods and innovation. AGCS had set up a new corporate incubator to accelerate digital innovation. However, the digital innovation incubator’s journey was not without challenges and learning curve issues, especially during its initial stages. Within 18 months, the new corporate incubator was fully entrenched within AGCS. The next steps involved finding the right key stakeholders and strategic thrust to help it thrive.

Learning objective

This case is suitable for graduate- and executive-level courses in innovation, design thinking, leadership, and strategy implementation. It is especially relevant for topics on innovation, leadership, innovation culture, and strategic management. The content is appropriate for a senior management corporate education programme. This case offers students an opportunity to learn how a corporate incubator is conceptualised and implemented. After working through the case and assignment questions, students will be able to

- analyse the milestone-fostering activities of a corporate incubator;
- evaluate how a corporate incubator can assist its organisation to build innovation capability by using a resource-based approach as the theoretical underpinning;
- apply systems leadership principles to drive innovation culture;
- evaluate how an innovation unit can grow and sustain itself effectively by applying the dynamic capabilities framework; and
- apply the six building blocks framework to cultivate an innovation culture in an organisation.
**ABSTRACT**

In late 2018, a female entrepreneur, the founder and chief executive officer of Candi&Co, South Africa’s first ethnic hair salon franchise faced a dilemma. After launching in 2014, Candi&Co had quickly expanded to five locations. The founder’s priority was to continue to grow the business; however, she had been approached about selling her business to South Africa’s Long4Life investment group, which was acquiring the Sorbet Group’s companies, including Candi&Co. The entrepreneur had set out to change the way consumers felt about their hair, to offer a service they did not believe they deserved, to professionalise an industry, to empower stylists, and to grow the industry in a sustainable manner. Would selling to Long4Life allow her vision to materialise faster than she could do it on her own? Or would she need to break away from the Sorbet Group and continue building her vision alone?

**Learning objective**

This case is intended for graduate students in a graduate-level programme. It is also suitable for undergraduate courses in entrepreneurship, leadership, organisational behaviour, and diversity and gender studies. After working through the case and assignment questions, students will be able to

- develop insights into a business’s industry to better understand why a business operates in the manner it does;
- appreciate the importance of context and its influence on motivating individual entrepreneurial leadership behaviour;
- understand how entrepreneurial leaders develop an organisational strategy;
- discuss how leaders build and maintain an organisational culture to support employee engagement to provide excellent customer service; and
- recommend a strategy after considering the evidence and with knowledge gained from the case and assignment questions.
Carmién Tea South Africa: 
International entrepreneurship 
in a born-global firm

ABSTRACT

In September 2019, the founder of Carmién Tea, based in South Africa’s Western Cape province, faced a dilemma. Her company, founded in 1998, was a producer and supplier of rooibos tea, which was unique to the mountainous area north of Cape Town. After a new South African government was elected in 1994, the deregulation of the agricultural industry enabled the founder to start a rooibos export company. This political environment and the founder’s entrepreneurial orientation shaped both the firm’s origins and its early internationalisation. As 98 per cent of the company’s sales were being exported and 84 per cent were still sold as bulk, the founder needed to determine whether the company had the resources and capabilities to ensure that the Carmién Tea brand and its value-added sales would grow in an increasingly competitive international environment. Where should she begin?

Learning objective
This case is intended for use in graduate-level courses on international business and entrepreneurship. After working through the case and assignment questions students will be able to do the following:

• Explain the importance of context in the emergence of entrepreneurship.
• Identify the antecedents and factors that contribute to international entrepreneurship, and explain how they lead to the emergence of a born-global firm.
• Evaluate a firm’s internationalisation behaviour by referring to the determinants and outcomes of a born-global firm.
• Identify resources and capabilities that contribute to the enhancement of international performance.
Comair South Africa:  
Team coaching taking off

ABSTRACT

In May 2019, the head of Organisational Development and Talent for Comair Limited (Comair), was contemplating the dilemma of stimulating higher buy-in for team coaching—a programme in formal leadership development emphasising collaboration and shared responsibility. The long-standing chief executive officer (CEO) had just resigned. He had focused over the last few years on enabling a leadership style of collaboration where departmental silos would be removed and management structures would evolve to reflect a new way of working along functional rather than departmental lines. The head wondered how she could promote team coaching to a new CEO, and specifically, how she could help stimulate more interest and buy-in for team coaching. What could be done to help the teams that had undergone team coaching to sustain the newly learned behaviours, especially when the pressure was high?

Learning objective

This case can be used in graduate level courses in human resource management, in management development programmes, or in short executive education courses focusing on organisational development, organisational behaviour, human resources management, and team dynamics. This case allows students to consider how team coaching can be used in achieving an organisation's strategy and to analyse elements of a successful team-coaching process. After completion of the case and class discussion, the students should be able to

- evaluate how team coaching can fit into an airline's strategy;
- identify building blocks for a successful team coaching strategy; and
- analyse metrics around a team-coaching strategy.
ABSTRACT

The coronavirus appears to herald a devastating blow to lives and to the world economy – its impact is yet unknown, but likely to be comparable to war and pestilence of biblical proportion. This case focuses on the possible economic trajectories as a consequence of the virus, with emphasis on bailing-out (restructuring) struggling companies and restoring jobs. Within the framework of a world desperately in need of capital, it raises questions about accountability and responsibility. Should retrenched workers in restaurants, banks and airlines feel the consequences of their poor career choices? Must shareholders (read pensioners) shoulder losses to support the public good? Ought governments bail-out whole industries – using tax-payer money? Or do we allow central banks to conjure-up billions and hope for the best? The case does not attempt to provide answers to these questions but presents several vignettes and offers a context in which participants can debate the merits of these problems.

Learning objective

The case presents a lot of information, directly and via references and Web-based links, about the economic consequences of the virus. Several themes are evident: As an opening theory-base, the decades-long stakeholder versus shareholder debate is invoked – but does this extend beyond “stakeholders” to the “public good”? There are contexts (generally wars) in which governments are empowered to instruct private companies to engage in the public good – but how far should/must they voluntarily go? The underlying macro-economic issue is: where will we get the capital? Central banks have not recovered from the 2008 global financial crisis and have limited “ammunition” to address the anticipated economic problems introduced by the virus. The case presents data on selected financial metrics (interest rates, debt levels, risk pricing, etc.) and outlines the conventional stimulatory steps used: lowering short-term rates (monetary policy) and investment in assets (fiscal policy) and the less-conventional Quantitative Easing “QE”.

This case is accessible on the GIBS campus
Discovery Limited: Leading wellness adoption in low-income markets

**ABSTRACT**

On October 25, 2018, in Johannesburg, South Africa, Dr. Jonathan Broomberg (CEO Discovery Health) and Dr. Craig Nossel (Head of Vitality Wellness) consider their dilemma of how to make Vitality Move more attractive to the lower-income market and increase the programme's uptake. Vitality Move is a wellness programme for the lower-income market, launched in 2017. It has a low membership uptake by the KeyCare benefit scheme members. The two leaders are faced with a challenge to devise ways to strategically target the lower-income group to improve employee productivity, decrease the burden of non-communicable diseases and influence positive lifestyle decisions. The case features the initiatives undertaken towards creating shared value.

**Learning objective**

The case study is relevant for students at a graduate or postgraduate level, such as those working toward a Master of Business Administration or a Post-Graduate Diploma in Business. It is appropriate for courses in strategy, leadership, and the environment of business.

After working through the case and assignment questions, students will be able to:

- Gain an understanding of the shared value model and how Discovery Limited has successfully managed to apply this model in their business.
- Apply the pillars of behavioural economics, specifically to the lower-income market.
- Gain an insight into the importance of applying an organisation’s value proposition to service or product offerings.
Discovery Digital Health Strategy: COVID-19 accelerates online health care in South Africa

Abstract
Discovery Holdings Limited is a leading financial service organisation in South Africa, and its Digital Health division is responsible for the platform which delivers telemedicine offerings to doctors and patients. The case highlights the development of the telemedicine offering and the period that is covered spans from the launch of the Discovery DrConnect platform in 2017 to April 2020. Adrian Moss is the protagonist in the case. He is a manager in the Special Projects, Digital Health team of Discovery Health, responsible for the DrConnect project. His challenge is how to raise more awareness of the DrConnect offering and how to enhance uptake from doctors and patients. COVID-19 and the lockdown in South Africa in March and April of 2020 presented an opportunity for both doctors and patients to use telemedicine as a new way of engagement and treatment.

Learning objective
The broad teaching objective is underpinned by the themes of purpose and partnerships. This is taught through application of business model innovation for sustainability where the value proposition is broadened to social and environmental, and multi-stakeholder partnerships in a time of crisis. Students will be expected to analyse the above concepts through a meso (sustainable value), micro (business models) and macro (ecosystems) lens. Upon completion of the case study discussion, successful students will be able to better understand the three features that support sustainable value, explore how a global pandemic can create new business models and partnerships to create social value and analyse how business ecosystems operate against the 6 C framework.
Empowering the next generation of leaders: Maserame Mouyeme’s journey at Coca-Cola

ABSTRACT

The case study explores the role of senior women leaders in the career advancement of other women in the workplace. It helps us understand how mentoring can address the low prevalence of women at senior levels despite companies’ efforts to advance women. The case profiles the career and leadership journey of a senior female executive, Maserame Mouyeme. It documents her rise from the dusty streets of Soweto, South Africa to become one of the first black female executives in several corporate contexts across Africa and especially at Coca-Cola. The case illustrates her practice of mentoring and its impact on her and others’ careers. Also illustrated is Mouyeme’s leadership style, mentoring approach and workplace experiences. Students deliberate Mouyeme’s dilemma: whether to continue to advance a new generation of women leaders or whether to focus on her core role of building the business she is responsible for.

The selected research method is a teaching case study, grounded in an exploratory approach. Primary data was collected via semi-structured interviews with the protagonist and four of her mentees. Secondary data was collected via studies about the protagonist and the companies she has worked for in her career. The case provides empirical insights about the role of leaders and especially women, in advancing women. The case shows the approaches in which organisations can advance women. It also shows how emerging leaders can better manage their own careers. The case deepens knowledge of women advancement and career development.

Learning objective

The main teaching objective for the case is for students to build a better understanding of how to advance women (and other minorities) in the workplace through mentorship. This is achieved through recognising the wide variety of issues that enable and constrains women’s advancement in the workplace; defining mentoring, sponsorship, coaching and networking; and highlighting how mentoring, sponsorship, coaching and networking can overcome the challenges of facing women’s advancement in the workplace.

This case is accessible on the GIBS campus
ABSTRACT

In April 2020 South Africa’s state-owned electricity utility Eskom sent a pre-cautionary force-majeure notification to Exxaro Limited’s Grootegeluk Coal Mine. The notification, citing COVID-19 as an unforeseeable, external and irresistible event, would have disastrous consequences for the mine’s 25 m tonnes pa coal contract to supply Eskom’s Medupi power station. Not only was the legality of the force-majeure questionable, it was unethical, and not in the spirit of President Ramaphosa’s call to businesses to continue paying contractors. The case briefly describes Eskom’s troubled history following South Africa’s 1994 democratic election. It examines the force-majeure clause common in contracts, and questions whether COVID-19 meets the criteria of an “unforeseeable, external and irresistible” event.

Learning objective

The case describes the fall of Eskom, which in 2001 was named the Financial Times’ Power Company of the Year, but by 2019 was suffering from “systemic corruption, malfeasance, fraud and state capture” that had “compromised the credibility of the organisation and eroded investor confidence”. Eskom’s incompetent management lays the ground for reasonable doubt as to whether the force-majeure notice was indeed irresistible. The case suggests several methods available in financial markets to hedge risk – but to what extent are these relevant and appropriate? The main objective of the case, however, is to examine and assess the criteria required to claim force-majeure. Two aspects are questionable: Was the virus unforeseeable and was it irresistible? Eskom is “bleeding” R2.5m per month because of significantly reduced electricity demand, and while it clearly benefits Eskom to break their supply contract, the consequences for Exxaro are far more dire. And, if carried to conclusion, how would such actions impact the entire economy?
Granadilla Swimwear: Finding opportunity in times of crisis

ABSTRACT

This case study explores how two Cape Town-based entrepreneurs, Josh Meltz and Adam Duxbury, responded to the Covid-19 crisis and the subsequent lockdown in South Africa. The pair had built a successful swimwear brand – Granadilla Swimwear – and two other businesses: a function venue and a kombucha brand sold at a well-known food market. As the Covid-19 lockdown took effect, the entrepreneurs saw not only declining revenue in their food and function venue business but were about to enter a six-month period of negative cash flow on their seasonal swimwear business. The entrepreneurs saw an opportunity to deliver food boxes of fresh fruit, vegetables, bread and other staples within the Cape Town metropolitan area. Their kombucha brand had a ready-made food processing and handling facility (including cold storage) and existing relationships with customers, suppliers and other vendors at the food market gave them ready access to a range of locally produced food products available immediately and on consignment. Meltz & Duxbury quickly launched an online shop and started marketing via Instagram. Within 48 h, they were delivering food boxes, with little risk and upfront capital investment. As the lockdown continued and other competitors entered the market, the team wondered at the longevity of the pivot and whether this was a business that would sustain itself or whether it was just a short-term fix for their immediate cash flow problems.

Learning objective

The main learning outcomes that can develop from this case are as follows. These have been articulated for an approximately 90-min class discussion. Opportunity identification in times of crisis: at a macro-level, the case serves to illustrate the nature of identifying and exploiting opportunities in times of crisis. In particular, it shows how an agile small team can quickly respond to need and develop a sustainable and scalable business. Pivoting the business model: the case raises an interesting and important debate as regards what constitutes a “pivot”. While the classical interpretation would be a change in direction without a change in strategy, this case within the context of Covid-19 challenges this definition. Resource use and allocation: The case illustrates well how existing resources, networks and skills can be used in a very different business venture to alleviate immediate cash flow needs and potentially build another business venture.
Life Esidimeni: A fatally flawed health care deinstitutionalisation process

ABSTRACT

In 2015, the Department of Health for the province of Gauteng, South Africa, deinstitutionalised patients in need of long term health care in an effort to reduce costs. The residents were moved from an established health care facility experienced with providing the care these patients needed to non-governmental facilities. Many of these facilities were unlicensed and lacking the skills and resources needed to provide the necessary care. The project was poorly planned with inadequate notice and patients were transferred without identification, medication, or medical records. From March to June 2016, 1,712 patients were transferred; many of them were lost in the system and 144 died—most from malnutrition, abuse, or neglect. The health ombudsman investigated and released a report in February 2017, placing the blame for the tragedy on three senior leaders in the health care system. A new member of the executive council was appointed upon the release of the report. In 2018, her challenge was to determine what happened and plan changes to ensure such a tragedy would never be repeated.

Learning objective

The case is intended for graduate-level or executive-level courses dealing with change management, organisational development, leadership, ethics, or project management. After working through the case and assignment questions, students will be able to do the following:

- Understand the role of accountability in making ethical and responsible decisions, the importance of accountability in stakeholder management, and the consequences of a lack of accountability in organisations and during change processes.
- Taking a systemic view of an organisation, identify interdependent relationships and assess complex problems at the organisational level.
- Analyse the importance of identified and communicated levels of accountability in a change process or project plan.
- Assess the methods and effectiveness of creating a culture of accountability within an organisation.
- Determine effective mechanisms to ensure individuals deliver against expectations.
Kevin’s Kitchen and Sports Bar

Abstract

Agility in any business in modern times is essential to survival – and this is particularly so for small, entrepreneurial enterprises that lack the history and resources to survive dramatic changes in the operating environment. A small restaurant in the coastal holiday village of Port Alfred, South Africa is managing to deliver a reasonable return for its owner, a former corporate financier from Johannesburg. The Covid-19 crisis requires a fundamental rethink of business strategy to ensure a future for the business.

Learning objective

This case study provides students with the challenge of advising a small restaurant reeling under the impact of the Covid-19 crisis in South Africa. In the process, they must use their analytical skills combined with tools derived from value-based management theory to develop a revised business strategy for the owner.
Making money for COVID-19

ABSTRACT

In May 2020, South Africa’s deputy finance minister David Masondo announced that he would support the South African Reserve Bank’s lending to the government. This statement followed President Ramaphosa’s earlier announcement of a R500bn COVID-19 stimulus package. The case explores the economic history of money, from barter to gold to cryptos. The case examines the origins of central banks’ printing of money, initially to support the Second World War effort and more recently the 2008 global financial crisis and now the COVID-19 crisis. In particular, the case raises the question of central bank independence – “democratically elected governments always need money, is it appropriate for central banks provide it? And are there limits?”

Expected learning outcomes

The case describes the origins of money, touching on the gold standard, the Fed’s 1942 purchase of US debt to fund the “war effort”, Bretton Woods (1944), Nixon’s 1971 pulling the currency peg and descent of money from gold to fiat. It also touches on theories of inflation and deflation, quantitative easing (QE) post the 2008 crisis and the “swamp” of (unorthodox) modern monetary theory (MMT). Aside from providing a brief history of monetary policy and economics, the case study seeks to widen students’ understanding of key economic issues including: fiat money, QE, government funding mechanisms, taxation, economic stimulation, inflation/deflation – and of course, the need for an ombudsman to limit excess.
The head of the South African subsidiary of the US consulting firm McKinsey & Company (McKinsey), has to address the implications of the firm’s involvement in a corruption scandal. The South African office was implicated in a scandal involving its local partner, Trillian Capital Partners (PTY) Ltd. (Trillian), and Eskom, a South African state-owned enterprise (SOE). McKinsey was required to partner with a local company as a condition of any contract with a South African SOE. McKinsey took on Trillian as its local partner after Trillian was recommended by a former client. Trillian was, however, associated with the Guptas, a family that the South African Public Protector (an ombudsman) had accused of using its influence with the South African president, Jacob Zuma, and his family for corrupt activities. The partnership (first with a company named Regiments Capital (PTY) Ltd. [Regiments] and then, following restructuring, with Trillian) directly benefited the Gupta family. More than three years into the relationship, McKinsey claimed to have discovered that its partner was politically exposed and under investigation by the South African authorities. McKinsey’s new global managing partner attempted to limit the damage to the company’s reputation by issuing an apology. However, the South African public appeared sceptical about the apology, and questions remained regarding McKinsey’s integrity. The questions left unanswered included the following: Was Sneader’s apology enough to enable McKinsey to quell the attack on its reputation? Should McKinsey do more to enhance its standing within the South African business community, or should it accept that its reputation had suffered irreparable harm?

Learning objective
This case is suitable for use in graduate-, and executive-level courses on corporate strategy, corporations and society, international business, ethics, and governance. In international business courses, the case helps to understand corruption in emerging markets, subsidiary independence, and headquarters control. In strategic management courses, the case can be used to analyse the management of crises. In ethics courses, the case can be used to study a break in ethical conduct and how to reinstate it in a subsidiary. The case could also be used for specialised courses on the management of consulting firms. The case highlights the problems associated with assessing political risk as well as with identifying and avoiding corrupt practices in international business. The case also illustrates the impact of being implicated in corruption on a global brand’s reputation. After working through the case and assignment questions, students will be able to

- identify corrupt practices in government/multi-national corporation (MNC) relationships;
- recognise the indicators of corruption; and
- identify strategies for the management of corrupt partners in host countries.
Mkhiwa Trust: Contextualising a couple’s servant leadership

ABSTRACT

On June 30, 2018, the founders of Mkhiwa Trust, Johannesburg, South Africa, considered their dilemma of deepening their impact in South Africa, using education as a key vehicle to bring about systemic change. The case highlights the evolution of their mutual support throughout their careers. The tragic death of their young son had far-reaching implications for the couple and their business interests, their career aspirations and the focus of many of their future business and philanthropic initiatives. It also defined a number of choices taken by the couple since then. The story of these individual leaders, who support each other in their businesses, illustrates the power of a couple as servant leaders.

Learning objective

This case is suitable for graduate-level organisational behaviour courses. By working through the case and assignment questions students will be able to:

• Understand servant leadership and the application of the construct in entrepreneurial businesses.
• Analyse business solutions to ascertain whether they are adhering to shared value principles.
• Understand the strength of a partnership in advancing careers and businesses.
• Gain an understanding of contextual variables to deepen understanding of the circumstances that create values of service.
Nestlé South Africa: Leading multi-stakeholder partnership response in the COVID-19 context

ABSTRACT

On 15 March 2020, Bruno Olierhoek, Chairman and MD, Nestlé East and Southern Africa considers his dilemma of where to focus his community support initiatives during COVID-19, which could reflect their company’s purpose of enhancing quality of life and contributing to a healthier future in their response to the crisis. Also, creating shared value (CSV) was in their DNA as a company, and they wanted to do more than philanthropic gestures; therefore, they had to decide carefully about leveraging their strategic partnerships in the relief effort. The case highlights existing community involvement projects, pre-COVID-19, which illustrate multi-stakeholder collaboration. These existing trust relationships and partnerships are then leveraged during the COVID-19 pandemic. The case highlights unintended consequences of Nestlé’s gesture of donating food products to the 5,000 frontline health-care workers for specific stakeholder groups, such as the positive emotional responses of Nestlé’s own employees. These events in the case relate to existing theoretical frameworks, such as corporate citizenship which elicits pro-organisational behaviour in stakeholder groups.

Learning objective

The learning outcomes are as follows: identifying and prioritising of stakeholders’ needs during crises; gaining insight into applying contextual intelligence in leaders’ decision-making on philanthropic investments; and evaluating initiatives by differentiating between creating shared value and corporate social responsibility.
On 15 May 2020, Alec Moemi, Director-General of the South African Government’s Department of Transport (DoT), contemplates how his department can use the opportunity that COVID-19 presents to transform the transport system and to maintain relationships with business and the taxi industry beyond COVID-19. The nation was just reeling from a first: the President announced a “lockdown” which meant that all economic activity except “essential services” could operate. Life almost ground to a halt and South Africans faced a new reality. No movement out of your property unless it was a medical emergency or if you needed to buy food. The minibus taxi, an economic enabler to millions of South Africans also had to stop operating. The South African DoT had a mammoth task of communicating to a range of stakeholders, the most sensitive being the minibus taxi owners, drivers and their related associations. How would they accept the news that they would not have a livelihood for the next few weeks or perhaps even months? Given the nature of industrial shift patterns and need for a more flexible transport system for workers, some organisation’s such as Nestlé contracted private transport services to ensure their staff travelled to work safely. Nestlé also had their own compulsory sanitising protocols in place to support private transporters.

Learning objective
Gaining skills in analysing context during a crisis situation, using a political, economic, social, technological, legal and environmental framework understanding strategic leadership engagement with stakeholders to cultivate an environment for emergent change gaining skills in drawing up a strategic communications plan.
Old Mutual Limited: Leading culture change

**ABSTRACT**

Karabo Morule is the managing director of Old Mutual Ltd. Personal Finance in South Africa. In June 26, 2018, she is leading a team through the company’s process of organisational change. The dilemma she faces is how to retain the heritage of a shared values-based culture, while also modernising and strengthening it to express a new customer-led approach with the focal point in Africa. Old Mutual Ltd. is the largest financial services provider in Africa, and it is attempting to retain certain aspects of its culture, such as its core values of respect, integrity, and accountability, while changing other aspects of its culture to include being a champion of the customer, the power of diversity and inclusion, and trust, all amidst the major transition of its primary listing on the Johannesburg Stock Exchange as a Pan-African organisation. The case documents the organisational change process, demonstrating culture and women in leadership as critical levers of a successful change process.

**Learning objective**

This case is suitable for graduate- and postgraduate-level students in leadership and organisational behaviour courses. After working through the case and assignment questions, students have the opportunity to:

- Gain an understanding of the dilemma faced by leadership resulting from major changes to organisational structure, such as a break-up/unbundling.
- Analyse leadership style in relation to an organisation’s culture change.
- Analyse how a changing business environment mandates cultural evolution in order to maintain alignment between the organisational culture and business needs of the firm.
- Apply organisational change concepts to the challenge of evolving organisational culture.
- Understand how a particular leadership style could help the organisational change process.
Pivot or pirouette? Turning to emergency remote teaching in the COVID-19 pandemic

**ABSTRACT**

Gordon Institute of Business Science (GIBS), a South African-based business school and one of the top ranked business schools in Africa, faced a crisis in the midst of the COVID-19 pandemic. With the announcement of a national lock down, under strict conditions, and the immediate closure of the GIBS campus, the Academic Programmes had to radically shift their mode of delivery to enable students to continue with their respective programmes. When the situation was further exacerbated by the breaking of the undersea cable, the Executive Director of Academic Programmes, Professor Louise Whittaker faced the difficult decision on what to do next. The case illustrates the need for strong dynamic capabilities to foster organisational agility and to respond effectively in times of deep uncertainty or crises.

**Learning objective**

Learning outcomes are as follows: Students will be able to demonstrate the need to understand the uncertainty faced in a crisis; demonstrate how dynamic capabilities allow an organisation to respond effectively in a time of crisis and deep uncertainty; explore how strong dynamic capabilities are required to maintain continuity of operations by enabling a shift in the current business model; and evaluate methods of mobilising resources to address needs and possible opportunities presented in a crisis.
Post-truth or social justice?  
Serge Belamant and Cash Paymaster Services in South Africa

ABSTRACT

Serge Belamant was the founder and chief executive officer of Net1 UEPS Technologies (Net1), a US$600-million company that had a contract with the South African government to pay social grants to the poor. The contract was controversial from the start and was under scrutiny through multiple legal challenges and three different investigations, including the US Securities Exchange Commission and the US Department of Justice. When Belamant discovered a paper describing a conspiracy theory alleging that he and Net1 were involved in a form of corruption known as state capture, he believed he could be the victim of a disinformation campaign and wondered what to do.

Learning objective

This case can be used in international business modules at the graduate level, in management development programmes, or in short executive education courses focusing on corporate strategy or business and society. Working through the case and assignment questions will allow students to explore the concepts of post-truth, misinformation, and disinformation. Following a discussion and analysis of the case, students should be able to

• distinguish between different types of post-truths;
• define and describe the mechanisms of a post-truth era; and
• identify and recommend appropriate responses to post-truth incidents.
Quali Health: Creating access to quality healthcare for South Africa’s excluded majority

ABSTRACT

South Africa’s primary health outcomes do not correspond to the country’s spending on public health, with South Africa ranking among the worst globally in the incidence of tuberculosis, HIV prevalence, infant mortality and life expectancy. In part, this poor outcome can be explained by high inequality in access to healthcare, which reflects South Africa’s grossly skewed income and wealth distributions, with the bulk of the country’s population reliant upon an underfunded, inefficient and poorly managed public health system. This substandard service for the working poor in South Africa’s townships with high population densities offered a profitable entrepreneurial opportunity to provide affordable and effective primary care with vast gains in quality and outcomes improved dignity for patients. After receiving her MBA, physician and entrepreneur Dr Nthabiseng Legoete self-funded the launch of Quali Health in 2017. The business model set out to disrupt healthcare delivery for South Africa’s poorest citizens. Drawing patients from the working poor in Diepsloot, Quali Health’s inaugural site was cash flow positive within five months when the facility hit only 30% of installed service capacity. With quick success, Dr Legoete faced the strategic question of how fast to scale and finance the expansion. She also considered a new micro-insurance product for her clientele.

Learning objective

For discussion of social entrepreneurship in middle-income economies, emerging markets generally and Africa, specifically, Quali Health presents interesting questions about entrepreneurial funding, scaling and the interplay between social entrepreneurial activities and the informal sector.
Reputations and corruption: Bell Pottinger in South Africa (Case A & B)

ABSTRACT

Bell Pottinger Private (BPP) was a British public relations (PR) firm with a successful but questionable reputation of helping famous critical figures and despot improve their public image. In 2016, Lord Tim Bell and the other leaders of BPP were asked to create a PR campaign for the Gupta family. The Guptas were a group of businessmen headed by three brothers who migrated from India to South Africa in the early 1990s. By the 2010s, they had built a business empire allegedly thanks to a corrupt relationship with the President of South Africa, Jacob Zuma and his family. The press and prosecutors were increasing their investigations on these relations. The case has two parts, which address two separate challenges and can be taught as standalone cases or in a sequence in two sessions.

Learning objective

The case can be used in strategic management, international business or ethics courses. In strategic management courses, students will be able to identify political relationships as sources of a firm’s competitive advantage. Students will also understand the role of ethics in the firm’s competitive advantage. In international business courses, the students will be able to analyse the role that corruption and bribery play in the analysis of a country’s institutions. Students will also understand how corruption in a host country influences a firm’s decision to internationalise. Finally, students will understand the challenges that firms face when serving customers in other countries. In ethics courses, students will understand the nature of state/business corruption, i.e. the abuse of public office for private gain and the concept of state capture, i.e. managers controlling the political system for their advantage. Students will be able to analyse the decision of whether to collaborate with unethical partners or customers.
Patrice Motsepe, the son of a small business owner, grew up in Apartheid era South Africa. He founded Ubuntu-Botho Investments (UBI) in an attempt to provide historically disadvantaged South Africans with access to the financial sector. In 2003, UBI entered into a partnership with Suid-Afrikaanse Nasionale Lewens Assuransie Maatskappij (Sanlam). Through the diversification of UBI’s and Sanlam’s business models and with a dual focus on economic and social value creation, the inclusion of a large base of black South Africans in the economy was facilitated. Now, in 2018, Motsepe was on the brink of sealing another historic deal with Sanlam. However, how should this second Black Economic Empowerment (BEE) deal be approached by both Motsepe’s UBI and Sanlam, taking into account the extended shared value framework developed for BEE transactions?

Learning objective
This case study is intended for use in graduate-level courses on corporate strategy, environment of business, leadership, organisational behaviour, or entrepreneurship. The case is also appropriate for use in customised or short programmes, especially when related to employment equity implementation strategy. After working through the case and assignment questions, students will be able to

• understand the concept of “creating shared value” and identify ways in which shared value is created;
• comprehend the connection between shared value theory and the strategy behind the black economic empowerment (BEE) policy; and
• apply the extended shared value framework developed for BEE transactions proposed in this study to both past and potential empowerment transactions in an innovative way.
Scaling Columba Leadership's Impact

ABSTRACT

Rob Taylor, Founding Chairman, and Tracy Hackland, CEO of Columba Leadership, an award-winning South African non-profit organisation, pondered a strategic question in March 2018. Columba Leadership was a non-profit values-based youth programme that had facilitated individual change. Since its inception in 2009, Columba Leadership's focus had been on facilitating positive individual change. In 2017 Columba Leadership's executives observed how some schools had produced higher performance rates and the institutionalisation of youth leadership after some of their students had attended Columbia Leadership academies. The systematic impact of these high schools prompted an internal reflection at the Board level, while the organisation was also experiencing substantial pressure to change externally from funders. Should Columba Leadership keep its existing approach to youth development and focus on running more residential academies in a broader geographical area? Alternatively, was it time to re-evaluate the residential programme and develop a more systemic approach that involved working more with schools in order to scale their impact? What were the key arguments in favour of the different approaches to scaling? What potential objections could the Board raise? The case enables instructors to introduce fundamental social impact concepts and frameworks, such as the Impact Business Model Canvas (IBMC), stakeholders, and scale and innovation.

Learning objective

The case is appropriate for upper-division undergraduate and graduate courses related to social entrepreneurship, social innovation, and impact, as well as non-profit management and leadership development. Specifically, courses within programmes aimed at entrepreneurial non-profit organisations, and newly established or long-running social ventures would find the Columba Leadership case instructive.

After completing the assigned readings and participating in the case discussion, students will be able to:

• develop an Impact Business Model Canvas to describe how a mission-driven organisation creates and delivers value;
• evaluate the major scaling strategies for a broad range of social ventures;
• distinguish between scaling and social innovation as it relates to mission-driven organisations' growth; and
• weigh options in decision-making for strategic direction.
South Africa’s COVID-19 lockdown dilemma

ABSTRACT

In March 2020, South African President Cyril Ramaphosa ordered a 21-day national “lockdown” to enable and enforce social distancing in an effort to slow the spread of COVID-19. Many other countries had already taken similar steps, but in a country with 43,000 murders annually, South Africa’s response to only 11 COVID-19 deaths and 1,071 cases was both rapid and harsh. Schools, businesses, social areas and parks were closed. Medical emergencies, essential services and weekly grocery shopping were the only permissible activities. Two weeks after lockdown, there were 1,845 cases and 18 deaths, a far cry from the predicted 30,000 cases and 300 deaths, estimated on the basis of the three-day doubling rate at the start of lockdown. Many businesses, pulverised by closure, daily wage earners and those fearful of losing jobs were hopeful that the lockdown would not be extended. In a country with immense inequality, how would the masses under the age of 65 years, already in poverty and now with their lives pulled apart by an imported disease of the wealthy, respond to extended social and economic deprivation followed by bailouts for business?

Learning objective

The case presents a significant amount of information on the outbreak of COVID-19 and the expected impact on the economy. Although the case is necessarily concise, several links are given to the online articles and video material on which the case is based. This allows participants to deepen their knowledge of the virus and their understanding of its likely economic impact. To frame the discussion, several philosophies, ranging from Libertarianism to Marxism, are lightly expounded. Readers will need to consider divergent ideas; the sanctity of human life versus the monetary value of a life; the hysteria evoked by COVID-19 deaths versus the placid acceptance of an annual 66,000 deaths by another disease – TB; and the differential economic impact of the virus across extremes of inequality. Perhaps, the key issue relates to the skewness in the death rate: Should young people’s livelihood be sacrificed for a few old people about to die anyway? The case also illustrates the essence of a dilemma – a situation in which a difficult choice has to be made between two or more alternatives, especially ones that are equally undesirable.
Southern Implants: Designing and manufacturing dental implants to the world

ABSTRACT

Southern Implants, a South African dental implants manufacturer, was considering how to diversify its risk. Over the last 30 years, the company had grown from a local manufacturing company and now served customers around the world through distributors and subsidiaries. The founder and managing director was particularly concerned about the final stages of production which involved cleaning, sterilising, and packing. While Southern Implants had four machine shops across South Africa, the final stages of production involved all items coming back to Southern Implants for these final packaging steps. The managing director wanted to set up another processing cleaning plant abroad, but he wondered what location for this plant would be best. The United States was the largest market for Southern Implants but labour costs were high. Portugal was another option and had an investor-friendly economic environment with no discrimination between domestic and foreign investors. What were the organisational and managerial risks to consider before making this decision?

Learning objective

The case is suitable for use in graduate level courses in international business, in management development programmes, or in short executive education courses focusing on foreign direct investment (FDI) risk taking and investment location decisions related to FDI from an emerging market perspective. The case allows students to consider various elements of FDI and associated risks. After working through the case and assignment questions, students should be able to

• explain FDI; the ownership, location, internalisation (OLI) framework; and the perspectives that help analyse FDI risk-taking decisions and their management;
• compare and contrast investment locations from an investment climate perspective; and
• evaluate risk-related vulnerabilities of top management teams that influence continued organisational and international success.
Stakeholder management at Anglo American Platinum: The Mogalakwena mine

Abstract

Authors: Date: Case number: Abstract: The case deals with the challenges faced by Anglo American mining corporation in managing local community relations where it has mining operations. The issues are complex and threaten the ability of the company to operate and even the viability of mining operations directly. The complexity is primarily due to the government policies that require mining companies to take on responsibilities for infrastructure and service delivery as a condition for obtaining a mining license. At the same time, the government does not actively support either local communities or the mines and is largely a passive observer. And, there are historical problems concerning land ownership (by individuals or by communities) as well as the challenge of resettling the people displaced by mining operations.

Learning objective

- Students will learn to identify local community challenges faced by Anglo American Platinum in mining in South Africa, using this case as an example.
- Students will identify the main obstacles that a company such as Anglo needs to overcome with its strategy.
- Students will identify the central problem in the case, then choose a method to deal with this problem, and finally carry out the analysis to find a best strategy.
Uber sub-Saharan Africa: Contextual leadership for sustainable business model innovation during COVID-19

Author: Scheepers, C. B., & Bogie, J.
Date: 24/07/2020
Case number: EEMCS-05-2020-0165
Publisher: Emerald Markets Case Studies Special Edition

Abstract
On 15 May 2020, Alon Lits, General Manager of Uber Africa was considering his dilemma of adapting their business model to the demands of COVID-19, without losing their core business model as a multi-sided technology platform business. Uber was asking their riders to stay home to ensure social distancing during the lockdown, rather than booking a ride with Uber. The question was how they could support their driver partners, while they were discouraging riders to make use of Uber. Uber had taken initiatives to create additional revenue streams for drivers. The case highlights how Alon Lits and his executive team prioritised the health and well-being of their Uber community and quickly adapted their technology to meet the evolving needs during the COVID-19 pandemic. They customised their offerings to the different needs in the seven Sub-Saharan Africa (SSA) countries in which they operated. Uber supported businesses by using the Uber-X sedan vehicles to deliver necessities like food, medicine and parcels to the frontline and poor communities. Uber globally offered their drivers in quarantine 14 days of financial assistance. Serving communities also involved offering free rides to women and children who were victims of domestic violence to get them to a safe space. The multi-sided platform technology business had to consciously adapt, to the “next normal” as the COVID-19 era evolved.

Learning objective
The learning outcomes are as follows: to gain insight into the importance of location, in terms of spatial and temporal context and the capability of leadership to tune into and strategically adapt to context; to understand and explain the sharing economy and explain how the Uber business model fits into this new way of doing business; to evaluate how Uber South Africa has adapted its business model in the period of the COVID-19 crisis and discuss the nature of the business model innovations that is has made; and to understand business model for sustainability and how it differs from the general understanding of business models.

This case is accessible on the GIBS campus
What next for Tech SA?
Aligning leadership, culture and strategy

ABSTRACT

Growth remained flat for Tech SA towards the end of 2016. As a subsidiary of a global information technology services firm, Tech SA was under pressure to meet its growth plan. With this in mind, a new culture and values framework to be more innovative, collaborative and responsive had been adopted. This was to match the demands of the volatile, uncertain, complex and ambiguous world the company finds itself in. While the organisation had a tradition of serving long-standing clients and contracts to high standards, it was not used to working with radical change and disruptive innovation. To achieve this, significant changes in leadership behaviours were required. The organisation had recognised the need for these changes and a leadership development programme was devised to enable 200 of its top leaders to make the required cultural and behavioural shifts to lead in these times. Although the leadership programme was well into its second year, the targets of the growth plan had not been achieved and the leadership behaviours had not yet been instilled across the business. If the growth plan was not achieved, John would need to consider cost-cutting and retrenching. This was the last thing John wanted to do as he had worked alongside his colleagues for 12 years. What else could John do and say to the leaders to make the required changes urgently needed as a matter of survival? What would it take to deliver to existing clients and explore new products and markets?

Learning objective
Identify, compare and contrast current and aspirational organisational cultures. Describe desired leadership capacities and how these contribute to building a culture and strategy. Describe ways to align culture with strategy including building an ambidextrous organisation.