

UNIVERSITY OF CAPE TOWN



2020 COLLECTION

Welcome to our Case Collection, where you can view the abstracts of the teaching cases that have been produced to date. Our cases proudly reflect the African and the emerging market context with the vision of bringing relevant and local business lessons to life. All of the cases also boast informative teaching notes to propel participant-centred learning. In a business school setting, teaching cases are crucial to learning, as they give students the opportunity to step into the shoes of business leaders in a variety of industries and find solutions to real-life dilemmas.



UCT GSB is developing world-class teaching cases about the African context of doing business. We are strongly positioned and well equipped to write excellent cases about the innovations, challenges, and choices that businesses make and face on the continent."

Dr Catherine Duggan,
UCT GSB Director

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AWARD-WINNING CASES

ACSESIM:

Agile and Lean software development practice



AUTHORS

Fatima Hamdulay & Andries Maritz

SUBJECT (INDUSTRY)

Operations (Software development technology)

YEAR 2018

PUBLISHER Emerald

ABSTRACT

The case starts with the team leader of ACSESIM hearing that he will have the budget to hire two new developers. While the extra help could be useful, experience has taught him that development could slow down due to training efforts. To minimise disruption, he is wondering about how to get the new developers up to speed quickly and streamline their operations within a changing corporate environment.

AFRICAN BANK INVESTMENT LTD (ABIL):

A South African corporate governance failure (full & abridged)



AUTHORS

Associate Professor Stephanie Giamporcaro & Matthew Marrian

SUBJECT (INDUSTRY)

Finance (Banking)

YEAR 2018

PUBLISHER Emerald; SAGE; The Case Centre

ABSTRACT

The case on ABIL looks at the importance of corporate governance principles and the crucial role that the board of directors play as part of it. It follows the real-life events that led to the collapse of ABIL through the analysis of a corporate failure. The case highlights the complex issue institutional investors face when trying to assess the strength of a board and the quality of information and disclosure.

ALISON BOURNE:

Leading at Bergmann Engineering Works (SA)



AUTHORS

Associate Professor Linda Ronnie & Sarah Boyd

SUBJECT (INDUSTRY)

Organisational change (Engineering)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

The case follows engineer Alison Bourne, new CEO of manufacturing firm Bergmann Engineering Works (SA). Bergmann is a Swedish multinational conglomerate that has acquired Fairbrother Engineering as its South African branch. Bourne is the youngest and only female CEO the Fairbrother team has had, and she is tasked to bring a family business into the international arena. The case tracks internal challenges with Bourne's entry.

BAKING UP A PLAN:

Improving the Vineyard Hotel bakery
(cases A & B)



AUTHORS

Fatima Hamdulay & Robert Kellas

SUBJECT (INDUSTRY)

Operations (Hospitality)

YEAR 2018, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

The case follows the challenges that the newly appointed executive chef of the Vineyard Hotel faces in the bakery – mainly unreliable service and product delivery. There is also conflict between the chef and the bakers, with some intimation at frustration with the current organisational culture. The case goes on to look at the complexity of the bakery and the current operating problems and how to solve these.

BETTER COLLECTIONS:

Trays, A3s and inquiry at the Vineyard Hotel
(includes supplementary)



AUTHORS

Fatima Hamdulay & Elsa Scholtz

SUBJECT (INDUSTRY)

Operations (Hospitality)

YEAR 2018, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

Uncollected room-service trays are a problem at the Vineyard Hotel, and all initiatives to fix the problem have failed. In this case a business consultant, Scholtz, is brought in and attempts to implement Lean Thinking tools (particularly the A3 style of addressing problems). She is faced with operational and time constraints, encounters scepticism, and resistance, which leave her feeling unsure of what to do next.

BETTER LIVING CHALLENGE 2:

Solving South Africa's housing crisis



AUTHORS

Tsitsi Hatendi, Professor Geoff Bick,
Aunnie Patton Power

SUBJECT (INDUSTRY)

Innovative finance (Housing)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

The Better Living Challenge 2 (BLC2) is a design-based initiative seeking creative solutions to the informal housing issue in the Western Cape. This case looks at how innovative finance, systems design and thinking can improve the lives of informal settlement dwellers. Students are challenged to think about how developmental issues and financial innovation can result in sustainable solutions in an emerging market.

BIOTRONIK:

Bypassing the commodity trap of medical devices in South African healthcare



AUTHORS

Stephanie Barden & Professor Geoff Bick

SUBJECT (INDUSTRY)

Marketing (Medical products)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

This case looks at the medical device industry which is facing increasing price pressures from various stakeholders in the device-purchasing process. The decision to purchase is no longer the responsibility of only specialist physicians, and market trends indicate that the industry is threatened by commoditisation. Robbie Nel, MD of Biotronik SA, has to make a decision on changing the company business model and strategy in response to these macro trends.

BONGALONG:

Marketing cannabis products in a stigmatised environment



AUTHORS

Travis E. Scadron
& Professor Thomas Koelble

SUBJECT (INDUSTRY)

Marketing (Startup)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

Bongalong looks at how cannabis policy has progressed towards legalisation globally, stating that South Africa is on a similar path. It looks at the challenges of operating in an emerging industry and the characteristics needed to succeed. It explores social factors that create stigma and marketing strategies that can either positively transform that stigma or remove it. Students will perform a situational analysis and make recommendations regarding marketing strategy and brand positioning.

BOS BRANDS:

Challenges of internationalisation



AUTHORS

Professor Geoff Bick & Chris Human

SUBJECT (INDUSTRY)

Business decision-making (FMCG beverage business)

YEAR 2016

PUBLISHER Emerald

ABSTRACT

BOS Brands is a medium-sized FMCG beverage business based in Cape Town. Their success continues to garner interest from retailers, consumers, and competitors abroad. As a result, BOS' management team must constantly revisit the business' initial market entry strategy, marketing approach, and growth path. The key strategic dilemma that BOS faces is deciding which international opportunities to accept and when, and how they should approach the business' ongoing internationalisation journey.

BRUCE HUGHES HEALTHCARE AND THE MANAGEMENT DILEMMA



AUTHORS

Christopher Kerr-Peterson
& Dr Linda Ronnie

SUBJECT (INDUSTRY)

Organisational change (Private healthcare)

YEAR 2018, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

This case examines change management aimed at improving employee commitment and organisational performance in a small medical practice. Business manager, Mike Bell, is brought in to focus on improving employee commitment and motivation in the practice. He uses tools to build and enhance the psychological contract between employees and the firm, promoting autonomy amongst employees and increasing engagement and productivity.

CAREER CHALLENGES AT MEDIA INC.



AUTHORS

Claire Barnardo
& Associate Professor Linda Ronnie

SUBJECT (INDUSTRY)

Career change management (Publishing)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

This case looks at the dwindling print publishing industry. Editor Palesa Khume is hired to head up the team of a new magazine, with an incentive of a substantial year-end bonus. But bad management practices result in a sense of dissatisfaction for Khume, and after management reneges on its agreement to pay the full bonus, she is faced to reconsider. In a cut-throat industry facing changes that impact jobs, her decision is not a straightforward one.

CHILD AND YOUTH FINANCE INTERNATIONAL:

Collaborative systems change for
children and youth



AUTHORS

Cynthia Schweer Rayner
& Dr François Bonnici

SUBJECT (INDUSTRY)

Social entrepreneurship (Finance)

YEAR 2018, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

This case follows a serial social entrepreneur as she builds her latest venture, which is focussed on rolling out a financial and social curriculum educating children about money and finance. The focus is on how social entrepreneurs can mobilise stakeholders to adopt mindsets and policies that promote new values and norms. It highlights the organisational and leadership questions that arise when a social entrepreneur aims to create change in society.

DEVIL'S PEAK:

The craft conundrum



AUTHORS

Gareth Harrington
& Professor Mikael Samuelsson

SUBJECT (INDUSTRY)

Strategy (Craft beer)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

This case is about the largest craft beer brewer in South Africa, Devil's Peak. The company experienced rapid growth phases which presented challenges. The case explores these issues and the decisions faced. It provides context to the craft beer market locally: a highly fragmented and diverse, yet dynamic market. It looks at Devil's Peak's business strategy and success, and the importance of strategic decisions, and the products' impact on business strategy.

DISRUPTING THE RETAIL TYRE MARKET:

Aligning Utyre's brand strategy to drive future growth



AUTHORS

Associate Professor Mlenga Jere
& Warren Gatcke

SUBJECT (INDUSTRY)

Brand strategy (Tyre industry)

YEAR 2018, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

Utyre is a startup venture facing a number of challenges to achieve sustainable growth. While the company reaches an operational stage after only two years from its launch, investors still require strong arguments to provide a second round of company funding. Developing a brand strategy is key to unlocking the company's future growth. The case considers how the protagonist, Rewald, must convince investors to fund the next stage of the business.

DRINK THE DUCHESS:

Marketing challenges and opportunities encountered when SMEs internationalise



AUTHORS

Fran Heathcote & Professor Geoff Bick

SUBJECT (INDUSTRY)

Marketing (FCMG)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

The Duchess is a recently developed and launched alcohol- and sugar-free gin and tonic beverage. The adult soft drink was originally launched in South Africa and just 18 months later became available in international markets (the UK and Belgium). The founders and protagonists of the case, Johannes le Roux and Inus Smuts, face the dilemmas of creating a competitive local brand while also looking to access new markets and internationalise as a born-global firm.

EDUCATION BUSINESS iXPERIENCE:

Employee perceptions on
organisational legitimacy



AUTHORS

Kira Koopman & Dr Timothy London

SUBJECT (INDUSTRY)

Organisational legitimacy (Education)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

This case looks at the complexity of a new venture's organisational legitimacy strategies as they seek rapid growth through internationalisation. The case is from the perspective of Rafi Khan, chief education officer of iXperience, a study-abroad and internship programme. iXperience intends to re-imagine traditional ways of learning and preparing students for the working world by offering interactive and practical courses in coding, business, finance, and cutting-edge technology.

ENGINEERING CHANGE AT ACQUA-LYNE



AUTHOR

Associate Professor Linda Ronnie

SUBJECT (INDUSTRY)

Change management (Engineering)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

This teaching case study highlights people management and change management processes in the context of an acquisition. It explores the challenges faced by Acqua-Lyne staff and management by describing the background to the acquisition, the processes during this phase, and the resultant outcomes. The case encourages students to think about the ramifications that an acquisition process may have on the people within the acquired firm.

ESSAY GIFTS:

Gifting for the greater good

AUTHORS

Professor Geoff Bick, Sarah Babb,
Tina Retief

SUBJECT (INDUSTRY)

Marketing (Corporate gifts)

YEAR 2016

PUBLISHER Emerald

ABSTRACT

Essay Gifts is an enterprise that supplies the local market with corporate gifting. It offers top service and products while supporting local employment. After seven years of operating from a home-based office, the owner has signed a lease in an office block and is considering taking a retail shop downstairs from the office to sell ready-made gifts. This would mean a change in offerings. The case considers crafting a growth strategy, and revisits the business model and mission of a social enterprise.

FIRST CAPITAL BANK:

The internationalisation of a Malawian bank into a regional player in Southern Africa



AUTHORS

Alexander St Leger Moss, Professor John Luiz, Sarah Boyd

SUBJECT (INDUSTRY)

International business (Banking)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

This case centres on the international growth strategy of FMBcapital Holdings Group (FMB), the Malawian commercial bank. Founder and group chairman, Hitesh Anadkat, and the FMB board must decide on the next move. An opportunity to gain a foothold in Zimbabwe means the leaders must choose to continue to grow FMB across the region, or focus on their integration and expansion efforts within existing markets.

FIRST TECH HOUSE OF CARDS:

A South African investment tale



AUTHORS

Associate Professor Stephanie Giamporcaro & Rainer Wellmanns

SUBJECT (INDUSTRY)

Corporate governance (Finance)

YEAR 2017

PUBLISHER The Case Centre

ABSTRACT

In July 2013, First Tech, along with its many subsidiaries, was liquidated and subsequently defaulted on its corporate bond. The case is unique in that it was the largest investment-grade corporate bond default to date in South Africa, an emerging market economy. Furthermore, all the senior and mature stakeholders in the financial sector were somehow involved or invested in the bond. The case is set before the bond default and deals with corporate governance.

FROM CRISIS TO EXCELLENCE:

Change management at Frère Hospital in the Eastern Cape (cases A & B)



AUTHORS

Bashierah Arnold, Katusha De Villiers, Professor Geoff Bick

SUBJECT (INDUSTRY)

Change management (Healthcare)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

In case A, students are able to examine possible reactions and change management strategies when placed in a crisis management situation at a large hospital in South Africa. Case B looks at successful change management and the factors that led to it. The cases cover the two-pronged approach taken by the management team in tackling leadership from an organisational and operational perspective, creating a strategy and aligning decisions with that strategy.

FUNDACIÓN ESCUELA NUEVA:

Pass or fail – the ups and downs of public sector innovation



AUTHORS

Cynthia Schweer Rayner, Camilla Thorogood,
Dr François Bonnici

SUBJECT (INDUSTRY)

Public sector innovation (Education)

YEAR 2019, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

FEN tells the story of a public servant turned social entrepreneur, who, over the course of four decades, transformed rural schools in Colombia through developing and scaling an innovative education model called Escuela Nueva. The focus of this case is for participants to understand the purpose of social innovation in the public sector and to identify the key issues for creating and sustaining social innovation through government engagement and ownership.

GROWBOX:

The reality of growth challenges for a social entrepreneur in Cape Town



AUTHORS

Associate Professor Mignon Reyneke,
Caitlin Ferreira, Jeandri Robertson,
Claire Barnardo

SUBJECT (INDUSTRY)

Entrepreneurship (Startup)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

This case looks at the business challenges faced by the founder of GrowBox, Renshia Manuel, as she attempts to balance the profitability and social impact of her venture in Cape Town. GrowBox sells customisable self-contained vegetable gardens for a variety of consumers. Additional landscaping and food-scaping services are another revenue stream. But battling the common problems of a volatile social climate, plus financial pressures, Renshia must consider the future sustainable growth in 2020.

INITIATING CHANGE:

Leadership in rural healthcare



AUTHORS

Dr Nellis Beyers & Dr Linda Ronnie

SUBJECT (INDUSTRY)

Leadership/organisational change (Rural healthcare)

YEAR 2018, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

The case focusses on leadership in the rural healthcare system where Dr Braam Muller finds himself in a leadership position, struggling to balance his administrative and patient duties. He recruits additional team members and proceeds to champion the doctors' skill development, but he experiences resistance to change and to his leadership style. Braam must consider the personal challenges he faces while effecting change too. What is the consequence to him of his position?

JACK BLACK'S BREWING CO.:

Strategic growth from recipe to market to tap



AUTHORS

Gareth Brauteseth, Johannes Schueler,
Professor Geoff Bick

SUBJECT (INDUSTRY)

Marketing (Craft beer)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

This case looks at craft beer business Jack Black's Brewing Co. After humble beginnings, protagonist Ross McCulloch grew the company rapidly. The dilemma facing McCulloch and Jack Black's Brewing Co. is one of cash flow. In order to generate cash flow, the management team needs to drive sales so that the brewery operates at full capacity. While it strives to attain this goal, there are considerable cash-flow and liquidity challenges that need consideration.

KAUAI:

Extending a fast-food brand into traditional retail as a growth strategy



AUTHORS

Shelley de Reuck & Professor Geoff Bick

SUBJECT (INDUSTRY)

Marketing (Health foods)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

This case looks at the acquisition of health restaurant Kauai by Real Foods in 2015. It leads to a complete re-brand and overhaul of its product offering and store experience. But since the acquisition, the business operates with few formal processes to drive performance. The team battles various considerations in order to scale adequately. How should the company position the existing brand effectively to maximise the contribution of brand equity to its success?

LEADERSHIP CHALLENGES AT FRITZ PUBLISHING



AUTHOR

Dr Linda Ronnie

SUBJECT (INDUSTRY)

Leadership (Publishing)

YEAR 2018

PUBLISHER Emerald

ABSTRACT

This case examines the working environment at Fritz Publishing, a small, independent South African publishing company sold to an international publishing house. The arrival of a new CEO results in several organisational changes and a growing sense of dissatisfaction among the employees. The case further examines the dangers that toxic leadership creates within organisations and encourages discussion on how this can be handled.

LEADING CHANGE IN A SOUTH AFRICAN SCHOOL



AUTHORS

Associate Professor Linda Ronnie
& Sarah Boyd

SUBJECT (INDUSTRY)

Organisational change (Education)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

This case follows the actions of a new principal, Siya Zwane, at a primary school in the Eastern Cape province. She must explore the role of leadership and collaboration in the organisational change process. Systemic challenges in the Eastern Cape school system manifest within schools. Students must consider opportunities for internal leaders to affect positive change by using methods of employee empowerment and engagement as levers of change.

LONMIN PLC:

Mining and responsible investment
– dangerous liaisons?



AUTHORS

Associate Professor Stephanie Giamporcaro
& Marilize Putter

SUBJECT (INDUSTRY)

Corporate governance (Mining)

YEAR 2018, 2017

PUBLISHER Emerald, SAGE, The Case Centre

ABSTRACT

Lonmin deals with the complexities faced by responsible investors after the Marikana massacre and illustrates the difficulties in conducting an Environment, Social and Governance (ESG) analysis as part of an integrated financial analysis. Protagonist Hilde Svensson visits the mine. The case is set in South Africa although the head office of the company (Lonmin Plc) is based in the UK, which provides further depth within an already complex social set-up.

MITCHELL'S BREWERY:

Entrepreneurship challenges in the South African craft beer industry



AUTHORS

Fezile Sidubi & Professor Geoff Bick

SUBJECT (INDUSTRY)

Entrepreneurship (Craft beer)

YEAR 2018

PUBLISHER Emerald, SAGE, The Case Centre

ABSTRACT

The case illustrates the complexities associated with entrepreneurship, managerial decision-making, and sustaining business operations in the rapidly growing craft beer segment – with increasing competition from existing craft breweries and bigger players in the brewing sector – and the highly regulated alcohol industry in South Africa. How will Mitchell's Brewery stay on top of the game in an environment of extreme uncertainty?

M-PESA:

An evolution in organisational strategy



AUTHORS

Dr Linda Ronnie & Mariam Cassim

SUBJECT (INDUSTRY)

Organisational strategy (Mobile finance)

YEAR 2015

PUBLISHER Emerald

ABSTRACT

This case shows how vital it is for organisations operating in today's rapidly changing business environment to have an emergent approach to change. It focusses on the dilemmas faced by both the newly appointed CEO and the managing executive responsible for mobile commerce at Vodacom South Africa. The context is the re-launch of M-Pesa and the limitations and challenges the company faces when replicating a successful business model from one market to another, after an unsuccessful initial launch.

NAMIB MILLS GROUP:

Managing talent in a Namibian food production business



AUTHORS

Dr Christina Swart-Opperman,
Claire Barnardo, Sarah Boyd

SUBJECT (INDUSTRY)

Talent management (Agriculture)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

Successful agro-processing firm Namib Mills is in a state of internal tension. CEO Ian Collard is concerned that his senior management team is not exhibiting the kind of leadership and strategic management needed to take the company into the future. He must confront how organisational culture and generational diversity within this family-owned business have created talent management barriers, and develop a strategy for sustainably developing employees into the leaders of the future.

ON PURPOSE:

Leading manufacturing at Shonaquip social enterprise



AUTHORS

Dr Maureen Dennehy, Dr Hamieda Parker,
Sarah Boyd, Claire Barnardo

SUBJECT (INDUSTRY)

Operations/Change management
(Social enterprise factory)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

The case follows Em Dennehy, new half-time factory lead at social enterprise Shonaquip, which is dedicated to increasing mobility and accessibility for children with disabilities. Six months in, Dennehy soon learns that cash-flow constraints and the developmental needs of the factory team are two issues she must address, all while preparing the team for a certification audit in which Shonaquip has invested a great deal. What are the next steps on the factory's path to improvement and social value creation?

PICK N PAY:

Challenges faced in gaining market share by a South African retailer



AUTHOR

Daniel Bentinck

SUBJECT (INDUSTRY)

Strategic marketing (Retail)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

Pick n Pay, once the largest supermarket retailer in South Africa, has been losing market share to competitors. This strategic marketing case follows the protagonist, Dave Claves, charged with the objective of increasing the company's market share, as he thinks about the issues related to the dilemma: location and target market, price and product promotion, and customer satisfaction and loyalty. Questions are raised to highlight the thought process needed to generate a satisfactory solution.

PROFILE: WENDY LUHABE:

Social entrepreneur and impact investor



AUTHOR

Cynthia Schweer Rayner

SUBJECT (INDUSTRY)

Impact investing (Finance)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

This profile teaching case looks at one of the most influential businesswomen in contemporary South Africa, Wendy Luhabe. She has promoted the themes of economic inclusion for women and empowerment for communities throughout her life and career. As an entrepreneur, board member, and investor, Luhabe combined profit and social impact. This case looks at how social entrepreneurship and impact investment are intertwined, with social entrepreneurs becoming impact investors and vice versa.

REEBOK REBRANDS:

Corporate and marketing strategies in the South African sporting goods industry



AUTHORS

Jacques Schoombee & Professor Geoff Bick

SUBJECT (INDUSTRY)

Marketing (Sportswear industry)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

This case examines the global and local strategies of Reebok to reposition itself as a fitness brand within the sporting industry. The case revolves around PJ Morilee, Reebok South Africa's brand manager, and his efforts to increase Reebok's brand equity, which is measured by a monthly NPS score. Having previously worked for Adidas, Morilee receives the opportunity to re-establish Reebok in the South African market. The case explores the circumstances and challenges Morilee faces to increase Reebok's brand equity.

RESPONSIBLE INVESTMENT AT OLD MUTUAL:

A case of institutional entrepreneurship



AUTHORS

David Leslie
& Associate Professor Stephanie Giamporcaro

SUBJECT (INDUSTRY)

Responsible investment (Finance)

YEAR 2018

PUBLISHER Emerald

ABSTRACT

The case looks at institutional entrepreneurship through the development and implementation of a responsible investment programme at a large institutional investor and asset manager. It examines the challenges to embedding such principles within the systems and processes of a large and well-established corporation. It also looks at why institutional investors and asset managers might adopt responsible investment principles rather than traditional ones. Set in 2017 during the unbundling of Old Mutual plc.

RLABS:

Empowering unlikely innovators



AUTHORS

Marc Low, Lameez Alexander
& Dr François Bonnici

SUBJECT (INDUSTRY)

Social innovation (Technology)

YEAR 2018, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

The Reconstructed Living Labs (RLabs) is a hybrid social venture that uses technology to rehabilitate, educate, and re-integrate recovering drug addicts, ex-gang members, single mothers, and youth in Bridgetown. The case examines the choices that helped RLabs sustain a significant amount of innovation and growth within economically and socially disadvantaged communities in 22 countries without strain on the organisation's limited resources.

SILULO ULUTHO TECHNOLOGIES:

African social enterprise driving inclusive business practice



AUTHORS

Dr Eckard Smuts, Sophia Campello
Beckwith, Ncedisa Nkonyeni,
Ella Scheepers, Dr François Bonnici

SUBJECT (INDUSTRY)

Social innovation (ICT)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

Silulo Ulutho Technologies is an inclusive business in the information and communications technology (ICT) sector in South Africa that serves peri-urban township and rural areas. It combines a social mission to bridge the digital divide and provide access to technology and training. It faces challenges in balancing expansion and profitability with its mission of empowering disenfranchised communities. This case considers the way forward for Silulo.

SPROXIL:

Walking the tightrope – balancing money and mission in an African growth enterprise



AUTHORS

Cynthia Schweer Rayner
& Dr François Bonnici

SUBJECT (INDUSTRY)

Social entrepreneurship (Healthcare/
pharmaceuticals)

YEAR 2019, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

Follow the journey of an entrepreneur as he seeks to sustain and expand his for-profit social enterprise, Sproxil – a company that has developed a mobile technology solution to combat counterfeit pharmaceuticals in Africa and other emerging markets. The case explores the purpose of social entrepreneurship. It also looks at the mission integrity problem that many social enterprises face as they balance the goals of organisational sustainability and social mission.

THE STEINHOFF SIGNALS:

The role of responsible investing for asset managers



AUTHORS

Hendrik Jacobus Haasbroek,
Professor Geoff Bick, Associate Professor
Stephanie Giamporcaro

SUBJECT (INDUSTRY)

Finance (Banking)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

The case chronicles meetings held on 8 November 2017 at an asset manager, Active Investment Management, to discuss the firm's investment in JSE-listed Steinhoff International Holdings. It deals with the pressures and questions that active fund managers need to address when balancing financial analysis, environmental, social, and governance (ESG) analysis, portfolio management, and the need to comply with their fiduciary duty to clients. It also looks at the need for responsible investing in decision-making.

TRIGGERFISH ANIMATION STUDIOS:

The challenges of financing digital entertainment



AUTHORS

Craig Lowman, Associate Professor
Mikael Samuelsson, Professor Geoff Bick

SUBJECT (INDUSTRY)

Finance (Filmmaking)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

Filmmaking company Triggerfish is funding films mostly through government channels, but CEO Stuart Forrest would prefer to independently and privately fund their projects. The case looks at what returns can be expected by investors in film through the “recoupment waterfall”. The investment horizons of select private lenders and public funders are explored. The case also explores the impact that video-on-demand platforms is having on the traditional models of filmmaking.

THE ADOPTION OF LEAN AT NIBBLY BITS BAKERY



AUTHORS

Michael Chandler & Professor Norman Faull

SUBJECT (INDUSTRY)

Operations (Food production)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

The case concerns a food manufacturer, Nibbly Bits, which supplies a retailer (Woolworths) with rusks and baked goods. Despite receiving good orders at fair prices, the company has battled to turn a profit. In addition, a series of worker-led strikes have plagued the company, which has led to uncertainty. The operations department, headed by the main protagonist Stefan Drees, tries to solve issues through implementing Lean principles in the factory despite a lack of support from upper management.

THE BUYOUT AT TRU-FOODS FOR YOU



AUTHORS

Associate Professor Linda Ronnie

SUBJECT (INDUSTRY)

Organisational change (Health foods)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

Tru-Foods For You (TF4U), an online organic foods distributor, integrates with Marshall Foods, a large establishment food distributor. After cultivating a substantial portion of the health food market, CEO Katy Caldwell is excited to take TF4U to the next level. But she soon finds a culture clash between the structured, corporate-style of Marshall and the informal, startup-style of TF4U. A string of new processes by Marshall is causing great distress for TF4U employees, and Caldwell must find ways to negotiate with the Marshall leadership to effectively integrate.

THE COOKHOUSE WIND FARM PROJECT:

How do you bank a bankrupt contract?



AUTHORS

Ope Onibokun, Ashwin West, Sarah Boyd, Xolisa Dhlamini

SUBJECT (INDUSTRY)

Finance (Sustainable investment)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

A year after Cookhouse Wind Farm (CWF) project is selected as the preferred bidder for South Africa's largest renewable energy programme, the project lenders become concerned about the contractor, Suzlon's, bankability and are threatening to pull out of the project. In an emergency meeting of the equity shareholders, the investment managers from African Infrastructure Investment Managers (AIIM) must devise a plan to re-structure the project to reduce the risk to lenders and ensure the project completion, with or without Suzlon.

THE EVOLUTION OF LEAN THINKING AT K-WAY:

Where to next?



AUTHORS

Fatima Hamdulay & Himanshu Vidhani

SUBJECT (INDUSTRY)

Operations (Clothing manufacturing)

YEAR 2018

PUBLISHER Emerald

ABSTRACT

The case details the adoption of Lean Thinking at K-Way, a technical textile manufacturer of contemporary outdoor apparel and accessories, and shows how it turned a factory on the brink of closure into a highly profitable enterprise. It covers the 12-year journey of the process and cultural improvements the company underwent. The case opens with Bobby Fairlamb, general manager of K-Way, attending a strategy meeting with the senior leadership team and the CEO of Cape Union Mart to discuss the expansion plan.

THE SORBET WAY:

Scooping up success through servant leadership



AUTHORS

Professor Kurt April
& Heloise Janse van Rensburg

SUBJECT (INDUSTRY)

Leadership (Beauty retail)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

This case examines one of the fastest-growing beauty businesses in South Africa, Sorbet, and its business approach of servant leadership. At the time, founder and CEO Ian Fuhr implements servant leadership at Sorbet, which has an overall effect on the business growth. But as the business expands beyond the African continent, Fuhr is concerned about how to capture the service-soul culture of Sorbet. The realism of this case enables a teaching opportunity with pragmatic, outcome-based learning.

THE SOUTH AFRICAN BROADCASTING CORPORATION (SABC):

Powerless but accountable leadership for former GCEO



AUTHORS

Maijang Mpherwane, Professor Kurt April,
Claire Barnardo

SUBJECT (INDUSTRY)

Leadership (Media)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

This case looks at the leadership of former GCEO Lulama Mokhobo at the SABC from 2012-2014 and her lived experience within the theme of empowered powerlessness. With an unsupportive board, destructive COO, and minister of communications at government level, Lulama is disempowered in her position and battles to make changes. Colleagues attest to the unusually complex dynamics that she navigated daily. The case details how this eroded Lulama's self-confidence as well as her ability to lead the organisation and pushed her to resign.

TOYOTA HILUX:

How SA's top pick-up battled market challenges



AUTHORS

Samenthea Pheko, Professor Geoff Bick, Claire Barnardo

SUBJECT (INDUSTRY)

Marketing (Car manufacturing)

YEAR 2017

PUBLISHER Emerald

ABSTRACT

The case centres on the challenges the Toyota Hilux faced in sustaining its market leadership position amidst intense competition from its rivals, changing customer preferences, and corporate reputation threats. The protagonist is Calvyn Williams, sales and marketing manager. The case shows the business complexities associated with managerial decision-making in a highly competitive vehicle market in South Africa and the pressure involved in remaining the number one pickup brand.

UBER SOUTH AFRICA & DIGITAL DISRUPTION:

Innovating for micro-entrepreneurs in an emerging market



AUTHORS

Professor Ralph Hamann, Betine Dreyer, Sarah Boyd

SUBJECT (INDUSTRY)

Strategy (Transportation)

YEAR 2018, 2017

PUBLISHER SAGE, The Case Centre

ABSTRACT

The case focusses on the digital disruption to transportation services with Uber's entry into the South African market. It navigates the various obstacles and tracks the many key decisions made by the general manager for Uber sub-Saharan Africa and the business model innovation as a result of these decisions. The case looks at the issues at hand through multiple stakeholders alongside the newspaper headlines about Uber's movements at the time.

UBER SA:

Disruption of the local taxi industry?



AUTHORS

Professor Geoff Bick

SUBJECT (INDUSTRY)

Disruptive technology (Transportation)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

Uber, a US-based multinational, provides a real-time technology platform to enable users to utilise ride-sharing with Uber drivers. This case is an example of a "shared economy" or "collaborative consumption" business model, which has disrupted the status quo of the taxi industry around the world. Uber launched in South Africa in 2013, creating many job opportunities but causing much reaction from the taxi industry and the authorities.

UCOOK:

Growth challenges faced by a small to medium-sized South African venture



AUTHORS

Jeanné Odendaal & Professor Geoff Bick

SUBJECT (INDUSTRY)

Entrepreneurship/strategy (Online meal kit)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

UCOOK, a successful emerging economy SME, is confronted with the threat of retail giants entering the meal kit space. The case provides the experiences of the venture and the growth strategy it must consider to remain competitive. It provides a practical understanding of entrepreneurship and strategic decision-making in the industry. It also acts as inspiration for students to see the opportunities that lie within strategically astute emerging market ventures.

VILLAGEREACH:

Delivering healthcare at the “last mile”



AUTHORS

Cynthia Schweer Rayner, Camilla Thorogood, Dr François Bonnici

SUBJECT (INDUSTRY)

Social entrepreneurship (Public healthcare)

YEAR 2020

PUBLISHER Emerald

ABSTRACT

This case finds global health innovator VillageReach facing a funding crisis as it attempts to expand across the public health system of Mozambique. The case reveals the challenges of working with governments to achieve large-scale, systemic change. It explores the issue of using international donor funding to embed new practices in government service delivery. Ultimately, it asks participants to choose between new, small-scale innovative projects and the large-scale roll-out of a national programme.

VITALITE ZAMBIA LTD:

The intersection of solar energy technology and mobile money in Zambia (cases A & B)



AUTHORS

Vimendree Perumal, Professor Ralph Hamann, Dr John Fay, Peter Munthali, Sarah Boyd

SUBJECT (INDUSTRY)

Entrepreneurship (Solar energy)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

This case follows a social enterprise that provides solar energy solutions to bottom-of-the-pyramid (BoP) households in rural Zambia. In the months after the launch of their flagship solar household system (SHS) product in 2015, the small startup faces challenges with the payment and distribution elements of its business model. Part B of the case finds the team nearly three years later to summarise the methods of business model innovation (BMI) from part A.

WATER CONSERVATION IN CAPE TOWN:

Developing a municipal strategy for sustainable resource management



AUTHORS

Mark Garikayi Powell, Professor Thomas Koelble, Sarah Boyd

SUBJECT (INDUSTRY)

Strategy (Government; natural resources)

YEAR 2019

PUBLISHER SAGE

ABSTRACT

The case looks at the importance of the City of Cape Town's Water Conservation and Demand Management (WC/DM) strategy. It follows Mario Carelse, a senior staff member of the City of Cape Town's water and sanitation department, as he presents a briefing to senior management. The case considers the use of social messaging, campaigns, and information in municipal bills to encourage and increase rates of payment for water supplies.

YUPPIECHEF:

From clicks to bricks – an omnichannel approach for a South African business



AUTHORS

Associate Professor Mignon Reyneke & Claire Barnardo

SUBJECT (INDUSTRY)

Digital marketing (Retail)

YEAR 2019

PUBLISHER Emerald

ABSTRACT

This case looks at Yuppiechef, a successful e-commerce business, and their move from "clicks to bricks" with the introduction of retail stores. Co-founder and CEO of Yuppiechef, Andrew Smith, shares the current business status and considers how to maintain the brand's customer-centric culture with the growth of retail and being an omnichannel pioneer. The case also unveils the realities and challenges that the company confronted with this phase of growth.

ZOONA MOBILE MONEY:

Investing for impact (cases A & B)



AUTHORS

John Bazley, Cynthia Schweer Rayner, Professor Thomas Hellmann, Aunnie Patton Power

SUBJECT (INDUSTRY)

Impact investing/social entrepreneurship (Mobile money)

YEAR 2017

PUBLISHER Emerald

ABSTRACT


The focus of this case is on the decisions made by the management team of Zoona, a mobile money and financial services provider in Zambia. It tracks the real story of a successful Series A investment by multiple impact investors in a socially innovative tech startup in Africa. This deal is one of the first of its kind in sub-Saharan Africa and undoubtedly the first of its kind in Zambia.

AWARD-WINNING CASES:

1

Winner: 2021 Emerald/AABS case study competition


Cape Union Mart: Digital transformation and customer experience during a crisis

 Aldi Schoeman, Professor Geoff Bick, Claire Barnardo

2

Winner: 2020 EFMD case writing competition, African Business


Medical cannabis: Afriplex's diversification and integration strategy in an undefined market

 Stefan Christiaan Nel, Professor Mikael Samuelsson, Sarah Boyd

3

Winner: 2020 EFMD case writing competition, Inclusive Business Model

Silulo Ulutho Technologies: Scaling a social enterprise in South Africa

 James Chiswell, Associate Professor Warren Nilsson, Professor Geoff Bick, Sarah Boyd

4

Winner: 2020 CEEMAN/ Emerald case writing competition

Biotronik: Bypassing the commodity trap of medical devices in South African healthcare

 Stephanie Barden & Professor Geoff Bick

5

Winner: 2020 Emerald/AABS case study competition


Triggerfish Animation Studios: The challenges of financing digital entertainment

 Craig Lowman, Associate Professor Mikael Samuelsson, Professor Geoff Bick

6

Winner: 2019 CEEMAN/ Emerald case writing competition

Drink The Duchess: Marketing challenges and opportunities encountered when SMEs internationalise

 Fran Heathcote & Professor Geoff Bick

7

Winner: 2018-2019 Emerald/AABS case study competition


UCOOK: Growth challenges faced by a small to medium-sized South African venture

 Jeanné Odendaal & Professor Geoff Bick

8

Winner: 2018 EFMD case writing competition, African Business


Vitalite Zambia Ltd: The intersection of solar energy technology and mobile money in Zambia (case A & B)

 Vimendree Perumal, Professor Ralph Hamann, Dr John Fay, Peter Munthali, Sarah Boyd

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Winner: 2017 EFMD case writing competition, African Business


Lonmin Plc: Mining and responsible investment – dangerous liaisons?

 Marilize Putter & Associate Professor Stephanie Giamporcaro

10

3rd place: 2017-2018 Emerald/AABS case study competition

Responsible investment at Old Mutual: A case of institutional entrepreneurship

 David Leslie & Associate Professor Stephanie Giamporcaro

AWARD-WINNING CASES:

11

Top 9: 2018 CEEMAN/ Emerald case writing competition

Silulo Ulutho
Technologies: African
social enterprise driving
inclusive business
practice

*Dr Eckard Smuts, Sophia
Campello Beckwith, Ncedisa
Nkonyeni, Ella Scheepers,
Dr François Bonnici*

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Top 9: 2018 CEEMAN/ Emerald case writing competition

Mitchell's Brewery:
Entrepreneurship
challenges in the South
African craft beer
industry

*Fezile Sidubi &
Professor Geoff Bick*

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Winner: 2016-2017 Emerald/AABS case study competition

The evolution of Lean
Thinking at K-Way:
Where to next?

*Fatima Hamdulay &
Himanshu Vidhani*

14

Winner: 2017 African Governance Showcase competition

African Bank Investment
Ltd (ABIL): A South
African corporate
governance failure

*Matthew Marrian &
Associate Professor Stephanie
Giamporcaro*

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Top 10: 2017 CEEMAN/ Emerald case writing competition

African Bank Investment
Ltd (ABIL): A South
African corporate
governance failure

*Matthew Marrian &
Associate Professor Stephanie
Giamporcaro*

16

Winner: 2015-2016 Emerald/AABS case study competition

BOS Brands: Challenges
of internationalisation

*Chris Human &
Professor Geoff Bick*

17

Winner: 2016 CEEMAN/Emerald case writing competition

Zoona mobile money:
Investing for impact
(case A & B)

*John Bazley, Cynthia
Schweer Rayner, Professor
Thomas Hellmann &
Aunnie Patton Power*

18

Winner: 2014-2015 Emerald/AABS case study competition

M-Pesa: An evolution
in organisational
strategy

*Dr Linda Ronnie &
Mariam Cassim*

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see strong cases coming
from South Africa,
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writing capabilities
in the region and
bringing local relevance
to the classroom.
Congratulations to UCT
GSB for winning for the
second year in a row.
“Biotronik” is truly a
great case with a strong
teaching note and
potential application
beyond healthcare and
beyond borders.”*

**Professor Danica Purg,
CEEMAN President**

UNIVERSITY OF CAPE TOWN



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