

UNIVERSITY OF CAPE TOWN



**CASE
WRITING
CENTRE**

2022

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 for 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.



The 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*

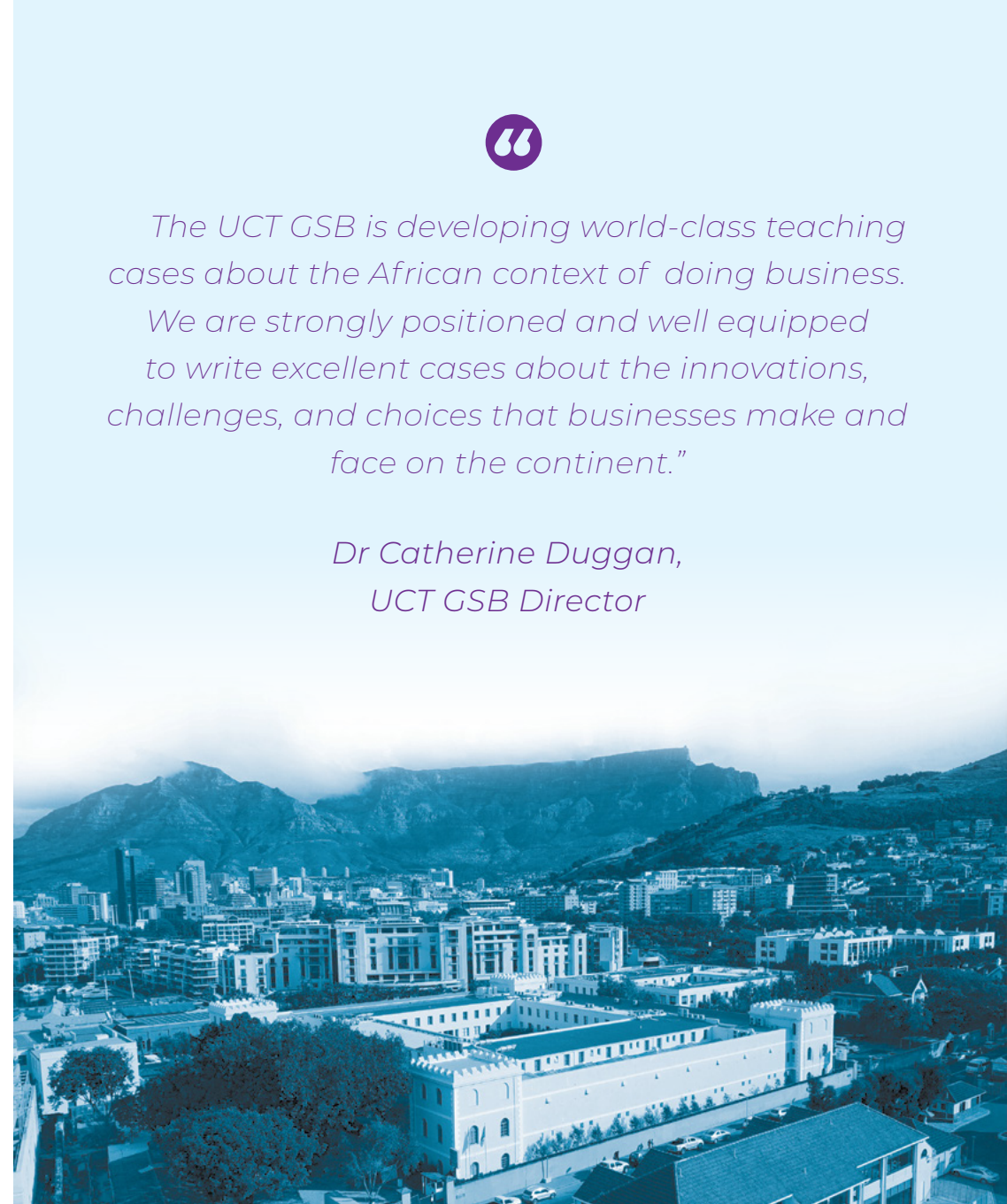


TABLE OF CONTENTS

- 1. ACSESIM:**
Agile and Lean software development practice
- 2. AFRICAN BANK INVESTMENT LTD (ABIL):**
A South African corporate governance failure (full & abridged)
- 3. ALISON BOURNE:**
Leading at Bergmann Engineering Works (SA)
- 4. BAKING UP A PLAN:**
Improving the Vineyard Hotel bakery (cases A & B)
- 5. BETTER COLLECTIONS:**
Trays, A3s and inquiry at the Vineyard Hotel (includes supplementary)
- 6. BETTER LIVING CHALLENGE 2:**
Solving South Africa's housing crisis
- 7. BIOTRONIK:**
Bypassing the commodity trap of medical devices in South African healthcare
- 8. BONGALONG:**
Marketing cannabis products in a stigmatised environment
- 9. BOS BRANDS:**
Challenges of internationalisation
- 10. BRUCE HUGHES HEALTHCARE AND THE MANAGEMENT DILEMMA**
- 11. CANDIBOD:**
Building an online fitness brand through Instagram communities in the southern hemisphere
- 12. CAPE UNION MART:**
Digital transformation and customer experience during a crisis
- 13. CAREER CHALLENGES AT MEDIA INC.**
- 14. CHILD AND YOUTH FINANCE INTERNATIONAL:**
Collaborative systems change for children and youth
- 15. CLOSED LOOP:**
The art of succession planning
- 16. DEVIL'S PEAK:**
The craft conundrum
- 17. DISRUPTING THE RETAIL TYRE MARKET:**
Aligning Utyre's brand strategy to drive future growth
- 18. DRINK THE DUCHESS:**
Marketing challenges and opportunities encountered when SMEs internationalise
- 19. EDUCATION BUSINESS iXPERIENCE:**
Employee perceptions on organisational legitimacy
- 20. ENGINEERING CHANGE AT ACQUA-LYNE**
- 21. ESSAY GIFTS:**
Gifting for the greater good
- 22. FIRST CAPITAL BANK:**
The internationalisation of a Malawian bank into a regional player in Southern Africa
- 23. FIRST TECH HOUSE OF CARDS:**
A South African investment tale
- 24. FROM CRISIS TO EXCELLENCE:**
Change management at Frère Hospital in the Eastern Cape (cases A & B)
- 25. FUNDACIÓN ESCUELA NUEVA:**
Pass or fail – the ups and downs of public sector innovation
- 26. GROWBOX:**
The reality of growth challenges for a social entrepreneur in Cape Town

TABLE OF CONTENTS

- 27. GROW OR SUCCESSFULLY DISENGAGE?**
Navigating the revolution of South African tower companies
- 28. INITIATING CHANGE:**
Leadership in rural healthcare
- 29. JACK BLACK'S BREWING CO.:**
Strategic growth from recipe to market to tap
- 30. KAUI:**
Extending a fast-food brand into traditional retail as a growth strategy
- 31. LEADERSHIP CHALLENGES AT FRITZ PUBLISHING**
- 32. LEADING CHANGE IN A SOUTH AFRICAN SCHOOL**
- 33. LONMIN PLC:**
Mining and responsible investment – dangerous liaisons?
- 34. MEDICAL CANNABIS:**
Afriplex's diversification and integration strategy in an undefined market
- 35. MITCHELL'S BREWERY:**
Entrepreneurship challenges in the South African craft beer industry
- 36. M-PESA:**
An evolution in organisational strategy
- 37. MWEB:**
Growth strategy options for an internet service provider
- 38. NAMIB MILLS GROUP:**
Managing talent in a Namibian food production business
- 39. ON PURPOSE:**
Leading manufacturing at Shonaquip social enterprise
- 40. ORIGIN ARTISAN COFFEE:**
Growth challenges faced by a niche brand in South Africa
- 41. PICK N PAY:**
Challenges faced in gaining market share by a South African retailer
- 42. PINEAPPLE:**
The growth challenges faced by a South African Insurtech disruptor
- 43. PROFILE: WENDY LUHABE:**
Social entrepreneur and impact investor
- 44. REEBOK REBRANDS:**
Corporate and marketing strategies in the South African sporting goods industry
- 45. RESPONSIBLE INVESTMENT AT OLD MUTUAL:**
A case of institutional entrepreneurship
- 46. RLABS:**
Empowering unlikely innovators
- 47. ROBOTICS AT DIMENSION DATA:**
Friend or foe of the human in process automation?
- 48. SILULO ULUTHO TECHNOLOGIES:**
African social enterprise driving inclusive business practice
- 49. SILULO ULUTHO TECHNOLOGIES:**
Scaling a social enterprise in South Africa
- 50. SPROXIL:**
Walking the tightrope – balancing money and mission in an African growth enterprise
- 51. THE ABRAAJ FALLEN TOWERS:**
Corporate governance failure at the darling of impact private equity
- 52. THE ROAD LESS TRAVELLED:**
A Zimbabwean leadership dilemma
- 53. THE "SOLEIL SERVICE":**
Under pressure
- 54. THE STEINHOFF SIGNALS:**
The role of responsible investing for asset managers

TABLE OF CONTENTS

55. TRIGGERFISH ANIMATION STUDIOS:

The challenges of financing digital entertainment

56. THE ADOPTION OF LEAN AT NIBBLY BITS BAKERY

57. THE BUYOUT AT TRU-FOODS FOR YOU

58. THE COOKHOUSE WIND FARM PROJECT:

How do you bank a bankrupt contract?

59. THE EVOLUTION OF LEAN THINKING AT K-WAY: Where to next?

60. THE SORBET WAY:

Scooping up success through servant leadership

61. THE SOUTH AFRICAN BROADCASTING CORPORATION (SABC):

Powerless but accountable leadership for former GCEO

62. TOYOTA HILUX:

How SA's top pick-up battled market challenges

63. UBER SOUTH AFRICA AND DIGITAL DISRUPTION:

Innovating for micro-entrepreneurs in an emerging market

64. UBER SA:

Disruption of the local taxi industry?

65. UCOOK:

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

66. VILLAGEREACH:

Delivering healthcare at the "last mile"

67. VITALITE ZAMBIA LTD:

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

68. WATER CONSERVATION IN CAPE TOWN:

Developing a municipal strategy for sustainable resource management

69. WEDGEWOOD NOUGAT:

Challenges in a niche premium brand expansion

70. YUPPIECHEF:

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

71. ZOONA MOBILE MONEY:

Investing for impact (cases A & B)

72. AWARD-WINNING CASES



Operations management



Marketing



Business decision-making



Finance



Organisational behaviour



Disruptive technology



Strategy



Entrepreneurship



Corporate governance



Social innovation



Leadership



Award-winning cases

ACSESIM:

Agile and Lean software development practice



SUBJECT (INDUSTRY)

Operations (Software development technology)

AUTHORS

Fatima Hamdulay & Andries Maritz

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)



SUBJECT (INDUSTRY)

Finance (Banking)

AUTHORS

Associate Professor Stephanie Giamporcaro
& Matthew Marrian

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)



SUBJECT (INDUSTRY)

Organisational change (Engineering)

AUTHORS

Associate Professor Linda Ronnie
& Sarah Boyd

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 with bringing 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)



SUBJECT (INDUSTRY)

Operations (Hospitality)

AUTHORS

Fatima Hamdulay & Robert Kellas

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)



SUBJECT (INDUSTRY)

Operations (Hospitality)

AUTHORS

Fatima Hamdulay & Elsa Scholtz

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



SUBJECT (INDUSTRY)

Innovative finance (Housing)

AUTHORS

Tsitsi Hatendi, Professor Geoff Bick,
Aunnie Patton Power

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 and systems design 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



SUBJECT (INDUSTRY)

Marketing (Medical products)

AUTHORS

Stephanie Barden & Professor Geoff Bick

YEAR 2021

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



SUBJECT (INDUSTRY)

Marketing (Startup)

AUTHORS

Travis E. Scadron & Professor Thomas Koelble

YEAR 2019

PUBLISHER SAGE

ABSTRACT

Bongalong looks at how cannabis policy has progressed towards legalisation globally, with South Africa 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 for marketing strategy and brand positioning.

BOS BRANDS:

Challenges of internationalisation



SUBJECT (INDUSTRY)

Business decision-making
(FMCG beverage business)

AUTHORS

Professor Geoff Bick & Chris Human

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, the BOS management team must constantly revisit the business's 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:



SUBJECT (INDUSTRY)

Organisational change (Private healthcare)

AUTHORS

Christopher Kerr-Peterson & Dr Linda Ronnie

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.

CANDIBOD:

Building an online fitness brand through Instagram communities in the southern hemisphere



SUBJECT (INDUSTRY)

Digital marketing (Fitness)

AUTHORS Dr Raeesah Chohan, Associate Professor Mignon Reyneke, Claire Barnardo

YEAR 2021

PUBLISHER Emerald

ABSTRACT

This case looks at South African fitness Instapreneur Candice Bodington and how her business trajectory unfolded at the same time of successful Australian Kayla Itsines. The case begins with Candice considering options for her brand in January 2020. But faced with her own health scare, the future of a brand built on social media becomes less certain. The case ends just a few months later with the unfolding effects of Covid-19 and a whole new host of uncertainties, especially in the fitness industry. Candice is forced to reconsider her brand's options.

CAPE UNION MART:

Digital transformation and customer experience during a crisis



SUBJECT (INDUSTRY)

Digital strategy (Retail)

AUTHORS Aldi Schoeman, Professor Geoff Bick, Claire Barnardo

YEAR 2021

PUBLISHER Emerald

ABSTRACT

The Cape Union Mart Group, an apparel retail company, faces the challenge of improving the digital customer experience and accelerating digital transformation in the wake of the Covid-19 pandemic. The demand for e-commerce increases dramatically during Covid. However, strict lockdown regulations forbid the delivery of clothing, which then results in a massive backlog. Grant De Waal-Dubla, executive of e-commerce and IT, and his team respond while the owners of the business set new, aggressive growth targets.

CAREER CHALLENGES AT MEDIA INC.:



SUBJECT (INDUSTRY)

Career change management (Publishing)

AUTHORS

Claire Barnardo

& Associate Professor Linda Ronnie

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 a substantial year-end bonus as an incentive. 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 forced to reconsider. In a cut-throat industry facing changes that impact jobs, her decision is not a straightforward one.

FINANCE INTERNATIONAL:

Collaborative systems change for children and youth



SUBJECT (INDUSTRY)

Social entrepreneurship (Finance)

AUTHORS

Cynthia Schweer Rayner & Dr François Bonnici

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.

CLOSED LOOP:

The art of succession planning



SUBJECT (INDUSTRY)

Succession planning (Startup)

AUTHORS Sarah Boyd & Professor Linda Ronnie

YEAR 2021

PUBLISHER Emerald

ABSTRACT

Closed Loop, a small insurance software company, transitions from a founder-run startup to a manager-run company. In Case A, founder Alex Martin makes plans to hand over the role of CEO to Head of Business Development, Neelan Chetty. Case B finds the company two years later when Neelan has announced his intention to resign. Readers must evaluate the succession planning process, the complicated motivations of individual leaders, and the leadership requirements for a company at various stages.

DEVIL'S PEAK:

The craft conundrum



SUBJECT (INDUSTRY)

Strategy (Craft beer)

AUTHORS

Gareth Harrington
& Professor Mikael Samuelsson

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



SUBJECT (INDUSTRY)

Brand strategy (Tyre industry)

AUTHORS

Associate Professor Mlenga Jere
& Warren Gatcke

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



SUBJECT (INDUSTRY)

Marketing (FCMG)

AUTHORS

Fran Heathcote & Professor Geoff Bick

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



SUBJECT (INDUSTRY)

Organisational legitimacy (Education)

AUTHORS

Kira Koopman & Dr Timothy London

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:



SUBJECT (INDUSTRY)

Change management (Engineering)

AUTHOR

Associate Professor Linda Ronnie

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



SUBJECT (INDUSTRY)

Marketing (Corporate gifts)

AUTHORS

Professor Geoff Bick, Sarah Babb, Tina Retief

YEAR 2016

PUBLISHER Emerald

ABSTRACT

Essay Gifts is an enterprise that supplies the local market with corporate gifting. It offers a 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



SUBJECT (INDUSTRY)

International business (Banking)

AUTHORS

Alexander St Leger Moss, Professor John Luiz, Sarah Boyd

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



SUBJECT (INDUSTRY)

Corporate governance (Finance)

AUTHORS

Associate Professor Stephanie Giamporcaro & Rainer Wellmanns

YEAR 2017

PUBLISHER The Case Centre

ABSTRACT

In July 2013 First Tech 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)



SUBJECT (INDUSTRY)

Change management (Healthcare)

AUTHORS

Bashierah Arnold, Katusha De Villiers, Professor Geoff Bick

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



SUBJECT (INDUSTRY)

Public sector innovation (Education)

AUTHORS

Cynthia Schweer Rayner, Camilla Thorogood,
Dr François Bonnici

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



SUBJECT (INDUSTRY)

Entrepreneurship (Startup)

AUTHORS

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

YEAR 2021

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 considers future sustainable growth in 2020.

GROW OR SUCCESSFULLY DISENGAGE?:

Navigating the revolution of South African tower companies



SUBJECT (INDUSTRY)

Strategy (Telecommunications)

AUTHORS Sebastian Prim & Associate Professor
Mikael Samuelsson

YEAR 2021

PUBLISHER Emerald

ABSTRACT

Lattice Towers is a South African company in the telecommunications infrastructure sector, struggling to generate cash flow to sustain operations as a result of poor strategic decision-making. However, a multinational in the industry has offered to acquire the company. The offer seems like a saving grace to the protagonist, CEO Ian Solomon, but he would not like to lose the brand. Based on the challenging financial position the business currently finds itself in, he might not have the option to keep it.

INITIATING CHANGE:

Leadership in rural healthcare



SUBJECT (INDUSTRY)

Leadership/organisational change
(Rural healthcare)

AUTHORS

Dr Nellis Beyers & Dr Linda Ronnie

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



SUBJECT (INDUSTRY)

Marketing (Craft beer)

AUTHORS

Gareth Brauteseth, Johannes Schueler,
Professor Geoff Bick

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



SUBJECT (INDUSTRY)

Marketing (Health foods)

AUTHORS

Shelley de Reuck & Professor Geoff Bick

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:



SUBJECT (INDUSTRY)

Leadership (Publishing)

AUTHOR

Dr Linda Ronnie

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:



SUBJECT (INDUSTRY)

Organisational change (Education)

AUTHORS

Associate Professor Linda Ronnie
& Sarah Boyd

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 explores 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?



SUBJECT (INDUSTRY)

Corporate governance (Mining)

AUTHORS

Associate Professor Stephanie Giamporcaro
& Marilize Putter

YEAR 2018, 2017

PUBLISHER Emerald, SAGE, The Case Centre

ABSTRACT

Lonmin deals with the complexities faced by responsible investors after the Marikana massacre and shows 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.

MEDICAL CANNABIS:

Afriplex's diversification and integration strategy in an undefined market



SUBJECT (INDUSTRY)

Strategy (Pharmaceuticals)

AUTHORS Stefan Christiaan Nel, Professor Mikael Samuelsson, Sarah Boyd

YEAR 2021

PUBLISHER The Case Centre

ABSTRACT

Afriplex, a South African pharmaceutical, enters the medical cannabis industry. The case opens with three opportunities: cultivation, extraction, and branded products. Two different investors have shown interest in Afriplex's endeavours. But one investor is more interested in the cultivation business, while the other is in consumer brands. The concern is that Afriplex is not focussed on specific activities in the industry. But CEO Danie Nel thinks a full vertical integration is the best approach. The case shows the complexities of strategic decisions in undefined markets.

MITCHELL'S BREWERY:

Entrepreneurship challenges in the South African craft beer industry



SUBJECT (INDUSTRY)

Entrepreneurship (Craft beer)

AUTHORS

Fezile Sidubi & Professor Geoff Bick

YEAR 2018

PUBLISHER Emerald, SAGE, The Case Centre

ABSTRACT

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

M-PESA:

An evolution in organisational strategy



SUBJECT (INDUSTRY)

Organisational strategy (Mobile finance)

AUTHORS

Dr Linda Ronnie & Mariam Cassim

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.

MWEB:

Growth strategy options for an internet service provider



SUBJECT (INDUSTRY)

Strategy (Internet Service Provider)

AUTHORS

Rihana Hoosain, Professor Geoff Bick,
Associate Professor Mikael Samuelsson

YEAR 2021

PUBLISHER Emerald

ABSTRACT

MWEB is a first-tier internet service provider in South Africa. This case considers competition in an intensified market. MWEB's traditional operating model has not evolved enough to meet the changing landscape. The market is in the midst of a price war, to which MWEB has responded by undercutting competitors. The results have been positive, but competitors have followed suit. How can CEO Sean Nourse and his management team accelerate growth in a commoditised market with intense competition, and ensure long-term profitability?

NAMIB MILLS GROUP:

Managing talent in a Namibian food production business



SUBJECT (INDUSTRY)

Talent management (Agriculture)

AUTHORS

Dr Christina Swart-Opperman,
Claire Barnardo, Sarah Boyd

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



SUBJECT (INDUSTRY)

Operations/Change management
(Social enterprise factory)

AUTHORS

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

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?

ORIGIN ARTISAN COFFEE:

Growth challenges faced by a niche brand in South Africa



SUBJECT (INDUSTRY)

Strategy (FMCG)

AUTHORS

Petra Pavlovic, Associate Professor Mignon Reyneke, Sarah Boyd

YEAR 2021

PUBLISHER Emerald

ABSTRACT

In August 2020, Joel Singer, founder of Origin Coffee, contemplates how to scale his 15-year-old business. As one of the first artisan coffee roasters in South Africa, Origin largely created the niche market for speciality coffee in retail and as a wholesale supplier. Repeated efforts to expand have failed. Customer perception is that Origin is an industry giant, but it loses out on smaller contracts as a result. Combined with the increasingly crowded competitive landscape, its future is uncertain. The case explores the risks of playing in an immature market.

PICK N PAY:

Challenges faced in gaining market share by a South African retailer



SUBJECT (INDUSTRY)

Strategic marketing (Retail)

AUTHOR

Daniel Bentinck

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 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.

PINEAPPLE:

The growth challenges faced by a South African Insurtech disruptor



SUBJECT (INDUSTRY)

Entrepreneurship (Insurtech)

AUTHORS Lesego Tladinyane, Lungelo Gumede, Professor Geoff Bick

YEAR 2021

PUBLISHER Emerald

ABSTRACT

Pineapple, a South African technology-enabled insurance intermediary, is set to innovate insurance. The company's digital distribution strategy is cost-effective at converting 'clicks-to-clients'. Its customer acquisition strategy uses technological trends, reputation drivers, and social media. The peer-to-peer business model allows for better risk-selection and fewer fraudulent claims. But, co-founder Ndabenhle Junior Ngulube, must scale the business in mid-2020. The case looks at operations, business model innovation, and technological integration.

PROFILE WENDY LUHABE:

Social entrepreneur and impact investor



SUBJECT (INDUSTRY)

Impact investing (Finance)

AUTHOR

Cynthia Schweer Rayner

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



SUBJECT (INDUSTRY)

Marketing (Sportswear industry)

AUTHORS

Jacques Schoombee & Professor Geoff Bick

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 goods 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 gets 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



SUBJECT (INDUSTRY)

Responsible investment (Finance)

AUTHORS

David Leslie

& Associate Professor Stephanie Giamporcaro

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



SUBJECT (INDUSTRY)

Social innovation (Technology)

AUTHORS

Marc Low, Lameez Alexander
& Dr François Bonnici

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.

ROBOTICS AT DIMENSION DATA:

Friend or foe of the human in process automation?



SUBJECT (INDUSTRY)

Human Resource Management (Technology)

AUTHORS

Michelle Karim, Dr Christina Swart-Opperman,
Professor Geoff Bick

YEAR 2022

PUBLISHER Emerald

ABSTRACT

Product owner of digital at Dimension Data, Andrew Harmse, considers his journey at the Automation Centre of Excellence. His team must support the organisation as it scales up automation and navigates a blended human-robot workforce. The case looks at themes of digital disruption, digital transformation, and change management. With a drive to increase delivery for clients, Harmse's team will guide organisations through the continuum of uncertainties like robot ethics.

SILULO ULUTHO TECHNOLOGIES:

African social enterprise driving inclusive business practice



SUBJECT (INDUSTRY)

Social innovation (ICT)

AUTHORS

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

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.

SILULO ULUTHO TECHNOLOGIES:

Scaling a social enterprise in South Africa



SUBJECT (INDUSTRY)

Entrepreneurship (ICT)

AUTHORS James Chiswell, Dr Warren Nilsson, Professor Geoff Bick, Sarah Boyd

YEAR 2021

PUBLISHER Case Focus Journal, The Case Centre

ABSTRACT

This case finds Luvuyo Rani, CEO and co-founder of Silulo, as he grapples with a major setback to scale the business. Prior to this, Silulo had been lauded for its approach to successfully fill the technology and computer literacy gaps in township communities. But now it is facing a liquidity crisis and the founders may not have the right knowledge or experience to take Silulo into its next phase. Silulo needs a scaling strategy to fulfil its hybrid mission in an emerging market, bottom-of-pyramid context.

SPROXIL:

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



SUBJECT (INDUSTRY)

Social entrepreneurship (Healthcare/ pharmaceuticals)

AUTHORS

Cynthia Schweer Rayner & Dr François Bonnici

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 ABRAAJ FALLEN TOWERS:

Corporate governance failure at the darling of impact private equity



SUBJECT (INDUSTRY)

Finance (Private Equity/Social Impact)

AUTHORS Thinesh Vittee, Associate Professor Stephanie Giamporcaro, Claire Barnardo

YEAR 2021

PUBLISHER The Case Centre

ABSTRACT

The Abraaj Group was a private equity firm founded by Arif Naqvi. With headquarters in Dubai, the firm grew to become the largest emerging market private equity firm, with a focus on small and medium enterprise investment and social impact in emerging markets. In 2018 Abraaj collapses due to misappropriation of funds. From the perspective of an Abraaj investor, Impact Invest, at the point in time when the allegations surface, the case is about corporate governance and decoupling. The complex nature of corporate governance in a private equity firm is illustrated.

THE ROAD LESS TRAVELLED:

A Zimbabwean leadership dilemma



SUBJECT (INDUSTRY)

Leadership (Politics)

AUTHORS Patrick Cairns, Professor Kurt April, Sarah Boyd

YEAR 2021

PUBLISHER Emerald

ABSTRACT

This case offers a leadership profile of lawyer Fadzayi Mahere as she pursues social change at the national level by running for political office in Zimbabwe in 2018. The case recounts Mahere's professional journey, which drives her to run independently. In spite of running a strong grassroots campaign, Mahere loses the election and is faced with the dilemma of whether or not to forego independence and join the dominant opposition party. The case centres on the role of values in leadership and a leader's strategy for affecting social change and achieving social justice.

THE "SOLEIL SERVICE":

under pressure



SUBJECT (INDUSTRY)

General Management (Beauty industry)

AUTHORS Claire Barnardo, Sarah Boyd, Claudia Kahlil

YEAR 2021

PUBLISHER SAGE

ABSTRACT

The team of a Cape Town-based beauty salon chain scrambles to serve all its customers on the peak day of its busiest season. Service is key to the foundational values of the company. But under the pressure of increased demands, the employees at this franchise are confronted by the reality of their team dynamic, which is inhibiting their ability to live up to the standard of quality and service that the company prioritises. The case considers the lived experiences to explore the role of teams – and interpersonal practices and skills – in carrying out the company vision.

THE STEINHOFF SIGNALS:

The role of responsible investing for asset managers



SUBJECT (INDUSTRY)

Finance (Banking)

AUTHORS

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

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 decision-making in investing.

TRIGGERFISH ANIMATION STUDIOS:

The challenges of financing digital entertainment



SUBJECT (INDUSTRY)

Finance (Filmmaking)

AUTHORS

Craig Lowman, Associate Professor
Mikael Samuelsson, Professor Geoff Bick

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:



SUBJECT (INDUSTRY)

Operations (Food production)

AUTHORS

Michael Chandler & Professor Norman Faull

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:



SUBJECT (INDUSTRY)

Organisational change (Health foods)

AUTHORS

Associate Professor Linda Ronnie

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?



SUBJECT (INDUSTRY)

Finance (Sustainable investment)

AUTHORS

Ope Onibokun, Ashwin West, Sarah Boyd, Xolisa Dhlamini

YEAR 2019

PUBLISHER SAGE

ABSTRACT

A year after Cookhouse Wind Farm (CWF) is selected as the preferred bidder for South Africa's largest renewable energy programme, the project lenders become concerned about the bankability of the contractor, Suzlon, and threaten to pull out. 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 is completed, with or without Suzlon.

THE EVOLUTION OF LEAN THINKING AT K-WAY:

Where to next?



SUBJECT (INDUSTRY)

Operations (Clothing manufacturing)

AUTHORS

Fatima Hamdulay & Himanshu Vidhani

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:

Scoping up success through servant leadership



SUBJECT (INDUSTRY)

Leadership (Beauty retail)

AUTHORS

Professor Kurt April
& Heloise Janse van Rensburg

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, outcomes-based learning.

THE SOUTH AFRICAN BROADCASTING CORPORATION (SABC):

Powerless but accountable leadership for former GCEO



SUBJECT (INDUSTRY)

Leadership (Media)

AUTHORS

Maijang Mpherwane, Professor Kurt April, Claire Barnardo

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, which pushed her to resign.

TOYOTA HILUX:

How SA's top pick-up battled market challenges



SUBJECT (INDUSTRY)

Marketing (Car manufacturing)

AUTHORS

Samenthea Pheko, Professor Geoff Bick, Claire Barnardo

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 sales and marketing manager Calvyn Williams. 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 pick-up brand.

UBER SOUTH AFRICA & DIGITAL DISRUPTION:

Innovating for micro-entrepreneurs in an emerging market



SUBJECT (INDUSTRY)

Strategy (Transportation)

AUTHORS

Professor Ralph Hamann, Betine Dreyer, Sarah Boyd

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?



SUBJECT (INDUSTRY)

Disruptive technology (Transportation)

AUTHORS

Professor Geoff Bick

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



SUBJECT (INDUSTRY)

Entrepreneurship/strategy (Online meal kit)

AUTHORS

Jeanné Odendaal & Professor Geoff Bick

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”



SUBJECT (INDUSTRY)

Social entrepreneurship (Public healthcare)

AUTHORS

Cynthia Schweer Rayner, Camilla Thorogood,
Dr François Bonnici

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)



SUBJECT (INDUSTRY)

Entrepreneurship (Solar energy)

AUTHORS

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

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



SUBJECT (INDUSTRY)

Strategy (Government; natural resources)

AUTHORS

Mark Garikayi Powell, Professor Thomas Koelble,
Sarah Boyd

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.

WEDGEWOOD NOUGAT:

Challenges in a niche premium brand expansion



SUBJECT (INDUSTRY)

Marketing (Luxury confectionery)

AUTHORS Kyle Dutton & Associate Professor
Mignon Reyneke

YEAR 2021

PUBLISHER Emerald

ABSTRACT

Wedgewood, a premium confectionery brand in KwaZulu-Natal, is sold nationwide. The company diversifies its product range and tests markets locally and abroad, with varying levels of success. In early 2020, Paul Walters, CEO, is considering options for the company. While his brother, Jon Walters, head of production and product development, is keen to increase global exports, Paul is less sure and must keep tabs on how to align the various brands in the process, and limit any potential damage to the brand equity. What resources will they need for a massive international expansion?

YUPPIECHEF:

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



SUBJECT (INDUSTRY)

Digital marketing (Retail)

AUTHORS

Associate Professor Mignon Reyneke
& Claire Barnardo

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)



SUBJECT (INDUSTRY)

Impact investing/social entrepreneurship
(Mobile money)

AUTHORS

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

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. Second place:**
2021 CEEMAN/Emerald case writing competition
Closed Loop: The art of succession planning
✍ Sarah Boyd & Professor Linda Ronnie
- 2. Third place:**
2021 CEEMAN/Emerald case writing competition
Robotics at Dimension Data: Friend or foe of the human in process automation?
✍ Michelle Karim, Dr Christina Swart-Opperman, Professor Geoff Bick
- 3. 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
- 4. Second place:**
2021 Emerald/AABS case study competition
Origin artisan coffee: Growth challenges faced by a niche brand in South Africa
✍ Petra Pavlovic, Associate Professor Mignon Reyneke, Sarah Boyd
- 5. 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
- 6. 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
- 7. Winner:**
2020 CEEMAN/Emerald case writing competition
Biotronik: Bypassing the commodity trap of medical devices in South African healthcare
✍ Stephanie Barden & Professor Geoff Bick
- 8. 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
- 9. Winner:**
2019 CEEMAN/Emerald case writing competition
Drink The Duchess: Marketing challenges and opportunities encountered when SMEs internationalise
✍ Fran Heathcote & Professor Geoff Bick
- 10. 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
- 11. 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
- 12. Winner:**
2017 EFMD case writing competition, African Business
Lonmin Plc: Mining and responsible investment – dangerous liaisons?
✍ Marilize Putter & Associate Professor Stephanie Giamporcaro
- 13. 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



14. 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

15. 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

16. Winner:

2016-2017 Emerald/AABS case study competition

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

✍️ Fatima Hamdulay & Himanshu Vidhani

17. Winner:

2017 African Governance Showcase competition

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

✍️ Matthew Marrian & Associate Professor Stephanie Giamporcaro

18. 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

19. Winner:

2015-2016 Emerald/AABS case study competition

BOS Brands: Challenges of internationalisation

✍️ Chris Human & Professor Geoff Bick

20. 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

21. Winner:

2014-2015 Emerald/AABS case study competition

M-Pesa: An evolution in organisational strategy

✍️ Dr Linda Ronnie & Mariam Cassim



We are delighted to see strong cases coming from South Africa, strengthening case 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



The Case Writing Centre is passionate about creating local and current case material for MBA students. To view or use any of the cases in your teaching or training, simply email Claire Barnardo at claire.barnardo@uct.ac.za