Welcome to our Case Collection, where you can view the abstracts of the teaching cases that have been produced over the last two years. 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.

The Case Writing Centre is a crucial capability of UCT and the GSB. We aim to equip aspiring leaders and managers who want to lead change in and with Africa. To enable us on this journey, we need more cases that focus on African business and management phenomena.”

Associate Professor Kosheek Sewchurran, Acting GSB Director
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ACSESIM: Agile and Lean software development practice

AUTHORS
Fatima Hamdulay & Andries Maritz
SUBJECT (INDUSTRY)
Operation (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.

BAKING UP A PLAN: Improving the Vineyard Hotel bakery (case 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 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. It goes on to look at the complexity of the bakery and the current operating problems and how to solve these.
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 and encounters scepticism, distrust and resistance, leaving her feeling frustrated and unsure of what to do next.

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

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 that has been established for 30 years. 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 AND THREAT 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 women’s magazine, with an incentive of a substantial year-end bonus. But bad management practices have resulted in a sense of dissatisfaction for Khume, and after management reneges on its agreement to pay the full bonus, she is faced with the decision of whether to stay or go. In a cut-throat industry facing changes that impact on job opportunities, 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.

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.

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 reimagine 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 a successful enterprise that supplies the local market with corporate gifting. It offers excellent 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 also taking a retail shop downstairs from the office to sell ready-made gifts. But this would mean a change in offerings. The case looks at crafting a growth strategy and revisiting the business model and mission of a social enterprise.

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.
FROM CRISIS TO EXCELLENCE:
Change management at Frère Hospital in the Eastern Cape (case A & B)

AUTHORS
Bashierah Arnold, Katusha De Villiers & Professor Geoff Bick

SUBJECT (INDUSTRY)
Change management (Healthcare)

YEAR
2019, 2017

PUBLISHER
SAGE

ABSTRACT
In case A, students are given the opportunity to examine possible reactions and change management strategies when placed in a crisis management situation at a large hospital in South Africa. Case B is an example of successful change management and the factors that led to that success. 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.

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. He considers the personal challenges he faces while effecting change. What is the consequence to him of his position?
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.

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?
<table>
<thead>
<tr>
<th>Title</th>
<th>Abstract</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>M-PESA:</strong> An evolution in organisational strategy</td>
<td>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 focuses 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.</td>
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<tr>
<td><strong>PICK N PAY:</strong> Challenges faced in gaining market share by a South African retailer</td>
<td>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.</td>
</tr>
<tr>
<td><strong>PRINCIPAL ISSUES:</strong> Leading change for public education in South Africa’s Eastern Cape</td>
<td>This case follows the actions of a new principal, Siya Zwane, at a South African 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 are prompted to think about the opportunities for internal leaders to affect positive change by using methods of employee empowerment and engagement as levers of change.</td>
</tr>
</tbody>
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PROFILE: WENDY LUHABE:
Social entrepreneur and impact investor

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

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

The case looks at institutional entrepreneurship through the development and implementation of a responsible investment programme at a large institutional investor and asset manager (Old Mutual). 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

**SILULO ULUTHO TECHNOLOGIES:**
African social enterprise driving inclusive business practice

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

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**AUTHORS**
Marc Low, Lameez Alexander & Dr François Bonnici

**SUBJECT (INDUSTRY)**
Social innovation (Technology)

**YEAR**
2018, 2017

**PUBLISHER**
SAGE, The Case Centre

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

**SUBJECT (INDUSTRY)**
Social innovation (ICT)

**YEAR**
2019

**PUBLISHER**
Emerald

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**AUTHORS**
Cynthia Schweer Rayner & Dr François Bonnici

**SUBJECT (INDUSTRY)**
Social entrepreneurship (Healthcare/pharmaceuticals)

**YEAR**
2019, 2017

**PUBLISHER**
SAGE, The Case Centre

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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 R Labs 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.

**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.

**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 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 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.

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.
TOYOTA HILUX:
How SA’s top pick-up battled market challenges

AUTHORS
Samenthea Pheko & Professor Geoff Bick

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 number one.

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UBER SOUTH AFRICA AND 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 Cape Town in 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.

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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.

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VITALITE ZAMBIA LTD:
The intersection of solar energy technology and mobile money in Zambia (case 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.

ZOONA MOBILE MONEY:
Investing for impact (case 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: 2019**
   CEEMAN/Emerald case writing competition
   Drink The Duchess: Marketing challenges and opportunities encountered when SMEs internationalise
   Fran Heathcote & Professor Geoff Bick

2. **Winner: 2018-2019**
   Emerald/AABS case study competition
   UCOOK: Growth challenges faced by a small to medium-sized South African venture
   Jeanne Odendaal & Professor Geoff Bick

3. **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

4. **Winner: 2017**
   EFMD case writing competition, African Business
   Lonmin Plc: Mining and responsible investment – dangerous liaisons?
   Marilize Putter & Associate Professor Stephanie Giamporcaro

5. **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

6. **Top 9: 2018**
   CEEMAN/Emerald case writing competition
   Silulo Ulutho Technologies: Mitchell’s Brewery: Entrepreneurship challenges in the South African craft beer industry
   Dr Eckard Smuts, Sophia Campello Beckwith, Ncedisa Nkonyeni, Ella Scheepers, Dr François Bonnici

7. **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

8. **Winner: 2016-2017**
   Emerald/AABS case study competition
   The evolution of Lean Thinking at K-Way: Where to next?
   Fatima Hamdulay & Himanshu Vidhani

9. **Winner: 2017**
   African Governance Showcase competition
   African Bank Investment Ltd (ABIL): A South African corporate governance failure
   Matthew Marrian & Associate Professor Stephanie Giamporcaro

10. **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

11. **Winner: 2015-2016**
    Emerson/Emerald case study competition
    Zoono mobile money: Investing for impact (case A & B)
    Chris Human & Professor Geoff Bick

12. **Winner: 2016**
    CEEMAN/Emerald case writing competition
    BOS Brands: Challenges of internationalisation
    John Bazley, Cynthia Schweer Rayner, Professor Thomas Hellmann & Aunnie Patton Power

    Emerson/AABS case study competition
    M-Pesa: An evolution in organisational strategy
    Dr Linda Ronnie & Mariam Cassim
The Case Writing Centre is passionate about creating local and current case material for MBA students. If you’d like to view or use any of the cases in your teaching or training, please contact Claire Barnardo at claire.barnardo@gsb.uct.ac.za