

THE CASE WRITING CENTRE

CASE COLLECTION 2019



Graduate School
of **BUSINESS**
UNIVERSITY OF CAPE TOWN

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.

BETTER COLLECTIONS:

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



AUTHORS

Fatima Hamdulay & Elsa Scholtz

SUBJECT (INDUSTRY)

Operations (Hospitality)

YEAR

2018, 2017

PUBLISHER

SAGE, The Case Centre

ABSTRACT

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

BETTER LIVING CHALLENGE 2:

Solving South Africa's housing crisis



AUTHORS

Tsitsi Hatendi, Professor Geoff Bick & Aunnie Patton Power

SUBJECT (INDUSTRY)

Innovative finance (Housing)

YEAR

2019

PUBLISHER

SAGE

ABSTRACT

The Better Living Challenge 2 (BLC2) is a design-based initiative seeking creative solutions to the informal housing issue in the Western Cape 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:

Marketing cannabis products in a stigmatised environment



AUTHORS

Travis E. Scadron & Professor Thomas Koelble

SUBJECT (INDUSTRY)

Marketing (Startup)

YEAR

2019

PUBLISHER

SAGE

ABSTRACT

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

BOS BRANDS:

Challenges of internationalisation



AUTHORS

Professor Geoff Bick & Chris Human

SUBJECT (INDUSTRY)

Business decision-making (FMCG beverage business)

YEAR

2016

PUBLISHER

Emerald

ABSTRACT

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

BRUCE HUGHES HEALTHCARE AND THE MANAGEMENT DILEMMA



AUTHORS

Christopher Kerr-Peterson & Dr Linda Ronnie

SUBJECT (INDUSTRY)

Organisational change (Private healthcare)

YEAR

2018, 2017

PUBLISHER

SAGE, The Case Centre

ABSTRACT

This case examines change management aimed at improving employee commitment and organisational performance in a small medical practice 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?

M-PESA:

An evolution in organisational strategy



AUTHORS

Dr Linda Ronnie & Mariam Cassim

SUBJECT (INDUSTRY)

Organisational strategy (Mobile finance)

YEAR

2015

PUBLISHER

Emerald

ABSTRACT

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

PICK N PAY:

Challenges faced in gaining market share by a South African retailer



AUTHOR

Daniel Bentinck

SUBJECT (INDUSTRY)

Strategic marketing (Retail)

YEAR

2019

PUBLISHER

SAGE

ABSTRACT

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

PRINCIPAL ISSUES:

Leading change for public education in South Africa's Eastern Cape



AUTHORS

Associate Professor Linda Ronnie & Sarah Boyd

SUBJECT (INDUSTRY)

Organisational change (Education)

YEAR

2019

PUBLISHER

Emerald

ABSTRACT

This case follows the actions of a new principal, Siya Zwane, at a 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.

PROFILE: WENDY LUHABE:

Social entrepreneur and impact investor



AUTHOR

Cynthia Schweer Rayner

SUBJECT (INDUSTRY)

Impact investing (Finance)

YEAR

2019

PUBLISHER

SAGE

ABSTRACT

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

REEBOK REBRANDS:

Corporate and marketing strategies in the South African sporting goods industry



AUTHORS

Jacques Schoombee & Professor Geoff Bick

SUBJECT (INDUSTRY)

Marketing (Sportswear industry)

YEAR

2019

PUBLISHER

SAGE

ABSTRACT

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

RESPONSIBLE INVESTMENT AT OLD MUTUAL:

A case of institutional entrepreneurship



AUTHORS

David Leslie & Associate Professor Stephanie Giamporcaro

SUBJECT (INDUSTRY)

Responsible investment (Finance)

YEAR

2018

PUBLISHER

Emerald

ABSTRACT

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



AUTHORS

Marc Low, Lameez Alexander & Dr François Bonnici

SUBJECT (INDUSTRY)

Social innovation (Technology)

YEAR

2018, 2017

PUBLISHER

SAGE, The Case Centre

ABSTRACT

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

SILULO ULUTHO TECHNOLOGIES:

African social enterprise driving inclusive business practice



AUTHORS

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

SUBJECT (INDUSTRY)

Social innovation (ICT)

YEAR

2019

PUBLISHER

Emerald

ABSTRACT

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

SPROXIL:

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



AUTHORS

Cynthia Schweer Rayner & Dr François Bonnici

SUBJECT (INDUSTRY)

Social entrepreneurship (Healthcare/pharmaceuticals)

YEAR

2019, 2017

PUBLISHER

SAGE, The Case Centre

ABSTRACT

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

THE ADOPTION OF LEAN AT NIBBLY BITS BAKERY



AUTHORS

Michael Chandler & Professor Norman Faulk

SUBJECT (INDUSTRY)

Operations (Food production)

YEAR

2019

PUBLISHER

SAGE

ABSTRACT

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

THE EVOLUTION OF LEAN THINKING AT K-WAY:

Where to next?



AUTHORS

Fatima Hamdulay & Himanshu Vidhani

SUBJECT (INDUSTRY)

Operations (Clothing manufacturing)

YEAR

2018

PUBLISHER

Emerald

ABSTRACT

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

THE SORBET WAY:

Scooping up success through servant leadership



AUTHORS

Professor Kurt A. April & Heloise Janse van Rensburg

SUBJECT (INDUSTRY)

Leadership (Beauty retail)

YEAR

2019

PUBLISHER

SAGE

ABSTRACT

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

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.

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.

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.

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

*Jeanné 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*

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**Top 9: 2018
CEEMAN/Emerald
case writing
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Silulo Ulutho Technologies:
African social enterprise
driving inclusive business
practice

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Campello Beckwith, Ncedisa
Nkonyeni, Ella Scheepers,
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**Top 9: 2018
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Mitchell's Brewery:
Entrepreneurship
challenges in the South
African craft beer
industry

*Fezile Sidubi &
Professor Geoff Bick*

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**Winner: 2016-2017
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The evolution of Lean
Thinking at K-Way: Where
to next?

*Fatima Hamdulay &
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**Winner: 2017
African Governance
Showcase
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African Bank Investment
Ltd (ABIL): A South
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governance failure

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**Winner: 2015-2016
Emerald/AABS case
study competition**

BOS Brands: Challenges of
internationalisation

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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*

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**Winner: 2014-2015
Emerald/AABS
case study
competition**

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organisational strategy

*Dr Linda Ronnie &
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