As a leading African business school, GIBS is committed to ensuring that the content of our programmes is contextually relevant. Case studies, along with articles, books, simulations and other experiential learning opportunities, form an important design element of our academic and executive programmes. The vast majority of the case studies available to business schools have been developed outside of our African context. Accordingly, GIBS decided to prioritise the creation of teaching support material that is contextually relevant – resulting in 18 GIBS case studies that have been published in the last 18 months. All of these have been written with teaching notes and have been accepted for publication in international case study outlets, which ensure that our students benefit from locally developed material and that the cases profiled in this edition are available to a global audience of business and management students.

Each of the case studies featured in this booklet were spearheaded and authored by the GIBS faculty. We thank the faculty, the clients who have been willing to work with us, and the case writers who have supported these endeavours for contributing to and supporting the development of relevant content.

Professor Nicola Kleyn
DEAN GIBS

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TABLE OF CONTENTS

Allergan South Africa’s merger: contextual leadership sustaining culture
Authors: Caren Scheepers & Deepa Sita

Area collaboration at Nedbank cultivating culture through contextual leadership
Authors: Caren Scheepers, Marius Oosthuizen & Dean Relief

Awethu project: Values-driven decisions for profit and social impact
Authors: Charlene Lew

Building the BrightRock brand through change
Authors: Michael Goldman, Mignon Reyneke & Tendai Mhizha

Contextual leadership of a multi-partner approach to healthcare innovation
Authors: Ellenore Meyer & Caren Scheepers

Cricket South Africa’s Protea fire brand
Authors: Luisa Mazinter, Michael Goldman & Jennifer Lindsey-Renton

Due diligence: Plantation Shutters®, South Africa
Authors: Margie Sutherland, Hayley Pearson & Greg Fisher

Helenvale’s recycling initiative: Catalysing community-driven social entrepreneurship
Authors: Kerryn Kriega & Margie Sutherland

Leading change towards sustainable green coal mining
Authors: Caren Scheepers & Ken Mathu

MTN and the Nigerian fine
Authors: Albert Wöcke & Paul Beamish

Nedbank: coaching capabilities for growth strategy execution
Authors: Caren Scheepers & Emme Kane

Preserving the delicate balance to manage a thriving business in South Africa: The adventure of OneLogix
Authors: Jerson Chong Leng Goh, Adrian Saville & Caren Scheepers

Sibanye: changing mindsets in mining through contextual leadership
Authors: Caren Scheepers & Ken Mathu

Soweto Gold: building an iconic craft beer brand
Authors: Tendai Mhizha, Anthony Wilson-Prangley & Dane Pitzer

SPARK Schools: kindling innovation in South Africa’s primary schools
Authors: Margie Sutherland & Jeff Chan

Strategic Foresight for Organizational Agility at Nedbank Area Collaboration
Authors: Marius Oosthuizen & Caren Scheepers

Unjani: clinics in a container: social franchising in South Africa
Authors: Kerryn Kriega & Margie Sutherland

WetlandPOOLS: Wetlands and blue oceans
Authors: Gavin Price
In early 2016, the chief executive officer (CEO) of Allergan South Africa had been leading his team through changes resulting from a number of mergers over the past four years. Allergan Inc. (Allergan) had been the third-largest generic drug maker in the United States after it combined with Actavis plc in 2015, and the company was depicted as an example of “merger mania” in the pharmaceutical sector. Operating in 40 countries, Allergan had gone through a total of five mergers between 2012 and 2015—a period that had included a hostile takeover bid, cost-cutting exercises, and, eventually, an acquisition. The CEO at Allergan South Africa had been working with his human resources director to build a “supertribe” culture in response to the changes. Now, faced with the challenge of yet another anticipated merger, some of the executive team had resigned, unwilling to go through the turmoil of more acquisitions. How could the CEO keep his people engaged at the regional division? What leadership style would enable him to effectively make the needed changes?
The Awethu Project (Awethu) was a South African-based social enterprise that operated as a venture capital and investment firm for small, medium, and micro-sized enterprises. The company was widely acknowledged for its social mission of creating jobs and benefiting society while maximising profit. In March 2016, Awethu’s leaders signed an agreement with a prominent South African corporation, which could allow Awethu to operate within a higher segment, bringing the company closer to fulfilling its strategy. But Awethu continued to wrestle with a number of challenges, such as its socioeconomic environment and strategic focus decisions, and the question of how to continually attract capital and deliver on the company’s vision. Finding themselves at an important moment in their company’s history, Awethu’s leaders considered how the new partnership could help Awethu address these looming challenges, while creating sustainable profit and value.
Building the BrightRock brand through change


AUTHORS: Michael Goldman
Mignon Reyneke
Tendai Mhizha

DATE: 2016
CASE NUMBER: EEMCS-05-2016-0070
PUBLISHER: Emerald Emerging Market Case Collection
SUBJECT AREA: Branding, media, communication, content marketing

ABSTRACT

Suzanne Stevens was part of a group of four former senior employees of a large life insurance firm that decided to establish a new and innovative South African insurance company, BrightRock. They identified a gap in a large and highly competitive (albeit generic and opaque) insurance market and developed a distinctive positioning within the market. There was low consumer understanding of the technical aspects of life insurance products, and no existing life insurance product provided an individualised offering. Stevens developed the company's brand and marketing strategy by drawing on reputation drivers, traditional advertising and a content marketing approach. BrightRock focused on change moments in consumers' lives, including getting married, having children or getting a new job, and changed the standard insurance product model by launching an individualised flexible product that could adapt with the consumer through their various life stages. The case study documents the first three years of BrightRock's operations, with a strong focus on brand and product development, distribution and communication. The case dilemma involves choices Stevens faced at the beginning of 2015 about marketing investments across paid, earned and owned media.

‘As Stevens saw the first lightning strike on the horizon, she wondered whether BrightRock brand’s awareness and differentiation among their channel and target market were strong enough.’
‘Hugo considered the healthcare structure as a background to his dilemma. He thought of scholars who (Fernandez et al., 2014) declare that South Africa is a multicultural, multilingual society where there is extreme social inequality and extensive racial inequity that manifest both in health outcomes and access to quality healthcare.’
This case, based on field research and multiple secondary sources, documents the 12-month period since early 2014 during which Cricket South Africa (CSA) developed the Protea Fire brand for their national men’s cricket team, known as the Proteas. In mid-2014, Marc Jury, the Commercial and Marketing manager of CSA set up a project team to take the previously in-house Protea Fire brand public. With the 2015 Cricket World Cup in Australia and New Zealand less than a year away, Jury worked with a diverse project team of Proteas players, cricket brand managers and external consultants to build a public brand identity for the national team, to nurture greater fan affinity and to mobilise South Africans behind their team for the World Cup. The project team developed a range of Protea Fire multimedia content as the core of the campaign. These included video diaries, scripts which were written by the Proteas players themselves, player profile videos, motivational team-talk videos and good luck video messages featuring ordinary and famous South Africans. Having invested in creating this content, the project team faced the difficult task of allocating a limited media budget to broadcast and amplify the content. Another significant challenge was to ensure that the Proteas team values were authentically communicated across all content, including via the social media strategy using Twitter, Instagram and YouTube. As the World Cup tournament kicked off on February 14th, 2015, South Africa was well placed to overcome their previous inability to reach a final, although Jury wondered whether another exit in the knockout round would weaken the strong and positive emotions the Protea Fire campaign had ignited. With the last two balls remaining in South Africa’s semi-final game against New Zealand on March 24th, 2015, and the home team requiring just five runs to win, Jury joined 60 million South Africans hoping that Protea Fire was strong enough. The case concludes with South Africa losing the semi-final game and Jury turning his attention to how the #ProteaFire campaign should respond.
‘February 26th saw Duk walk from the car park into the factory on his first day as a Managing Director. Having never even heard of an adjustable louvre Plantation Shutter® until three weeks earlier, he wondered where he should begin.’

Due diligence: Plantation Shutters®, South Africa


AUTHORS: Margie Sutherland Hayley Pearson Greg Fisher

DATE: 2017

CASE NUMBER: EEMCS-10-2016-0203

PUBLISHER: Emerald Emerging Market Case Collection

SUBJECT AREA: Company turnaround, general management

ABSTRACT

This is a four-part case study in which the case of a company turnaround emerges as the students work through a series of decision-making processes. In teaching the case, the students would only be given Part A to begin with, about which they need to make decisions as to what they would do, as preparation for the first part of the lecture. After that has been discussed, they are provided with the second part which tells them what in fact happened in the situation and leads them to the next decision point, and so on. The case deals with an entrepreneur hearing about a business that has gone insolvent; it then tracks the process from investigating the small manufacturing and sales company through the various stages of its subsequent remarkable turnaround to the point where the protagonist was voted Entrepreneur of the Year in South Africa. It covers the period 2007 to 2012 and includes the annual financial statements.
Helenvale’s recycling initiative: catalysing community-driven social entrepreneurship


AUTHORS: Kerryn Krige Margie Sutherland
DATE: 2016
CASE NUMBER: EEMCS-10-2016-027
PUBLISHER: Emerald Emerging Markets Case Collection
SUBJECT AREA: Social entrepreneurship

ABSTRACT

The case study follows self-identified social entrepreneur Neil Campher in the grime and crime-ridden township of Helenvale, outside Port Elizabeth, in South Africa. Campher has given up his glitzy career as a financier in the economic hub of Johannesburg and returned to his home town, drawn by a need to give back. Helenvale used to be where he and his school friends would hide from the apartheid police, but as an adult, his friends are focused on strengthening and progressing the community. Campher’s entry point to change is a small waste recycling project, and the case study looks at how he uses this as a lever to achieve deeper structural change in the community. The teaching case exposes several questions around social entrepreneurship and change: what is social entrepreneurship in an emerging context and is Campher a social entrepreneur? What is community led change and can it be sustainable? Campher’s dilemma is around sustainability – has his extensive involvement of the community been enough to achieve progress in Helenvale?

Leading change towards sustainable green coal mining


AUTHORS: Caren Scheepers Ken Mathu
DATE: 2017
CASE NUMBER: EEMCS-01-2016-0007
PUBLISHER: Emerald Emerging Market Case Collection
SUBJECT AREA: Change management, leadership, organisational development

ABSTRACT

The case focuses on the dilemma that Phiwokuhle Mhlangu in Mpumalanga, South Africa, faced when his company’s board had not signed off on capital expenditure to improve his colliery’s clean coal technology initiatives. He had to influence his colleagues’ mindsets to adapt to changes in the environment. The case highlights the global coal landscape and South African mining industry’s challenges in terms of infrastructure and strained labour relations, as well as the focus of the South African Government to enhance alternative energy resources. Although a clear business case for investment in clean coal technologies was evident, Mhlangu could still not persuade his colleagues to support these initiatives. A different approach was required […]
In late 2015, South African telecommunications giant MTN was fined US$5.2 billion by the Nigerian authorities for a mass of improperly registered subscribers – the largest fine of its kind ever imposed in the industry anywhere in the world. MTN was an emerging-market multinational corporation with a track record of successfully operating in some of the toughest, riskiest emerging markets. Thus, it was surprising that MTN had been unable to avoid a fine of this magnitude. Three factors had preceded the fine and changed the business environment in Nigeria leading up to 2015: the first was the war against the Boko Haram movement in Nigeria, which led security forces to demand the registration of prepaid phone cards; the second was the economic crisis caused by the impact of falling oil prices; and the third factor was a change in government. In light of these political risks and government regulations, how could MTN recover and move forward from this difficult situation?
Nedbank: coaching capabilities for growth strategy execution

https://www.iveycases.com/ProductView.aspx?id=77174

AUTHORS:  
Caren Scheepers  
Emme Kane

DATE: 2016  
CASE NUMBER: 9B16C003

PUBLISHER: Ivey Publishing  
SUBJECT AREA: Organisational behaviour, leadership

ABSTRACT

The chief executive officer of South Africa's Nedbank Ltd. contemplated the dilemma of growing the bank in a mature, competitive market within its own country, as well as successfully expanding outside of South Africa's border. Nedbank's extensive investment in Ecobank, with its pan-African presence, was a risk, and required improvement of the capabilities of the leaders to execute Nedbank’s strategy. To achieve this, Nedbank focused on building an internal capacity through coaching and mentoring programmes for its leaders, in addition to other initiatives to enable employees to execute the bank’s strategy. The chief executive officer was proud of his own innovative idea for a new product, and hoped he was setting an example for other leaders. He was equally proud that Nedbank was a values-oriented business that believed in using its influence to positively impact its community and environment. In 2014, despite positive advancements, the economic situation was grim and the chronic lack of skilled workers was a detriment to the country, and to Nedbank in particular. Could Nedbank rapidly increase its capabilities in time to meet the immediate challenges it faced as it expanded into locales where the stakes, and the risks, were higher?

Preserving the delicate balance to manage a thriving business in South Africa: the adventure of OneLogix


AUTHORS:  
Jenson Chong-Leng Goh  
Adrian Saville  
Caren Scheepers

DATE: 2017  
CASE NUMBER: EEMCS-06-2015-0124

PUBLISHER: Emerald Emerging Market Case Collection  
SUBJECT AREA: Marketing, entrepreneurship

ABSTRACT

This teaching case documents that rollercoaster ride of failures and success of OneLogix (a niche logistics service provider) from its birth in 2000 till present day. It seeks to present a rich contextual information about how difficult it is for businesses to survive and become profitable in South Africa.
‘Mostert was adamant that Sibanye would be changing the mould of mining. There was no going back to the old ways.’

Sibanye: changing mindsets in mining through contextual leadership

AUTHORS: Caren Scheepers, Ken Mathu
DATE: 2016
CASE NUMBER: 9B16C026
PUBLISHER: Ivey Publishing
SUBJECT AREA: Organisational behaviour, leadership

ABSTRACT

In 2016, the executive vice-president of commercial services for Sibanye Gold, Westonaria (Sibanye), the largest gold producer in South Africa, faced a challenge. The company’s latest acquisition had been particularly difficult, with much resistance from the acquired management team. Although the executive vice-president tried to empathise with the management team who had done things a certain way for decades, he was frustrated with their lack of co-operation and lists of concerns. The management team needed to internalise and learn to live by Sibanye’s values, encapsulated in the acronym CARE—commitment, accountability, respect, and enabling. How could the executive vice-president help the management team to change their traditional mindset so they could effectively manage mining operations under the new company?
Soweto Gold: building an iconic craft beer brand

AUTHORS: Tendai Mhizha
Anthony Wilson-Prangley
Danie Petzer

DATE: 2017
CASE NUMBER: 9817A031
PUBLISHER: Ivey Publishing
SUBJECT AREA: Marketing, entrepreneurship

Soweto Gold was a premium microbrewery in the township of Soweto, South Africa. In 2011, one of its co-founders got the idea to start a craft brewery while on an advanced brewing course in London. After a period of soul-searching and research, in 2013, he found a partner to begin producing and marketing a new craft beer. They found early success by focusing their efforts on getting to know the craft beer market and creating a sustainable value proposition. However, by 2016, they faced questions regarding how to grow the market for their iconic brand. How could they better reach some of their untapped markets and cement the brand in the minds of consumers? Should they contract out the brewing to a larger company outside Soweto in order to expand production? The challenge was to act boldly but not make any mistakes.

‘They called their new beer Soweto Gold, drawing on the rich cultural history of Soweto and the history of gold mining in the area.’
SPARK Schools: kindling innovation in South Africa’s primary schools

https://www.iveycases.com/ProductView.aspx?id=77149

AUTHORS: Margie Sutherland Jeff Chen
DATE: 2016
CASE NUMBER: 9B16C002
PUBLISHER: Ivey Publishing
SUBJECT AREA: Organisational behaviour, leadership

ABSTRACT

In response to the education crisis in South Africa, two young MBA graduates start SPARK Schools, a network of low-fee, private primary schools; however, teacher candidates often lack the skills, knowledge and attitudes required in this innovative schooling system. SPARK Schools has implemented a range of human resource practices that show how an integrated, intensive, systemic approach to human resource policies and practices can help to optimise teachers’ performance. The two leaders wonder whether their human resource practices are suitable for scaling up their social entrepreneurship organization from four schools to 60 in their effort to make a positive national impact on education.

Strategic foresight for organisational agility at Nedbank Area Collaboration


AUTHORS: Caren Scheepers Marius Oosthuizen Dean Retief
DATE: 2017
CASE NUMBER: EEMCS-05-2016-0066
PUBLISHER: Emerald Publishing Limited
SUBJECT AREA: Organisational development, organisational behaviour, leadership change

ABSTRACT

On 12 November 2015, Douglas Lines left the meeting in Pretoria, South Africa, with a sense of wonderment at the amazing progress over the past 10 years made by the Area Collaboration initiative at Nedbank. He was considering the dilemma of how to increase the sense of urgency for their collaborative change effort. How could he sustain momentum of the change process and even enhance the Area Collaboration initiative to the next level of excellence? Lines was grateful for the solid backing of his executive colleagues from the other divisions – Pedro Rhode and Mercedes Hare, yet he sensed that collaboration was sometimes perceived as a nice to have, rather than a need to have, whereas the competition between the four major banks was intense. Customers demanded undeniably nothing but holistic banking solutions, and only through cross-functional collaboration could Nedbank fulfil these needs. This kind of collaboration required shared values, and Lines therefore appreciated the role of deep cultural values in Nedbank’s history.
**Unjani: clinics in a container: social franchising in South Africa**


**AUTHORS:**
Kerryn Krige
Margie Sutherland

**DATE:** 2017

**CASE NUMBER:** EEMCS-06-2016-0151

**PUBLISHER:** Emerald Emerging Market Case Collection

**SUBJECT AREA:** Entrepreneurship, social entrepreneurship, social franchising

**ABSTRACT**

The case tells the story of Unjani container clinics, which are providing affordable, quality access to people who struggle to access South Africa’s crumbling public health system. Dr Iain Barton recognised the role that nurses can play to relieve pressure on the system, by providing primary healthcare. He piloted Unjani using shipping containers as clinics with support from his company, Imperial Health Sciences. The story of Unjani is therefore one of startup and sustainable growth, partnership and building independent, self-sustaining social enterprises in a franchising system. The theory explored includes the importance of context, the role of market failure in spotting opportunity, developing opportunity through effectuation, defining social entrepreneurship and funding and growing the organisation.

**WetlandPOOLS: wetlands and blue oceans**

https://www.iveycases.com/ProductView.aspx?id=81025

**AUTHOR:**
Gavin Price

**DATE:** 2017

**CASE NUMBER:** 9B16M167

**PUBLISHER:** Ivey Publishing

**SUBJECT AREA:** General management, strategy

**ABSTRACT**

In 2011, the sole proprietor of wetlandPOOLS, a specialist installer of non-chemical swimming pools based in Johannesburg, South Africa, was looking at the design of his latest creation. He was satisfied with the work he had done, yet frustrated that it had taken so long to complete the project. His company had been in existence for 10 years. During that time, wetlandPOOLS had grown organically by taking on new projects as they arose. This approach allowed wetlandPOOLS to remain distinct from traditional pool builders and true to its original principles; however, its opportunities for growth appeared to be somewhat limited. The owner wondered how he could have the best of both worlds—owning a company that would operate efficiently and grow at a reasonable, sustainable pace, while also maintaining its unique nature.