Altis Biologics: From Labs to Riches?

Doctor Nicolaas Duneas was in a quandary: as he sat in his dishevelled office at the Tshwane University of Technology (TUT), he pondered the future of his company Altis Biologics. Founded in 2002, Altis was a small biotechnology company specialising in bone regeneration. Duneas was a trusted expert in his field, and Altis represented his life's work. Now, in July 2009, the company was poised in a kind of no-man's land. Duneas still needed to complete one more set of clinical trials before he could take his product to market, and for that he needed significant capital. Feeling like a very small fish in the big pond of global pharmaceuticals, Duneas wondered just how he was going to find the right funding and strategic partners to expand his business. Was he right to launch his product locally first? And was he being too ambitious by setting his sights on the overseas market?

Case is relevant to the following topics: Entrepreneurship, innovation technology & entrepreneurship, medical technology.

African Bank Investments Ltd: Breaking through Microfinance Frontiers

By May 2007, African Bank Investments Limited (ABIL) had, under the leadership of Leon Kirkinis, become one of the predominant players in the provision of financial credit services to the mass employed population of South Africa. Over the years it had worked very hard to attain the position of market leader in the microcredit industry (with an estimated 31% of total industry loans) using a focused cost differentiation strategy that had enabled the company to achieve the lowest cost to income ratio (27%) in the industry.

Kirkinis was proud of ABIL's achievements to date. However, he was concerned about what the bank could do to improve its competitive edge and extend its reach in the face of its major future challenge: taking advantage of the largely untapped but highly lucrative, small-, medium- and micro- enterprise (SMME) sector of the market.

Case is relevant to the following topics: Bank pricing, micro-finance, bank business model, strategy.

Absa's Free Internet Access

In 2001, about 2 million people had access to the Internet in South Africa, and Absa, one of the major banking groups in South Africa had an Internet banking client base of 153 000. In a move aimed at doubling this client base and changing the bank's image from one of e-laggard to e-leader, the group decided, in conjunction with UK IT company, Affinity, to offer free Internet access to anyone in South Africa. Despite widely expressed scepticism about the viability of the project, the uptake was enormous. The projected month-one target of 10 000 registrations was reached on the first day. In 2002, however, Absa was forced to withdraw the offer of free Internet access for all, because Affinity had withdrawn from the deal, which meant that Absa would now have to incur the costs of the project, and an Absa subsidiary had been liquidated, which put some financial strain on the group. Santie Botha, Absa's group marketing director, reflected on the good, the bad and the ugly of the project.

Case is relevant to the following topics: Internet/online banking; marketing/branding initiative; customer relations; IT application in corporations.

Amanz'abantu: Water for the People

Under Ive's leadership, the Amanz'abantu Consortium became a model of integrated water service delivery to the rural poor. However, government recognized a need for accelerated delivery. One approach was to award a Build, Operate, Train and Transfer (BoTT) government contract to selected consortia. As an entrepreneur working in the social sector, Ive and his colleagues experienced serious obstacles. The privatisation of this highly politicised and bureaucratic sector was the subject of considerable polemical debate. Ive considered the way forward.

Case is relevant to the following topics: Entrepreneurship in the public sector; strategic initiatives between the public and private sector; the conflicts arising during these initiatives; delivery of water services to the rural poor.

A Computer-Aided Disaster at London Ambulance Service

This case looks at the well-known failure of the computer-aided despatch system that the London Ambulance Service implemented in 1992. As the date for publication of the results of the enquiry into the incident approaches, John Wilby, former chief executive of London Ambulance Service wonders what went so desperately wrong at LAS. Was it just the IT industry that generated so many problems and cost so many millions, or was the LAS failure the result of gross mismanagement? Or perhaps it was both? The furore surrounding the failure of the Computer-Aided Despatch (CAD) system that had been implemented at LAS the month before seemed to indicate that there was more to it than simply placing the blame wherever it fell.

Case relevant to the following topics: IT systems implementation.

Andbeyond: From Africa to India and Beyond

Steven Fitzgerald looks relaxed as he arrives home from his fourth trip to South America this month. The chief executive officer of Andbeyond (originally Conservation Corporation Africa), a leader in luxury ecotourism, is taking his company to new climes. The company started in South Africa in 1990, spread its wings to other African countries and then ventured into India in 2004, where it has been successful – although with a few initial surprises.

Now Fitzgerald has set his sights on South America. "Once you have seen lions, tigers in India are very enticing, as are jaguars, sloths and macaws in South America," he says. But, he asks himself, what have we learnt from opening in India that we can take with us to South America? And what should we be doing in setting up in South America that we didn't do in India?

Case relevant to the following topics: International business, entrepreneurship, organisational culture, conservation, tourism.

AngloGold vs Newmont: the Bidding War for Normandy

Bobby Godsell, chief executive officer of AngloGold, South Africa's largest gold producer, had to decide whether to increase the company's bid for the control of Normandy, Australia's largest gold producer. AngloGold had made an offer for Normandy in early September 2001, and about two months later American mining giant, Newmont, had put in a competing bid for the Australian company. The case presents the choices facing AngloGold in its strategy to acquire Normandy and ward off the Newmont bid. It deals with the issues of national perceptions and loyalties, exchange rates, media and investor relations, and introduces the key role of arbitrageurs and hedge funds.

Case is relevant to the following topics: Corporate finance; investments; mergers and acquisitions; gold mining industry.

Avis Rent-A-Car, South Africa

On June 23 2005, Keith Rankin, managing director of Avis Rent-A-Car Southern Africa, was preparing a proposal for the June 30 board of directors meeting. His concern was how to meet demand during the 2010 FIFA Soccer World Cup, given the severe space constraints at Johannesburg International Airport (JIA).

Case relevant to the following topics: Strategy, marketing, customer service.

Birdi Golf Apparel: Flying High or Swinging Low?

In December 2008, Charlene Lewison, marketing director of the Johannesburg-based family business, Birdi Golf Apparel, surveyed the company's well-stocked shelves with pride – but also with a growing sense of unease. In the past 12 years, Birdi had become an established brand on both the professional and amateur golf circuits in South Africa. In recent months, however, sales had started to slow as the economic crisis took effect, and Lewison knew the time had come to rethink her company's marketing strategy and planning. Should the company look at new products, or perhaps new market segments? Should it retain its 'niche' status or broaden its base, or should it try to penetrate its current corporate business further?

Case relevant to the following topics: Strategy, marketing

BACKGROUND NOTE

Broad–based Black Economic Empowerment: 2004 – 2009

One of the most important black economic empowerment events of the period 2004 to 2009 was the promulgation of the Broad-based Black Economic Codes of Good Conduct (the Codes) in February 2007. In 2004, when the Broad-based Black Economic Empowerment (BBBEE) Act 2003 (the 2003 Act) was promulgated, it provided a legal framework on which to base fair and equitable participation in private sector organisations by the widest possible number of black South Africans. The 2003 Act was the culmination of a long debate and subsequent legislative process. According to the government, it was "but one of many government interventions to redress the economic imbalances that were the result of apartheid". The purpose of the 2003 Act was "to put mechanisms in place to accelerate the entry of black people into the first economy".

Essential to the new legislation was the broad-based approach, which was the outcome of growing criticism that the previous approaches had been narrow in focus and had failed to sustain empowerment. The practice of putting ownership in the hands of only a few members of the black community was central to the government's concerns. On the other hand, some in the business community considered the task of implementing black economic empowerment, as it stood prior to the 2003 Act, to be very onerous. There was a climate of growing concern about the narrow approach and a growing resistance from some businesses.

Case relevant to the following topics: Black economic empowerment

Barclays Bank in Africa - Moving on from Colonial Roots

A cathartic moment had been reached for the Africa operation of Barclays PLC when Barclays Africa CEO, Dominic Bruynseels presented two options to his team in January 2003. The bank's performance on the continent had been declining since 1986. It could either sell off the Africa operation within the next 12 months, or, if his team could demonstrate an ability to manage risk on the continent and deliver returns for the group in the following year, it could make a major acquisition in Africa. From that point on the turnaround gained momentum, and in May 2005 Barclays bought a controlling share in Absa Bank South Africa, the country's largest retail bank. Now, in June 2005, Bruynseels wondered how the bank would be able to sustain its recent good performance on the continent.

Case relevant to the following topics: Business in Africa, strategy, managing turnarounds.

BA Comair/Kulula.com – Getting the Balance Right?

A plane flies overhead. As if on automatic pilot, Gidon Novick glances out his second floor office window. In reality, he doesn't really notice the plane. His thoughts are elsewhere. He is planning: considering possibilities, ideas that could work for the either kulula.com or British Airways Comair. "We are always trying to improve our service and stay true to our brands," he says.

Novick is a visionary, an ideas man. He and Eric Venter are joint Chief Executive Officers of Comair. Comair is the umbrella company for the premium market airline, British Airways Comair and the low-cost airline, kulula.com. While they have two polar opposite brands in their stable, they have so far managed to stay true to both of them. "The average passenger is not even aware that Kulula is related to British Airways, never mind run by the same people," says Jackie Walters, professor of transport and logistics management, University of Johannesburg.

Case relevant to the following topics: Strategy, marketing, airline industry.

Birdi Golf Apparel: Flying High or Swinging Low?

In December 2008, Charlene Lewison, marketing director of the Johannesburg-based family business, Birdi Golf Apparel, surveyed the company's well-stocked shelves with pride – but also with a growing sense of unease. In the past 12 years, Birdi had become an established brand on both the professional and amateur golf circuits in South Africa. In recent months, however, sales had started to slow as the economic crisis took effect, and Lewison knew the time had come to rethink her company's marketing strategy and planning. Should the company look at new products, or perhaps new market segments? Should it retain its 'niche' status or broaden its base, or should it try to penetrate its current corporate business further?

Case relevant to the following topics: Strategy, marketing

Brian Bruce – New Century Leader

In July 2008, Brian Bruce, chief executive of the 106-year-old construction, mining, engineering and manufacturing giant Murray & Roberts, had been at the helm for eight years. His leadership has resulted in a steady and remarkable change in the character of the group, as well as its fortunes. At the time of his appointment in July 2000, the share price had slumped 96% to 300 cents on the JSE Limited. In his words, "the company was dying." Bruce embarked on an extended initiative, to reposition the group in the construction economy of South Africa and the world. Eight years later, Murray & Roberts is South Africa's leading construction company and a major global player in its field. The group jumped to 48th position in the *Financial Mail* Top Performing Companies in 2008, up from 57th position in 2007. This monograph examines Brian Bruce's leadership style and philosophy.

This document contains information and data not available in the abridged version.

Case relevant to the following topics: Leadership, construction industry, turnaround strategy, organisational change.

Brian Bruce – New Century Leader (Abridged)

In July 2008, Brian Bruce, chief executive of the 106-year-old construction, mining, engineering and manufacturing giant Murray & Roberts, had been at the helm for eight years. His leadership has resulted in a steady and remarkable change in the character of the group, as well as its fortunes. At the time of his appointment in July 2000, the share price had slumped 96% to 300 cents on the JSE Limited. In his words, "the company was dying." Bruce embarked on an extended initiative, to reposition the group in the construction economy of South Africa and the world. Eight years later, Murray & Roberts is South Africa's leading construction company and a major global player in its field. The group jumped to 48th position in the *Financial Mail* Top Performing Companies in 2008, up from 57th position in 2007. This monograph examines Brian Bruce's leadership style and philosophy.

Case relevant to the following topics: Leadership, construction industry, turnaround strategy, organisational change.

Black Economic Empowerment Background Note

The objective of this note is to define black economic empowerment (BEE) and understand its context in South Africa. The reasons for black economic empowerment and the enabling legislation are discussed. The note also addresses the impact of black economic empowerment on South African businesses, as well as some of the challenges faced at the time this note was written.

Black Like Me: Creating a Legacy (Parts A, B, C, D & E)

The first part of this case is set in 1985, when twenty-five year old Herman Mashaba and two colleagues decided to enter the ethnic hair-care market in a politically turbulent South Africa with an evocative name for their product and a R30 000 loan. The case consists of four parts, each presenting a phase in the progression of Black Like Me from a "back-yard" operation in a black township, to an organisation ready to enter the global ethnic hair-care arena in 2002. The case presents the background of the entrepreneur, Mashaba, and his dream of independence, the choices he faced as the new South Africa emerged and global competitors entered the market, the consequences of his decisions and the recovery of Black Like Me. The final part of this case is set in 2007, when after Mashaba has made a decision to exit executive involvement in the company and pursue black economic empowerment objectives.

Case is relevant to the following topics: Entrepreneurship, strategy.

Barry Berman: Assessing the Plates Opportunity

It was the middle of 1994. By then, 23-year-old Barry Berman had been trading in Cape Town number plates with short and unusual numbers for three or four months. The business was growing fast. But so was the canned fruit business that he had started with a friend at the beginning of the year. He no longer had the time to devote to both, and Berman wondered what to do. Should he 'can' the canned fruit and pursue the number plate business?

This is the first in a three-part series that follows the fortunes of Berman and his company. The other two in the series are Letlapa Plates: Empowerment on a (Registration) Plate, and Letlapa Plates: At a Crossroads.

Case is relevant to the following topics: Entrepreneurship, examining more particularly the opportunity, the desirable and acquirable attributes of a leading entrepreneur, and how to make creative and innovative use of other peoples' resources.

Bell Dewar and Hall: A Case of Balance

To the outside world, Sarah Visagie was a partner at law firm Bell Dewar & Hall (BDH). But those inside the firm knew that she was a junior partner and not an equity partner. This was largely because she felt unable to commit herself to earning the same fee targets as the other equity partners (all of whom happened to be men) on account of her family commitments and the 'shorter' hours she spent at the office. However, it had really hurt last year when a junior partner who was younger than her had leapfrogged her to the position of equity partner. The hurt had taken her by surprise – she had not expected to react in that way. How much worse would it be this year when yet more junior professionals rose above her?

Case relevant to the following topics: Self management, gender issues.

Bruce Clarke at Rand Merchant Bank

In August 2002, Matthew Thompson, head of the structured finance division at Rand Merchant Bank (RMB) faced an unusual dilemma. One of the top performers in his unit, Bruce Clarke, appeared to pose a significant threat to the team spirit of his division. While a remarkably talented individual, Clarke was difficult to get along with and eccentric in his ways. RMB's dictum was "traditional values, innovative ideas". Clarke subscribed to the "innovative ideas" part, but seemed to fall short when it came to "traditional values" – to a point where his behaviour was unacceptable.

Before making a rash decision, Thompson felt compelled to consider other factors such as irrational jealousies and rivalries that may be masking an otherwise benign situation. Dismissing Clarke could have severe consequences for his division's earnings, yet would the Structured Finance division be able to continue successfully with him as part of the team?

Case relevant to the following topics: Performance management and organisational culture.

Cape Herb & Spice Company:
Choosing a Growth Strategy

Irene Ivy-Schuurmans and Dale Kneen started the Cape Herb and Spice Company in 1992, selling their wares from a modest barrow at the Cape Town Waterfront. They were housemates with full-time jobs, but both were passionate about cooking "wacky, creative and unusual" gourmet food with interesting herbs and spices that weren't commercially available.

"It was while hunting for a specific herb for a specific dish we wanted to make that we stumbled onto this idea for a business," recalls Kneen. "We thought it was unlikely we were the only foodies out there who wanted the perfect herb or spice, or combination of them, to make the perfect dish."

So the Cape Herb and Spice Company (CH&SC) was launched, and Ivy-Schuurmans and Kneen began locating and selling those speciality herbs that were so difficult to find. They never imagined then that 14 years later, they would have an international, multi-million rand company and that this once-small business would reach a stage where it could go one of two very diverse ways: keep up its speciality status or become a mass producer of herbs and spices.

Ivy-Schuurmans, now the new product development director, and Kneen, who heads up the procurement department,are yet undecided, but know that the wrong decision could be the death-knell for their business.

Case relevant to the following topics: Strategy.

Capitec Bank: Low-Cost Banking for Joe Average

By December 2006, Capitec Bank, South Africa's newest listed retail bank, had come a long way from its origins as a microlending organisation in 2001. Over time it had started introducing other banking services to its entry-level clients, so that by 2006 it offered all basic banking services. Capitec's chief executive for marketing and corporate affairs, Carl Fischer, considered the organisation's strategic plan for 2007: to position itself as a proper bank in a much broader target market. He realised that the key to survival for a low-cost bank in South Africa lay in high volumes, but still wrestled with the question of how Capitec could overcome the current perception that it was a niche bank in order to attract the volumes it needed to compete successfully.

Case relevant to the following topics: pricing models, strategy, marketing, banking.

Improving Customer Satisfaction in Cell C's Call Centres

By July 2005, the calls coming into the call centres of cellular network operator, Cell C had climbed to an alarming 60 000 a day, with no signs of abating. Moreover, the number of unclosed calls each day continued to mount, leaving many unsatisfied customers. With mobile number portability (MNP) scheduled to be introduced in mid 2006, Faye Joubert, Cell C's customer care director, needed to implement a strategy for increasing customer satisfaction, if she hoped to retain existing (especially high value) customers, and attract and retain subscribers defecting from other operators.

Case relevant to the following topics: Customer service, human resources, call centres.

Creategy™: The Red Hot Strategy for ChilliBush?

Dale Hefer, managing director of ChilliBush Marketing and Communications had started ChilliBush five years previously, operating from her Johannesburg garage. The business had proven remarkably successful, with billings exceeding R1 million after her first year of operation and reaching more than R18 million by 2003. However, Hefer knew that ChilliBush had to attract the big brands if they were to reach the billings target they had set of R36 million per annum by 2006. In order to do this, she and her co-directors had decided to differentiate the agency by

developing a process that would formalise their approach to integrating strategic thinking with the creative process, whilst including a remuneration process that was based on risk. They had taken it a step further by actually registering a holding vehicle for this process, calling it 'Creategy™'. The question was whether Creategy™ would, in fact, give ChilliBush a competitive advantage.

Case relevant to the following topics: Marketing, South African Advertising Industry, entrepreneurship.

Constantia Insurance: No Second Chances

Robert Shaw, CEO of Constantia Insurance Company Ltd, had a tough decision to make. Margaret Townsend, his senior administrative director, had just left his office, having confessed to breaking company policy. She had a long record of good service with the company. Now, however, she had informed him that she had been involved in a car accident on her way home the previous evening and, because "it was an emergency", she had made use of her corporate credit card. Relatively few staff had corporate credit cards and the company policy was very clear on their usage: under no circumstances, nor in any position whatsoever, were company credit cards to be used for private use. Constantia Insurance was very strict in enforcing its policies. Shaw regarded this as critical to business success. What should he do?

Case relevant for the following topics: Ethics, leadership, governance.

Compass SA: Changing the Recipe

In October 2002 contract food-services group, Compass SA, was some way down the track in a process that aimed to transform the company into a learning organisation. Compass management had embarked on the process in the belief that it was only as a learning organisation that the group would be able to survive in the current, changing business environment and achieve the benchmark turnover and profit figures required by its UK parent, Compass plc, figures that the South African subsidiary had never before achieved. Some progress had been made in the transformation process, but Compass CEO, André Du Chenne, knew that the changes now needed to be embedded in the organisation as a whole and that the change process itself needed to be synchronised. The question was: how should this best be done?

Case relevant to the following topics: Organisational culture, organisational design and development, organisational change, leadership, learning organisation.

Dan Olofsson: IT Magnate at a Turning Point

"We cannot just sit by and do nothing!" said Sebastian Olofsson to his uncle, Dan Olofsson, a Swedish IT billionaire and owner of a private game reserve in Hluhluwe (northern KwaZulu-Natal, South Africa). It was February 2003, they were both at the reserve and Sebastian had just returned from a guided tour of the vicinity that had exposed him to the dire poverty in the area and the human suffering there caused by HIV/AIDS.

Olofsson concurred. He had been thinking the same thing for some time. He had bought the land for the lodge in 2002, initially as a private retreat for his family and friends. He was now thinking of developing it as a commercial venture. He had been deeply affected by the need in the area, but what was it that he could do to make a difference?

Case relevant to the following topics: Leadership, Entrepreneurship.

Desmond Makondo
(Part One)

An Innovative Idea

In August 2002, Desmond Makondo walked out of the Johannesburg offices of digital products manufacturer, Hewlett Packard (HP), with a digital camera, two printers and an undertaking that he would pay the company R8 000 for the equipment within two months. He had no idea how he was going to do this, but he knew there was no going back; he had no choice. He had to find a way to make this equipment make money. But how?

Desmond Makondo
(Part Two)

Partnership the Way Forward?

It was December 2004, and Desmond Makondo had turned his photographic business, Digitally on the Move CC, into a profitable concern in the three years since he had walked away from Hewlett-Packard’s (HP) offices with a camera, two printers and no idea what to do with them. He had acquired a number of regular corporate clients and was photographing various events including golf days, corporate functions, conferences, graduations and more. Now he had the opportunity to bring a partner on board to help him develop and grow the business, but he wasn’t sure if this was the best plan of action at this stage.

Desmond Makondo
(Part Three)

At a Crossroads Again

By June 2009, Desmond Makondo was again at a crossroads with regard to his business. At the end of 2007, the two-year partnership with Edward Jardim had ended amicably when the two realised that the business couldn’t sustain a part-time partner who wasn’t able to work the necessary hours. Since then, Makondo had continued to run the business single-handed, being responsible for photography with the help of his six freelancers as well as administration, bringing in new clients and strategic planning. However, the immense growth of the business meant that doing all of this had become very stressful. Makondo knew that the situation could not continue. He would have to put structures in place to ensure the smooth running of his company, and to ensure that he did not burn out from exhaustion.

Case relevant to the following topics: Entrepreneurship

Dimension Data: Globalising at Warp Speed

Dimension Data, founded in 1983, was listed on the Johannesburg Stock Exchange in 1987. By 2000, the company had grown into a provider of global network integration services and global end-to-end i-Commerce to corporations, telecommunication service providers and new economy companies. It was represented on five continents, in over 30 countries and employed more than 10 000 staff. Market value increased from R30 million in 1987 to R53.2 billion by March 2000. The group was not only the largest IT company in South Africa, but one of the largest integration service businesses in the world. On 19 July 2000 Dimension Data listed on the London Stock Exchange. Jeremy Ord, CEO of Dimension Data, contemplated whether listing was the correct decision. His future challenge, to maintain Dimension Data's position, in a fast changing market, and how Dimension Data could be continually re-invented globally on a continuous basis, concerned him.

Case is relevant to the following topics: Global strategy; mergers; alliances and acquisitions; finance and global investments; international marketing and competitive strategies; Information Technology; e-Commerce; entrepreneurship – new ventures; business philosophy and ethics; Dimension Data.

DiscoveryWorld: Web Strategy Reality Check

It was December 2000 and John Robertson, the chief information officer (CIO) of Discovery, a healthcare finance and life insurance company, had to decide what to do with DiscoveryWorld, the group's ecommerce problem child. The project had been conceived at the end of 1999, in the full flush of dotcom optimism. Now the project was a source of ever-increasing conflict and dissension within the group. Operating as a separate division that reported directly to the board, it was gobbling money and rubbing other members of the group up the wrong way with an arrogant and dismissive attitude. Moreover, DiscoveryWorld had not delivered on its promises, although there was definite potential in some of the functionality that it was developing. There had been high expectations of DiscoveryWorld when it started out, but the devil seemed to be in the implementation. Was the project worth salvaging? If so, what was the best way to do this?

Case relevant to the following topics: Internet Strategy, IT, organisation design.

Dolly Mokgatle: Catching the Next Train

It was nearing the end of March 2005. Dolly Mokgatle had surprised the nation by resigning as chief executive of South Africa's rail utility, Spoornet, at the beginning of the year, only eighteen months into her five-year contract. The press had speculated wildly about the causes of her resignation. The words of the new Transnet CEO, Maria Ramos, had been particularly cutting. "We want people to be committed and work hard," she had said. "There is no space in Transnet for 'half measures'."

Before Mokgatle had taken up the post at Spoornet, she had felt that everything that had happened in her life and career to date had led her to that position. She had led a very successful change process in the transmission division of South Africa's electricity utility, Eskom. It had not been easy for her to resign from Spoornet. Now, almost three months had passed since her decision to leave and she felt that she needed to take stock of the lessons that she had learnt about leadership, management and herself from this experience.

Case relevant to the following topics: Leadership, organisational transformation.

eNaTIS: What Went Wrong?

On 31 May 2007, Werner Koekemoer, project manager for the eNaTIS (a new national traffic information system) in the Department of Transport (DoT), and Johan Vorster, project director of Tasima (the consortium that had developed the system), met to reflect on the highly publicised failure of the new traffic information system on 12 April, just over a month before. Jeff Osborne, chief executive of the Retail Motor Industry Organisation, had been particularly scathing. "Matters are in a state of chaos," he had said. "The failure to register new and pre-owned vehicles has affected everybody's cash flow. We have lost a billion rands and thousands of deals. The system is worse than the old one." It had been a very stressful time.

In view of the excellent transaction statistics for the month of May, they were inclined to believe that the system had experienced only "normal technical teething problems" during April. Yet, could it be that other factors contributed to the national crisis, they wondered? The lessons would be important for the roll-out of future similar government projects, and nothing could be taken for granted.

Case relevant to the following topics: Information technology.

Engen and Petronas: Strengthening the Relationship?

Rob Angel, CEO of Engen, was concerned about the future of his company. By early 1998, the fall-out of the Asian crisis had affected world markets, including the JSE. A low stock price and global industry conglomeration increased the possibility of a hostile take-over, and the end of much of what Angel had accomplished. In June 1998, Petronas formally offered to buy out all the shareholders of Engen Petroleum Ltd. Angel needed to have a clear recommendation ready for the Engen board meeting planned to discuss the Petronas offer. The Petronas offer reflected a good strategic fit, but the price was low, and there was some concern about the operational integration of the two companies. If he were to recommend rejection of the Petronas offer, what other options should he pursue?

Case is relevant to the following topics: International business strategy, international alliances, mergers and acquisitions, the South African and the international oil industry, implications of share pricing in a buy-out situation, the importance of operational and cultural fit in alliances, mergers and acquisitions.

Enos Banda: From Political to Economic Activism

Enos Banda, the CEO of Eskom Enterprises, a subsidiary of state-owned electricity utility Eskom Holdings, considered the offer he had just received from financial services firm, First Africa, asking whether he would consider taking becoming CEO of the firm.

First Africa was one of the leading mergers and acquisitions (M&A) advisors in South Africa. With its strong commitment to developing Africa, and black Africans in particular, the firm's philosophies dovetailed strongly with Banda's personal mission. However, Eskom Enterprises was implementing a restructuring process that Banda had initiated, and, if successful the organisation promised to be instrumental in developing the rest of the African continent – again a goal with which Banda identified. Should he take the talks with First Africa further, or should he see the process at Eskom Enterprises to its conclusion?

Case relevant to the following topics: Leadership, Business in society.

ERP at IST (Part A): Making the Choice

In July 2000 the enterprise resource planning (ERP) steering committee of the specialised engineering and information technology group, IST, had a choice between two value-added resellers and their software options: IFS with its own Oracle-based system, or Resolution Software with the Great Plains system. Neither IFS nor Great Plains/Resolution showed the perfect fit and the steering committee had heard many horror stories about ERP implementation at other firms. It did not want the same to happen at IST. This is the first in a series of three cases that looks at the ERP implementation process at IST.

Case relevant to the following topics: Enterprise resource planning, IT systems implementation.

ERP at IST (Part B): From the Frying Pan

When the new chief executive of IST, Harry Coetzee, took up his position in March 2001, he couldn't believe the shambles that was the ERP implementation programme at IST. The group had commissioned Resolution Software to implement the Great Plains system, but the process had gone badly awry and was in danger of being derailed completely. What had gone wrong? And what did he need to do to get the process back on track? This is the second in a series of three cases that looks at the ERP implementation process at IST.

Case relevant to the following topics: Enterprise resource planning, IT systems implementation.

ERP at IST (Part C): Deadline Looming

It was the beginning of December 2001. The revised "go live" deadline of 1 March 2002 for IST's ERP implementation programme was approaching fast and Nico Scholtz, IST's ERP project manager was not sure that the system would be ready by that date. Moreover, there appeared still to be some strong internal resistance to the system. Scholtz had to recommend a course of action to IST CEO, Harry Coetzee. This is the third in a series of three cases that looks at the ERP implementation process at IST.

Case relevant to the following topics: Enterprise resource planning, IT systems implementation.

Eve Smith: Case Novice (A)

It was the night before Wits Business School (WBS) economics professor, Eve Smith, was to teach a case for the first time ever in her 12 years as a university lecturer. As she thought about the session the next morning, her major concerns were whether the case would achieve her objective of integrating the theory that she had presented in the previous lecturers, and whether she would be able to keep the discussion focussed so that the session would cover all the necessary material.

Case relevant to the following topics: Case method, teaching cases.

HR at the Foschini Group

It was November 2006, just over a year since Shani Naidoo had taken up the position of HR director for the Foschini Group (FOS). Having worked in HR at FOS for 12 years previously (before taking up an HR position elsewhere for three years), Naidoo was no stranger to the organisation. She also knew that for HR to contribute strategically to the group, its model needed to change. Now she had developed an entirely new HR model which was ready for implementation in the new year. Naidoo was considering how best to do this, given that the new strategy would fundamentally change the way in which everyone in the organisation operated, not just the staff in HR. Having been appointed to the FOS board only one month previously, she could not afford to fail. The success of the organisation hinged on successfully managing its people.

Case relevant to the following topics: Human resources.

FNB Metro: Waking up to Change

It was June 2003 and just over a year-and-a-half since First National Bank (FNB) Metro (a division of FNB Retail) had completed the first stage of an organisational transformation initiative aimed at changing FNB Metro's culture into one that was based on a shared vision and values, and appreciated diversity and embraced personal empowerment. The first part of the initiative had been a resounding success. There was greater racial harmony and a new unity at FNB Metro, as well as a common commitment to the company's vision. The bank's results had improved, as had its service levels. The second part of the initiative, which was intended to institutionalise the new culture, had met with patchy success. It hinged on establishing regular, values-based, non-hierarchical meetings throughout the bank, to which staff were encouraged to bring issues of importance to the branch for discussion. Peet van der Walt, the chief operating officer of FNB Metro, wondered what could be done to embed the new culture in the organisation.

Case relevant to the following topics: Organisational change, diversity, leadership.

Grant Thornton Kessel Feinstein Pretoria: A Winning Culture?

Johan Blignaut, the managing partner of Grant Thornton Kessel Feinstein Pretoria had worked hard to turn the partnership around and create a culture that was conducive to success. His efforts appeared to have been successful. The partnership had been dogged by in-fighting, bickering and power struggles. Now it was characterised by unity and mutual respect. But an ethnographic organisational culture survey had shown up a fundamental difference between the perceptions of the audit and other staff about the firm's culture. The audit staff seemed to be deeply unhappy with the way things worked, and this both surprised and concerned him deeply. Would he and the partners have to change their approach?

This case is set in 2002.

Case relevant to the following topics: Organisational culture: description, management and methods of measurement, leadership.

Habitaz: Growth Beyond Success

Walking around a potential new building space of over 2000m^2 in July 2006, Hein Koen and André Sharpe, joint founders of Habitaz, a provider of integrated virtual workspace infrastructure and related services, noted that they had achieved great success since the start of the business two years ago. They were, however, faced with the urgent challenge of making the right strategic decisions regarding the future growth and financing of the business. As they pondered their options, the directors hoped that they would end up making choices that could catapult the company to even greater levels of achievement.

Case is relevant to the following topic: Entrepreneurship.

Harley-Davidson® Motor Company: Bonding with the Biker

Since 1996, when international motorcycle manufacturer Harley-Davidson (Harley) first established a presence in South Africa, the company had grown from only one dealership to seven independent dealerships in 2007. Expansion into the female market had been highly successful. However, the expansion of the black market remained a huge challenge to Harley in South Africa. Mishka Moller, marketing manager of four South African Harley dealerships, believed that the slight increase in the number of black Harley owners over the past two years did not nearly reflect the potential that was inherent among the so-called 'Black Diamonds'. What would Harley South Africa have to do to market the Harley lifestyle to this potential customer base, she wondered.

Case relevant to the following topics: marketing, below-the-line marketing, strategy.

Hansa Pilsener: From Niche to Mainstream Brand

South African Breweries (SAB) launched its first light beer in South Africa, Hansa Pilsener, at the end of 1975. While sales of Hansa were initially brisk, the brand's subsequent performance was disappointing, and despite repeated changes of emphasis in the market positioning of the brand, Hansa struggled to find its appropriate target market. In the mid 1980s the situation changed, however, and sales started to increase. By the end of 1990, Hansa Pilsener had gained a sizable market share, and subsequently grew to become the second largest brand within the SAB portfolio. The challenge facing the Hansa brand team in the year 2001, was to come up with a creatively relevant campaign for the brand. In the past Hansa Pilsener had been positioned as a different choice, and as a niche brand for particular tastes and particular target markets. But as the brand had grown, so it had become increasingly difficult to maintain that position. How should the team reposition Hansa Pilsener and move it forward?

Case is relevant to the following topics: Product positioning; marketing strategy, consumer behaviour, segmentation and targeting, South African Breweries (now SABMiller plc).

HIV/AIDS in South Africa: What is an Adequate Response?

Peter Doyle, Group MD of Metropolitan, who developed the Metropolitan Model, noted that in Europe and North America the impact of HIV infection had been modest. In Africa, however, it was significant. The situation in South Africa was unique; the country had a modern economy, and was skills-dependent and technologically advanced. The larger social, political and economic impact associated with the South African epidemic, as well as those obstacles that prevented South Africa from formulating an adequate response, were examined. The appropriateness for South Africa of Brazil's response was explored.

This case is set in 2000.

Case is relevant to the following topics: Economic, social, political impacts of HIV/AIDS, HIV/AIDS management in South Africa.

The Human Face of HIV/AIDS

"We almost woke up a little bit too late," said Clifford Mkhize with a wry smile as he discussed his company's response to the HIV/AIDS crisis. It was April 2005, and the consequences of the HIV/AIDS pandemic were becoming increasingly obvious. The private sector was taking more responsibility for what had initially been regarded as a public health and social issue, as businesses became aware of the implications of its failure to take proactive steps to halt the epidemic. Mkhize considered his company's response so far.

Case relevant to the following topics: HIV/Aids.

Identifying Best Practice – Metropolitan and HIV/AIDS

Núr Samuels was one of the founders of the Western Cape AIDS Business Forum. A growing requirement was manifesting within South African companies to implement programmes that were effective in the management of HIV/AIDS management. Samuels recognised the need for the documentation of 'best practice' with regard to managing HIV/AIDS in the workplace. Metropolitan was an early leader among those taking action against the epidemic in South Africa. Samuels considered which criteria to use in her decision to document and assess their initiatives to ascertain whether the company's HIV/AIDS activities would qualify as best practice. She considered which criteria she should use.

This case is set in 1995.

Case is relevant to the following topics: HIV/AIDS in the South African workplace, AIDS management, insurance implications of HIV/AIDS, HIV/AIDs best practice.

Increasing VCT Uptake at Anglo American

In 2004, Dr Brian Brink, the man charged with managing mining group, Anglo American's (Anglo's) response to the HIV/AIDS pandemic, conducted a review of Anglo's HIV/AIDS policies. In his assessment, the results were lacking: 35 000 Anglo employees were HIV positive. He believed that the root of the problem was that the number of employees voluntarily electing to be tested for HIV was disappointingly low. Without knowing their status, HIV-positive employees could not take advantage of Anglo's offer of free anti-retroviral drugs, and HIV-negative employees could not take steps to prevent infection. At the same time, without knowing employees' status, Brink could not take steps to help prevent future infection of HIV-negative employees, or ensure that HIV-positive employees had access to antiretroviral medications and critical information on how to prevent transmission of the virus to their spouse, child, or sexual partner. How could he increase employees' uptake of voluntary counselling and testing?

Case relevant to the following topics: Human resources, HIV/AIDS.

In Line with the Business - A Human Resources Model for Nedcor Bank

Nedcor Bank management considered the strategic re-positioning of the HR function at Nedcor, along the lines of a proposed new HR model for the bank. The plan was to retain a central HR function for decentralised commercial units to have a high degree of autonomy with regard to HR management. The extent to which the HR function should be autonomous in the separate business units, and the exact role that would be played by the central HR function, had to be determined to ensure that the HR function created value and delivered tangible results. Faced by an increasingly hostile banking environment, management could not afford to make a mistake.

Case is relevant to the following topics: HR strategy and models, banking industry, Nedcor Bank South Africa.

IT Outsourcing at Old Mutual

It was almost three years since the South African subsidiary of the London-listed financial services organisation, Old Mutual (OMSA), had signed an information technology infrastructure outsource contract with CSC. Thus far, the contract had worked out well for both companies and the relationship between them was good, but the two groups were about to enter a new phase in the agreement. OMSA was CSC's first outsourcing contract in South Africa. The focus during the first three years had been on establishing the relationship between the two companies and bedding down systems and procedures. CSC had consciously not looked for new business, so that its attention would not be divided. Now the organisation wanted to expand and take on other clients.

As Doreen Buultjens, head of group technology services at OMSA, considered these developments, she was concerned that until now, CSC had delivered the required service levels only because OMSA had been its exclusive focus in South Africa. Would she have to change the way in which the contract was managed, or could it continue as it was?

This case is set in 2002.

Case relevant to the following topics: IT outsourcing, outsourcing.

IT Governance Background Note

With IT playing an ever more fundamental role in daily business activity, there is a growing acknowledgement that IT influences organisational success. Businesses rely on IT for competitive advantage, but often board and management expectations of IT are not aligned with reality. A deluge of virus attacks and the ominous threat of personal liability for failure to take reasonable steps to prevent foreseeable IT risk have businesses in a panic over improving IT governance. However, between a lack of understanding about the business impacts of IT, a mass of e-commerce laws and governance frameworks, and the expection on the CIO to improve ROI, increase service levels, and enhance security while maintaining flat budgets and headcount, boards and management need to demystify IT Governance, and understand how to apply the relevant principles in their business.

This note was written in 2004.

Case relevant to the following topics: IT, Knowledge Management, Security, Risk Management, Ethics, General Management.

J L Zwane: Corporate Social Responsibility meets Social Entrepreneur

It was October 2007 and more than 13 years had elapsed since South Africa's first non-racial, democratic elections. Social entrepreneur Reverend Spiwo Xapile sat in his immaculate office at the J L Zwane centre, located on the corner of NY2 and NY7 in Gugulethu. He reflected with pride on what he had built up over the past 17 years. His congregation had grown from a handful of people to over 2000 members, and the centre attached to the church ran a number of programmes which benefited the Gugulethu community at large.

While much of the funding for the running of the centre and the church came from Christians elsewhere in the world, particularly the USA, local businesses had also donated large amounts of money to build the centre in the early 2000s. In addition, a very important relationship established early on with Stellenbosch University had been vital to the success of the centre. Yet Xapile believed that business and previously disadvantaged communities were still not speaking the same language as each other, nor were they understanding one another properly.

He pondered a number of important questions: how to create the right environment for meaningful dialogue to take place between business and communities, how to develop the skills within his own community that would ensure the sustainability of the centre, as well as the question of succession and grooming a new leader to take over from him when the time arose.

Case relevant to the following topic: Leadership**.**

Johannesburg Hospital Pharmacy: Optimising Operations

In July 2006, Daleen van Schalkwyk, chief pharmacist at the Johannesburg Hospital, was preparing to move the pharmacy's outpatients department (OPD), or dispensary, from the temporary accommodation, back into its refurbished premises. The pharmacy, tainted by a history of long queues of frustrated patients, was now presented with an opportunity to change negative perceptions. However, considering the severe resource constraints of public health, her concern was how existing processes could be improved to deliver an efficient, high-quality service.

Case is relevant to the following topic: Operations management.

Hollard: The Office Move

We shape our buildings, and afterwards our buildings shape us
– Winston Churchill (28 October 1943)

By April 2009, Hollard Insurance had been in Arcadia, its new building, for a little over three years. A key motive behind the move had been to draw all Hollard employees together, so as to sustain and reinforce a common culture and facilitate communication across business units. Now, Hollard's CEO, Nic Kohler, had a few things to consider: had the new building had an impact on Hollard's culture, and on balance; had this been positive; and should he now move the company's call centres to a smaller town, where competition for talent would be less intense? This might improve employee retention and better enable the company to invest in its call centre employees. At the same time, it would lower the salary bill. But would it also alienate the call centre employees, who provided a critical interface with Hollard's customers? If Hollard did decide to move them off-site, what should he do to minimise the potential negative effects of doing this?

Case is relevant to the following topics: Leadership, ODD, HR management, organisational culture, call centre management, building architecture.

Kalafong Hospital: Where Have all the Nurses Gone?

By May 2006**,** Dr Trevor Fisher, the chief executive officer (CEO) of Kalafong Hospital (situated to the west of Pretoria and one of South Africa's largest regional hospitals) was at his wits' end over the staff shortages at the hospital. There were shortages in all staff categories, but that of nursing staff in particular was making it very difficult to provide an acceptable level of health care. Fisher's numerous letters and attempts to resolve the issue with the Gauteng Department of Health had not yet met with success. Now, reading a damning report by the official opposition in Parliament, the Democratic Alliance (DA), on the state of nursing in South Africa, he wondered if there was anything he could do to improve the situation at Kalafong.

Case relevant to the following topics: Human resources, hospital management, public sector management.

Knowledge Management at Sasol: Learning Each Lesson Only Once

André Botha, acting knowledge management (KM) officer for Sasol Limited, faced considerable challenges. In 1998, Sasol had embarked on a KM journey, championed by KM officer Marina Hiscock. In 2000, the group had adopted a global KM strategy to extend KM to all strategic business units (SBUs) throughout the group. While some SBUs had implemented KM successfully, in others implementation had progressed slowly.

In April 2006, Hiscock had resigned and the task of taking KM forward in the Sasol Group fell on Botha, an engineer who had successfully introduced KM at Sasol Mining. Now, in July 2006, it was time for Botha to take stock of what KM had achieved and consider what Sasol should do next.

Case relevant to the following topics: Knowledge management.

Kalahari.net: Achieving Growth in a Limited Market

It was February 2005 and in the past six years kalahari.net's customer base had grown from 9 000 to just under 250 000. As such it was one of South Africa's largest e-tailers. Since 2001 the company had diversified out of selling only books and music, to include films, gaming, travel, wine, magazine subscriptions, electronics and other products.

Now, Hein Pretorius, CEO of kalahari.net, and his team of 49 employees faced the challenge of the declining prices of CDs and DVDs, which was having a markedly negative impact on the financials of the company. In reality this meant that, while keeping prices competitive with the broader retail market, kalahari.net needed to up its sales considerably to compensate for the lower prices and reach its former gross profit margins. Pretorius believed that retail, whether it be on- or off-line was purely a volumes game. So, what could kalahari.net do to up its sales volumes?

Case is relevant to the following topics: e-commerce, internet marketing, strategy.

Kgosi Leruo Molotlegi: Traditional Leadership in a Modern Democracy

Kgosi Leruo Molotlegi became leader of the Bafokeng tribe in April 2000 upon the untimely death of his eldest brother. Unlike many other South African tribes, the Bafokeng had real title to the land they inhabited, and underneath this land were rich deposits of platinum. The Bafokeng received royalties from the two mining companies that mined this platinum and were involved in a business relationship with these houses. As a result, the leadership of the Kgosi encompassed more than just the community issues. It encompassed business issues as well.

It was difficult to keep a balance between the two. Serving the people was the foundation of leadership for the Kgosi, who was well aware that a king was only a king through his people. His absolute priority, therefore, was to ensure that he carried the people along with him in every decision that he made: both those that related to the community and those that related to its business interests. How was he to maintain the necessary balance and ensure that all of his constituencies received the attention they deserved?

Case is relevant to the following topics: Leadership.

Knowledge Management – Designing a Strategy for BSW

In 1984, three former Wits MBA graduates established BSW (Pty) Ltd. By the late 1980s, the founders of BSW recognised that knowledge management was the basis of their company's vision and philosophy. In April 1999, BSW's chief information officer, Pauline Smith, was charged with the task of recommending a knowledge management strategy to guide the company. Smith had to decide whether the company should adopt one of the models used by the consulting firms whose core asset was knowledge, such as Andersen Consulting and Ernst & Young, or to develop a customised strategy to meet the specific needs of BSW.

Case is relevant to the following topics: Knowledge management, information technology strategy in South Africa.

Kulula.com in Turnaround Mode

It was October 2005. Commercial director of the successful low-cost South African airline, kulula.com, Gidon Novick, struggled to find a solution to the airline's flight delays which impacted negatively on its customer relations. The turnaround time of its aircraft needed to be reduced dramatically for kulula.com to stay competitive, but how could this be achieved?

Case relevant to the following topics: Operations management.

kulula.com: Now Anyone Can Fly

kulula.com was South Africa's first true low-frills airline and had managed to be profitable from day one. Its somewhat unconventional, but very funky communication strategy contributed hugely towards its successful performance. Advertising agency, morrisjones&co firmly believed that although its advertising campaign was risky, it might have been more risky if people did not notice it at all. They maintained that "if it was bold and in your face, it would stand out". And bold it certainly was with its bright green corporate colour and humorous outdoor banners which attracted more than they had bargained for. But would the marketing strategy still be appropriate as kulula.com became more established and the macro and competitive environment changed?

This case is set in 2003.

Case is relevant to the following topics: Low-cost airline industry, communication strategy, marketing strategy, market segmentation, target marketing, advertising agency involvement.

Laurie Dippenaar: Corporate Entrepreneur

By 2004, Laurie Dippenaar had been at the helm of FirstRand, one of the largest financial services groups in South Africa, for six years. He was chairman of two of the companies within the FirstRand group the Momentum Group Limited and Discovery, both of which operated in the life and health insurance market.

In early 2004, Discovery had come up with an idea for an investment product that was a paradigm shift away from what was currently offered in the market and Dippenaar believed it had huge potential. The immediate question was whether to allow Discovery to proceed with its new product, as it would compete directly with the products offered by Momentum. The real issue was that FirstRand had two horses in one race, and he wondered whether the current situation was sustainable.

Case is relevant to the following topics: Leadership, governance, corporate entrepreneurship.

Leading Fruit and Veg City into Fresh Pastures

It was September of 2005. Brian and Mike Coppin had founded Fruit and Veg City 11 years ago and knew that over the past 11 years they had done an excellent job of translating the mission of the organisation into action. They had sustained success and growth by delivering quality fresh produce at the right price to their identified markets, and they had done so by ensuring continuous innovation and exceptional service. However, they could see that there had been a change in the industry. Market needs had evolved and there were a variety of opportunities under consideration.

In order to achieve their vision of 200 profitable stores by 2010, the Coppins were keen to experiment with a number of segmentation and store concepts and wondered whether these would be as successful as their existing business model had been. In order to build the brand globally, which concept would work best? But, in particular, could they be sure that their recipe for success would continue to be the right one, and would their methods of leading managers, workers and franchisees keep working as well as they had in the past?

Case relevant to the following topics: Leadership, entrepreneurship, strategy, South African retail industry.

Lechabile: IT as a People Business

In Lechabile, a small black empowerment IT company, a two-fold strategic issue had to be resolved: how the numerous growth opportunities that presented themselves should be managed; and how options for achieving growth should be evaluated. Concomitant with this, the number of employees was increasing. Management felt that a formal performance management system was needed that would be in keeping with their culture of empowerment.

Case is relevant to the following topics: Black economic empowerment in South Africa, managing growth, information technology, performance management.

Legal Aid Board: Balancing the Scales of Justice

In 1998/1999, the Legal Aid Board faced closure because of a contingent liability of more than R600 million for legal services delivered by private practitioners to the organisation's clients. Since then, through three phases of transformation, under two board chairmen and three chief executive officers, the Legal Aid Board has turned itself around. It has received unqualified audit reports from the office of the Auditor General since 2002 and it has extended its services to represent the accused in approximately 400 000 matters per year.

Now, in 2008, the organisation is ready for its next challenges: improving employee morale, expanding access to justice for all and working with stakeholders to instil confidence in South Africa's legal system. The challenge for the board is to identify the right approach to taking the organisation into the next phase.

Case is relevant to the following topics: Leadership, organisational change, organisational design and development, change management.

Letlapa Plates: Empowerment on a (Registration) Plate

The night before his tender proposal had to be submitted, Barry Berman, the founder of Creative Plates, a company that marketed personalised vehicle registration numbers (PRNs) in the Western Cape and Gauteng, was about to negotiate the biggest deal of his life. To stand a chance of winning a contract to market PRNs for the Gauteng provincial administration, his company had to meet government affirmative procurement requirements. This meant that he had to negotiate a deal with a black-owned company. Across the table from him were Ramateu Monyokolo and Tlhalefang Sekano, both directors of the Letlapa Group, which had been specifically formed to take advantage of opportunities presented by government's affirmative procurement policies. How much of a share could Berman afford to give to Letlapa before it became unviable? How could they structure the relationship so that it worked in the future?

Case relevant to the following topics: Black economic empowerment, affirmative procurement, negotiation skills, entrepreneurship.

Letlapa Plates: At a Crossroads

It was 12 January 2004 and Barry Berman's year had just got off to an awful start. Berman was MD of Letlapa Plates, which, in 2000, had won a three-year contract from the Gauteng Department of Transport and Public Works (Gauteng DOT) to market personalised registration numbers (PRNs) in the province. Berman had returned from a relaxing holiday at the coast to find a letter from the Gauteng DOT waiting on his desk. His contract had expired in November the previous year, said the letter, and the Gauteng DOT was not going to extend his contract. Berman stared at the letter, his heart sinking. Would he have to cut his losses now and shut up shop, or could he do anything to ensure that he still had a business?

Case relevant to the following topics: Entrepreneurship, public private partnerships, black economic empowerment.

LeisureNet: An Unfit Empire

On the evening of 6 October 2002 'Mr Fix-It', Peter Flack, a partner in Coronation FRM, a firm of corporate turnaround specialists, was preparing for his testimony at the hearing into the collapse of LeisureNet, a company with the majority of its interests in the fitness industry. LeisureNet had been placed under provisional liquidation exactly two years ago, with contingent liabilities of almost R1 billion. Flack, in his capacity as acting CEO at the time, had been involved in making that final decision to close down the company. At the time, it was the biggest corporate crash ever in South Africa. The question of what exactly had gone wrong at LeisureNet was certain to be raised the next day at the hearing.

Case relevant to the following topics: Corporate governance, ethics.

Maria Ramos: Transforming Transnet Strategy

It was 21 February 2006. Maria Ramos, CEO of Transnet, one of the largest parastatals in South Africa, was facing a strike by the unions, representing more than 85 000 people. After consulting government and key customers, the Transnet board had chosen to cut away those of its businesses not associated with freight transport after the government, its sole shareholder, had given it a mandate to reduce the cost of doing business.

The memorandum given by the unions to Alec Erwin, the Minister of Public Enterprises, stated that they were embarking on rolling mass action in protest against "unilateral decision-making, unilateral implementation, undermining and disrespecting labour and its members". It said: "Labour wishes to place on record the following: We remain ideologically opposed to privatisation of strategic public assets which can benefit the masses of our people, the workers and the economy as a whole particularly infrastructure delivery, training and job retention and creation." It declared that the unions were "absolutely right to insist on a genuine process of negotiation over the restructuring of the Transnet Group."

Strike action had started in the Eastern Cape on 13 February. The Northern Cape and Western Cape followed suit on 14 February. Transnet workers in Gauteng, North West, Mpumalanga and Limpopo had then joined the protests on 20 February.

Ramos and Pradeep Maharaj, Transnet's group executive of strategy, were reviewing COSATU's statement, which declared: "The unions are absolutely right to insist on a genuine process of negotiation over the restructuring of the Transnet Group, including proposals to privatise Freight dynamics, the Transnet Pension Fund Administration, Autopax and the Blue Train, and plans to transfer SAA, Metrorail and Shosholoza Meyl out of Transnet and to move other business units within Transnet. They looked at each other. Had they made the right strategic decisions?

Case relevant to the following topic: Strategy

Managing Finances at Johannesburg Hospital

It was approaching the middle of the 2006/07 financial year. The Johannesburg Hospital finance director, Gumani Matodzi, had just completed another weekly run of the hospital's top 20 goods and services expenses. As always, National Health Laboratory Services (NHLS) expenses were at the top of the list and yet again they were over budget. The demands of the Public Finance Management Act (no 1 of 1999) (PFMA) made it important to ensure that the hospital did its best to stay within its budget, and Matodzi wondered how he could better manage NHLS expenditure.

Case relevant to the following topics: Accounting, financial management, public sector finance, hospital management.

Management Consulting and SAB: At What Price, Advice?

Marketing manager at South African Breweries, Trevor Hughes, investigated how best, to meet the needs of both an established, sophisticated market and, at the same time, the markets in townships and rural areas. He had hired a consultancy firm which had not produced results. He wanted to prevent a repeat failure. A number of dilemmas had to be addressed to ensure 'value for money'. Hughes pondered over which firm he should hire, wondering whether he should give preference to a local firm, or an international one that had a long working history with SAB. How could he measure success?

Case is relevant to the following topics: Managing relationships and diversity, consulting industry in South Africa, brewing industry, South African Breweries.

Maanda Manyatshe: A South African Postal Revolution

Maanda Manyatshe, CEO of the South African Post Office, put the phone back in its cradle. He had just been speaking to a few of his prospective colleagues at MTN South Africa, the cellular network company he would soon be joining. MTN SA was the second largest cellular operator in the country. He would be tasked with growing the South African operation. It was only one of a number of offers he had received, and it was not the most attractive package he had been offered. But, as he prepared to continue discussing the launch of several new electronic mail products, he wondered whether he had made the right choice.

This case is set in 2004.

Case is relevant to the following areas: Leadership, organisational transformation, public sector management.

Massmart: Growing the Growth Engine

Massmart acquired Game in September 1998. Unlike its own mass retailer, Dion, which had experienced difficulties since 1993, Game had enjoyed great historical success. The merger of the two businesses was an obvious decision, but Massmart was haunted by the fact that its attempt to merge Dion and Makro five years previously had proven to be a disaster. This case examines the complexities of mergers and acquisitions by comparing and contrasting Massmart's Dion/Makro merger with the Dion/Game merger.

This case is set in November 1998.

Case is relevant to the following topics: Finance; mergers and acquisitions, South African retail industry, Massmart.

Massmart Beyond Mark Lamberti

Under Mark Lamberti's leadership, mass retailer, Massmart's turnover had exceeded R20 billion in turnover for the first time in its history in 2004. It had a watershed year in terms of numbers as no mass merchant in the history of South Africa had achieved the return on sales that Massmart had in that year. Lamberti had been at the helm of Massmart since he founded the company in 1990. But now, bearing in mind his desire not to renew his employment contract as CEO when it expired in 2007, Lamberti was concerned about how to facilitate a seamless leadership transition while retaining the talent and maintaining the motivation of his exceptional management team.

Case is relevant to the following areas: Leadership, succession planning, corporate entrepreneurship.

Managing Organisational Conflict at Tikkun Consulting (Pty)

In early 2006, Tikkun Consulting (Pty), a niche, public-sector focussed, legal consultancy was plunged into heated conflict when the firm's co-director, Thandeka Mathabane (who owned 60%

of the company and generated much of its business), accepted a government brief to identify legal alternatives to marriage as a way of recognising gay and lesbian unions. Several members of the firm were unhappy that Mathabane had accepted the brief, with one threatening to resign, while Mathabane refused to give up the contract, declaring that her professional work should not be subjected to personal judgments. With a lean staff of 12 professionals, the firm's founder, Joshua Goldstein could not afford to lose either his co-director or his employees. He was under tremendous pressure to resolve the organizational conflict, which threatened the very existence of the company.

Case relevant to the following topics: conflict management, negotiation skills.

Mavuso Msimang: Turning SITA Around

It was January 2005, more than one year after Mavuso Msimang had accepted the position as CEO of the State Information and Technology Agency (SITA). In its five years of existence, SITA had experienced tumultuous times and had been accused of poor service delivery, mismanagement and corruption. In 15 months Msimang had laid the groundwork for a turnaround and he believed that SITA was now finally on the road to recovery. Still, there was some way to go before the organisation was functioning optimally. Was he on the right track, he wondered.

Case is relevant to the following topics: Leadership, organisational transformation, public sector management.

MCM Wines in China: Taking on the Dragon

In July 2009, businessman and entrepreneur, Martyn Mills of MCM Wines, reconsidered his marketing strategy. He had been exporting his own wine to China since 2003 and had recently signed an agreement with the prestigious South African wine estate, Groot Constantia, to export its wine to that country as well. However, conducting business in China was complex and expensive and, earlier that year, he had partnered with a new importer in China to help combat certain of the challenges. Mills wanted to support his new business partner as much as he could in promoting MCM wines; however, he had a limited budget. Given this fact, how could he grow his market in China, he wondered?

Case is relevant to the following topics: International business, entrepreneurship, doing business in China, marketing, international marketing, wine industry, strategy.

Mozambique and the HIPC Initiative: The Politics of Debt

Planning and Finance Minister, Luisa Diogo, faced one of her most critical leadership challenges as a government official. She was charged with the negotiations for the approval of a poverty reduction strategy (PRSP), which was a condition for Mozambique receiving significant debt relief as part of a debt initiative sponsored by the International Monetary Fund (IMF) and World Bank. This 'heavily indebted poor countries'' (HIPC) initiative was central to Mozambique's continued economic recovery. Diogo needed to ensure that progress towards economic development continued. She considered what might be the best way of achieving agreement on the poverty reduction programme, so as to secure much needed debt relief for Mozambique.

This case is set in 2001.

Case is relevant to the following topics: Heavily indebted poor countries (HIPC) initiative, external debt and developing countries, World Bank and IMF, globalisation, southern Africa, Mozambique, socio-economic and socio-political context, civil society, negotiations.

Moyo's African Brand: A Brand Extension and Globalisation Strategy

It was mid-June 2005 and Jason Lurie, managing director of the Johannesburg-based Moyo restaurant chain, wanted "world domination" for the Moyo brand. Moyo restaurants – which contained a food, entertainment and retail shopping component – had achieved phenomenal success in the affluent suburbs of Johannesburg and Cape Town, and Lurie believed that the brand could be extended to a variety of products and services. As the first move towards achieving world domination, he was considering opening a 4 000 m² retail store.

Case relevant to the following topics: Strategy, marketing, brand development.

MultiChoice Africa: Managing the Queue

MultiChoice customers and the company's senior management had asked Eddie Moyce, call centre manager for MultiChoice Africa, a multi-channel television platform, to investigate the possibility of improving the response time from the current 80:30 to 80:20 or even 90:10. Recent research had shown that while customers who had phoned the call centre were generally satisfied with the service they received, they were dissatisfied with the length of time it took for their calls to be answered. What would the impact of reducing response times be? Would it be possible to reduce response times while staying within budget. Management had recently imposed severe austerity measures on the company, even reducing the call centre's budget in the last two years.

Case relevant to the following topics: Queuing theory, call centre management.

Metermatic Limited: MBO or no MBO?

Piet Malan, CEO of Metermatic, had to come to some decision about whether to attempt a management buy-out (MBO) of Metermatic from its parent, SAFREN. Malan's management team, particularly the sales manager, were very keen to take management control of Metermatic, but Malan was more cautious. He was worried about the risk of the high levels of debt that Metermatic would have to sustain and the fact that Equis, the private equity company, wanted him and the management team to put up some of the equity. Yet this was a rare opportunity that might not present itself again.

Case suitable for the following topics: Finance, management buy-outs, strategy.

MTN: One Group; One Vision; One Brand

On 17 April 2005 African cellular telecommunications company MTN finally launched its new 'everywhere you go' pay-off line across all of its African operations. Three months later, with the rush over, MTN's group executive director: marketing, Santie Botha, reflected on the company's two-year journey towards adopting a global brand identity with locally relevant communication – the so-called 'glocal' approach. The journey had provided interesting learning about doing business in Africa, but she wondered whether the model MTN had developed would also be suitable for MTN's recent business expansion into the Middle East.

Case relevant to the following topics: Doing business in Africa, marketing, global marketing, international business, strategy, cellular communications.

NamITech: In the IS Security War Zone

William Wilsnagh, business unit director of technology services at NamITech, reflected on a rather alarming incident that had just occurred one of NamITech's clients. A virus had hit the client's network, resulting in downtime of a full day. NamITech had won this client a year previously, in November 2002 and the client's IS security had improved greatly. But, for Wilsnagh, the virus incident highlighted the need to extend the scope of NamITech's services. Information systems security was all about ensuring the confidentiality, integrity and availability of information. Although viruses were the high-profile enemies in the IS security war, he knew that there was more to it than virus detection, prevention and elimination. He just needed to apply his mind to identifying potential risks and ways of addressing them.

This case is set in 2002.

Case relevant to the following topics: IT governance, IT risk management, information security.

Nando’s International: Taking Chicken to the World

Rob Brozin, chairman of Nando’s International, based in South Africa, was reconsidering the company’s international expansion programme in general, and the decision to enter Singapore and Malaysia in particular. The aims of listing on the Johannesburg Stock Exchange in April 1997 were to insulate their South African operations from the risks of international expansion, and to raise the necessary capital for expansion. The main uncertainty for Brozin was the extent to which Nando’s success in South Africa was transferable abroad.

Case is relevant to the following topics: Globalisation, international growth strategies and marketing, corporate culture, people management, managing global cultural diversity, entrepreneurship.

Nando’s International: Flying High with a Global Chicken Brand

Josi McKenzie, marketing director of fast food chain, Nando’s International, considered the development of Nando’s International since its inception as a South African fast food organisation 16 years previously. By the end of 2003, there were a total of 450 stores throughout the world, 186 of them being in South Africa. McKenzie felt good about this record, but she felt that there was enough potential in the company to perform even better on a global basis in 2004. Nando’s ascribed this success, among others, to the fact that it had adopted a ‘hubbing’ growth strategy, as opposed to a ‘shotgun’ strategy. This meant that the company had concentrated on developing existing geographic regions, chiefly the Middle East and Asia, instead of taking any opportunity that presented itself. The critical issue up for debate for 2004 was 'which hub should be developed next'?

Case is relevant to the following topics: Marketing, branding, internationalisation, fast food industry.

Netflorist: Maintaining Momentum

Netflorist managing director Ryan Bacher’s wife always gets flowers for Valentine’s Day. His mother always gets some for Mother’s Day. But neither sees him for days around those periods. His head is buried in flowers and gifts, and his mind is racing ahead to ensure that no bouquets are dropped.

When Bacher was involved in establishing Netflorist, the company had the normal teething problems of building a business, but it didn’t have to worry about local online competition. Now, business is doing really well – but it has about 50 competitors, and the numbers are growing daily. In this environment, Bacher’s challenge is to ensure that Netflorist stays on top of its game. Just how to do this is something that occupies his mind as he comes into work every day.

Case is relevant to the following topics: Strategy.

New Balance South Africa: Outrunning the Opposition

Since 2000, manufacturer of high-performance sports footwear and apparel, New Balance SA, had grown its market share substantially. Now, in 2006, the general manager of New Balance South Africa, Gary van Rooyen, considered the company’s future direction. In line with worldwide trends, opposition companies, such as Nike, had started to move into retail by establishing their own chain of stores. However, since the success of New Balance could partly be attributed to the company’s commitment to customer satisfaction, a decision to move aggressively in such a direction would put the company in direct competition with its retail customers and would certainly damage its current relationships with sports retail stores.

Case relevant to the following topics: marketing, strategy, entrepreneurship.

Nihilent and STRATE: From Knowledge Transfer to Transformation

It was the beginning of March 2003 and STRATE, the organisation that settled all equity trades in South Africa electronically, was about to merge with the Universal Exchange Corporation (UNEXcor), an organisation that settled bond transactions electronically. Monica Singer, CEO of STRATE, and future CEO of the merged entity, wanted to implement a balanced scorecard driven knowledge management process in UNEXcor that STRATE had successfully embarked on a year ago. Yet the process had been demanding: one that had required time and trust from all in the firm. Singer knew that it might be more complicated to institute the system amongst UNEXcor employees and get the necessary buy-in. Should she take a big-bang approach and simply tell the UNEXcor employees that this was the way it was going to be? Or should she adopt a more phased approach, trying to earn their trust beforehand?

Case relevant to the following topics: Knowledge management, organisational change, balanced scorecard.

Nedcor Incentive Scheme

Nedcor chairman, Chris Liebenberg, was facing an avalanche of press criticism over an incentive scheme that the organisation had introduced for top executives. In an increasingly global market, where South African salaries could not compare in Rand terms with those being offered internationally, and where domestic instability was causing people to look for greener pastures, Nedcor had to find a way of retaining its top executive if it was to remain competitive. For his part, Liebenberg was convinced that the principles behind the scheme were sound. Yet the continual criticism was proving to be very damaging to Nedcor's reputation and the group's share price had slipped as criticism of the scheme grew. Liebenberg had to decide on a course of action.

Case relevant to the following topics: Remuneration governance, governance, reputation management, ethics.

Nedcor Treasuries Integration: Good Fortune or Good Process?

In July 2002 banking group, Nedcor had purchased another banking group, BOE and decided to use this purchase as an opportunity, not only to integrate BOE into Nedcor, but also two other banks that had operated within the group. In typical fashion, the treasuries had raced ahead of the rest ob the group, but appeared to have achieved the impossible: a complex integration in record time, with no fall-out for the bank. The rest of the group's integration process was still under way and would probably only be finished at the end of 2004. Was there anything that the other divisions in the bank could learn from the integration experience at the treasury? How much of what the division had achieved had been good judgement and how much had simply been good luck?

Case relevant to the following topics: Mergers and acquisitions, integration management, organisational change, project/programme management.

Old Mutual: Demutualisation and Listing

Old Mutual was established in 1845 in the Cape of Good Hope as a mutual society. By 1999, Old Mutual provided a broad range of financial services to its policy-holders and other clients: life insurance, asset management, banking, and general insurance, with total assets of 32 billion pounds (R311 billion). On 12 June 1999, Old Mutual listed on the London and Johannesburg Stock Exchanges. Although the global economic situation had recovered from the Asian crisis, Old Mutual's management were perturbed. South African companies had recently emerged after decades of isolation, and were relatively unfamiliar with the complexities of international markets. Johannes van der Horst, Executive General Manager, responsible for demutualisation and listing, was concerned that the vagaries of the global markets could turn against them.

Case is relevant to the following topics: Finance, South African and global financial services industry (in particular insurance), Old Mutual, Sanlam, international strategy, marketing and growth.

Office of the Banking Adjudicator: Walking the Tightrope

External changes in the banking environment, coupled with an increasing number of consumer complaints, prompted the need for new systems within the Office of the Banking Adjudicator. Neville Melville, who was appointed as the Banking Adjudicator in May 2000, had implemented fairly far-reaching changes to the office in order to comply with its new rules of procedure and to increase its capacity. Two years later, Melville wondered whether he had done enough to create an organisation that was as good as the best internationally. His aim was to build an office that would act as a catalyst for proactive change within the banking system, particularly in areas of customer service and market conduct.

Case is relevant to the following topics: organisational design and development; change management.

Pamodzi Investment Holdings: To List or Not to List?

In January 2008, the black-owned Pamodzi Investment Holdings (PIH) was at a crossroads, as its chief executive officer (CEO), Ndaba Ntsele, sat down with his board to discuss how to finance the growth of the business. Ntsele and co-director, Solly Sithole, had founded PIH's predecessor, Pamodzi Property Developers, and grown it from nothing in 1979 to a multi-million rand concern, using only debt finance and working capital. PIH, founded in 1997 to take advantage of the opportunities presented by black economic empowerment (BEE) deals, had followed the same funding strategy. But Ntsele wanted to grow PIH into an organisation comparable in size and stature to Anglo American or Bidvest, and he was not sure that PIH could achieve these aims using the same strategy as in the past. The board was, therefore, considering whether or not to list the company and, if not, how they could raise the funding necessary to achieve the strategic goals of the business.

Case is relevant to the following topics: Strategic finance, entrepreneurship, leadership, strategy, BEE, listing.

Polecat: Poised for Growth

It was October 2007, and a perfect early summer's day in Cape Town. In his small loft office, Michael Meltzer, founder of Zacron Industries CC trading as Polecat, which manufactured and marketed a patented clasp and claw device used in shopfitting as well as many other applications, was deep in thought. His business, which had shown impressive growth since 2005, was poised to take a further quantum leap forward. The question he asked himself was whether he had the capacity to cope with such extensive expansion? He had started out with a very ambitious business plan, but wondered whether he should be reassessing it in the light of how the business had developed thus far.

Case is relevant to the following topic: Entrepreneurship.

PruHealth plc: a Healthy Expansion for Discovery?

It was June 2006 and Shaun Matisonn, CEO of PruHealth plc – a 50/50 joint venture formed in late 2004 between Discovery Holdings in South Africa and Prudential plc in the United Kingdom (UK) – was about to relocate his office from Johannesburg to London. This was where more of the intellectual thinking and leadership work relating to the business took place and, accordingly, it was best that he should be there.

As he contemplated his move, Matisonn wondered how he was going to make the joint venture work. One of his challenges lay in building a business from the ground up, while others related to the market in which PruHealth was operating. The operations staff in South Africa had to be particularly sensitive to the nuances of the UK market, which wasn't always easy when sitting on a different continent. Consumers and the regulator in the UK demanded higher levels of service than in South Africa, and PruHealth had to meet these demands. Furthermore, work still had to be done on unifying the different underlying cultures of the two shareholders, and creating a new corporate culture for the joint venture.

Case is relevant to the following topics: Joint venture.

Public Private Partnerships (PPPs)

This is a background note on Public Private Partnerships (PPPs) in South Africa. The note defines and explains PPPs as an alternative service delivery option for the public sector, highlighting the legislation that governs PPPs and the Project Cycle. The debate for and against the PPP option for service delivery and PPP performance are examined.

This note was written in 2006.

Case relevant to the following topics: Public Sector service delivery.

Pick n Pay: Changing its Environmental Footprint

Pick n Pay's initial steps to address environmental issues in the 1980s culminated in 2007 with the launch of its Sustainable Development Vision and Action Plan. Although the plan commits the organisation to a number of environmentally-friendly goals, a particular focus is on reducing carbon emissions. Pick n Pay has identified climate change, and the carbon emissions that are contributing to the global phenomenon, as presenting a risk not only to the business, but to broader sustainability as well. The plan commits the organisation to reducing its overall carbon footprint – and specifically its energy consumption – by 20% per square metre of trading space by 2012 (based on 2007 baseline figures).

At the same time, however, the company intends to increase its trading footprint by 12% a year over the same period. The biggest challenge for Tessa Chamberlain, general manager for sustainable development at Pick n Pay, lies in the conundrum of balancing these two goals. Can Pick n Pay achieve both, or will achieving one goal necessarily compromise the other?

Case relevant to the following topics: Environment of business, environmental sustainability, environment strategy, corporate social responsibility and carbon emissions.

**Pick 'n Pay Extortion Crisis:
Product Tamperer Confronts Consumer Friend (Parts A & B)**

Part A of the case is set on the morning of 13 May 2003, when Sean Summers, chief executive officer (CEO) of Pick 'n Pay, one of South Africa's largest supermarket chains, received a registered parcel containing three items of food and a letter. The letter said that these items had been poisoned and that, unless Pick 'n Pay cooperated and paid over a sum of money, the author would put poisoned food items on Pick 'n Pay shelves. Summers had been with the group for 32 years and this kind of thing had not happened to Pick 'n Pay before. What should he do?

Part B of the case is set seven weeks subsequent to the first threat, after it appeared that the extortionist had actually put contaminated food in one of Pick 'n Pay's stores. After receiving the first letter, Pick 'n Pay had contacted the police for advice, but had kept the matter from the press, confident that the extortionist would not harm its customers. Now it appeared that his strategy had changed. What should Summers do now?

Case relevant to the following topics: Crisis management, extortion management, South African FMCG retail industry.

Pipeco: Workers Boycott the Workplace Challenge

In October 1997, with the support of the Chemical Workers' Industrial Union (CWIU), which represented workers at Pipeco's plants, Thomas Bowler, MD of Pipeco, had taken the company into the Workplace Challenge Project – a productivity improvement initiative devised by the National Economic, Labour and Development Council (NEDLAC). But his attempt to introduce this workplace change project had not been successful, and a year later it had made no progress. One key incident that came to mind was the workers' boycott of the Workplace Challenge earlier in the year. As far as Bowler was aware, employee buy-in had been obtained. Instead, when the CWIU's local organiser arrived at the Roodekop plant on 26 May for a meeting of the newly-established bipartite working group, no shop stewards were present. The workers had mandated their shop steward representatives not to attend the meeting. Bowler felt that if he could understand why the workers had boycotted the Workplace Challenge, then he would better understand how to achieve co-operation between management and workers in South Africa.

Case relevant for teaching the following topics: Industrial relations.

Pravin Gordhan: Master Juggler

Pravin Gordhan, Commissioner of the South African Revenue Services (SARS), had managed to improve tax collection substantially over his six years of office, whilst also managing to keep changing the institution internally. He was proud of the leadership role he had played in making such a complex public organisation operate efficiently.

He knew, however, that large organisations increasingly perceived SARS to be overplaying its hand. In his view the key to improving the level of tax compliance – which was only at the 50% mark – was to enhance mutual trust, but he wondered what was the most effective way of doing this.

Case relevant for teaching the following topics: Leadership, organisational transformation, public sector management.

Pretoria Portland Cement: Engineering HR - Part A

In February 2000, the Kambuku team of Pretoria Portland Cement (PPC) got together in the Kambuku "war room" to plan the way forward for the project. Rod Burn, PPC's director of organisational performance, had appointed them to work on finding a way to get more out of PPC's people so that the company could reach the taxing cash flow targets that chief operating officer (COO) John Blackbeard had set. PPC's performance over the preceding five years had been dismal and the company was feeling the heat of competition from two major international competitors. Achieving the turnaround targets set by Blackbeard would not be possible without the buy-in of the people. Burn had asked the Kambuku team to design a system that would have this as the output. But what were the components of this system?

Case relevant to the following topics: Organisational transformation, organisational design and development, human resources management, leadership, value-based management.

Pretoria Portland Cement: Engineering HR - Part B

Rod Burn, organisational performance director of PPC, looked back over the past four years with some satisfaction. Since 2000, when PPC had instigated an organisational transformation initiative known as the Kambuku Process, shareholder returns had improved, as had market capitalisation. The management culture had changed completely and there was a new level of energy in the organisation, with people at all levels taking pride in their work. But Burn did not want to take it for granted that this success would continue. It had taken hard work to get the Kambuku process to this point. It would take more hard work to maintain and improve it. Thinking in terms of a simple SWOT (strengths, weaknesses, opportunities and threats) analysis, what were the factors that he had to watch out for and what were those that he could build on to ensure that the process did not lose momentum?

Case relevant to the following topics: Organisational transformation, organisational design and development, human resources management, leadership.

Quadrem: E-Procurement for the Mining Industry

By 2003, Quadrem, a global e-marketplace that facilitated electronic transactions between buyers and suppliers from the mining, metals and minerals industry, was in its third year of operation. While some of the regions such as North America, Australasia and South Africa managed to operate profitably on a regional level, Quadrem as a whole was not yet profitable mainly because of its high fixed centralised costs. The shareholders however, expected Quadrem to break even by the end of quarter two in 2004. The case study revolves around Quadrem Africa, based in South Africa, and its dilemma to increase its growth to help Quadrem break even globally.

Case relevant to the following topics: E-commerce, e-procurement, Internet strategy.

Redhill High School: Free to Build Excellence

It was a Monday morning in early May 2009 and Mike Russell, principal of the highly academic Redhill High School in the north of Johannesburg, had had a demanding start to his day. He had just finished an early morning meeting with a parent concerned about his son's performance in Afrikaans. Russell had allayed the parent's fears by arranging for the pupil to have extra lessons. He felt sure that would address the parent's concern – but Russell had some concerns of his own.

Case relevant to the following topics: Marketing

Rob Angel: Leading Engen to Empowerment

In November 1998, Rob Angel experienced a major challenge. As CEO of Engen, he had spent almost a decade working on the transformation of the largest South African oil company into a successful, empowered organisation. Petronas, a Malaysian state-owned oil company, had recently taken over Engen. Engen was considering a merger with Sasol Oil, a South African state-owned oil company. Both Petronas and Sasol, adhered strongly to the old command and control leadership culture. In addition, it was planned that a considerable percentage of Engen would be transformed to a black empowerment company. This presented a different dimension of South African culture. Rob Angel considered how he could maintain Engen's culture of empowerment after the Petronas take-over.

Case is relevant to the following topics: Leadership, transformation, empowerment; corporate and country specific diversity, Petronas, Engen, international and Pacific Rim oil industry.

Sally Williams Fine Foods: Getting to Market

Dries Pretorius, national sales manager of Sally Williams Fine Foods, a small manufacturer of luxury nougat, was furious. It was May 2007, four years since Sally Williams had first appointed its distributor and the thermostat at the distributor's warehouse had failed. As a result, his product had spoiled and he had to recall almost all of it. This was not the first mistake the distributor had made and Pretorius knew he had to make a change. Should Sally Williams bring distribution back in-house or continue to outsource it, he wondered. And if the decision was to outsource, what should the company look for in a new distributor?

Case is relevant to the following topics: Distribution, strategy, marketing.

Sandton City: Looking for a Sustainable Power Solution

In May 2008, Johannesburg's Sandton City shopping complex was on the road to recovery from its experience that January, when it was hit hardest of all shopping centres in the country by Eskom's random power cuts. Sandton City general manager, Gary Vipond, and Dorcas Ledwaba, the director of property management at Liberty Life Properties, which owns the complex, had managed to find ways of saving electricity, and had put a solution in place involving generators and inverters. Planned power cuts had taken place for a short period in April, but Eskom had sinced announced that it would cease planned power cuts and would try to provide continuous power. Yet the two knew that the electricity situation was still critical. They wondered whether the short-term solutions they had implemented would serve the shopping complex effectively until 2014, when Eskom envisaged being on track again.

Case is relevant to the following areas: Sustainable business, environment of business, business and the environment.

Sasol/ AECI: The Right Chemistry for a Merger?

A number of factors affected the chemicals and plastics industry in South Africa during the late 1990s. With South Africa's acceptance into the global economy after the election of a democratic government in 1994, a new export oriented strategy was implemented to increase international competitiveness. Sasol consulted with the Competition Board in 1998 in order to gain approval of a merger with AECI. The merger was expected to bring about economies of scale and to create a globally competitive explosives giant within the South African borders.

Case is relevant to the following areas: Market dominance, decrease in competition, public interest; Competition Board; Sasol and AECI.

Salient Features of a Management Buyout (MBO) – Background Note

A management buyout ("MBO") involves the purchase of an existing business by its senior management team. It has proved itself to be an attractive vehicle for management, who can accumulate wealth in the form of an equity participation in their company. This note looks at salient features of MBOs, such as how they are structured and financed, and how equity is allocated. It also examines how to evaluate an MBO candidate to gauge whether it has potential for success.

SA Home Loans: Bank Bashing is Good for Business!

Simon Stockley, SA Home Loans' CEO, was a lawyer by education but an entrepreneur by nature; his colourful, nonconformist socks epitomised his character. The first person in South Africa to build a business based around the concept of securitisation, he had taken just five years to break into South Africa's capital market and take on South Africa's major banking institutions. He had gained approximately 11% market share for new mortgage bonds (estimated to be worth R500 million per month), 3% of South Africa's estimated R258 billion total mortgage market, and forced the banking institutions to change their home loan finance *modus operandi* in response to his competition. Despite these achievements he was dreading the upcoming board meeting – he could predict the question that would be asked; the question for which he, as yet, had no sure answer. At the end of the board meeting Laurence Rapp, director of strategic investments and alliances, Standard Bank, would ask, "So Simon, what is your next BHAG?"

Case suitable for the following topics: Entrepreneurship, securitisation, finance.

South African Breweries: Achieving Growth in the Global Beer Market

Aiming to increase the globalisation efforts for South African Breweries (SAB), group chief executive of SAB, Graham Mackay, decided to shift SAB's headquarters to London and listed on the London Stock Exchange in March 1999. While the global brewing industry remained highly fragmented in early 2000, the race for consolidation among the major players had begun in earnest. Despite SAB's movement overseas, SAB was primarily an 'emerging market' brewer. SAB's ratings on the international financial markets were inevitably affected, and raising capital was an expensive proposition. Aiming to keep the company in the top tier of international brewers, Mackay was considering several potential courses of strategic action.

Case is relevant to the following topics: Global beer industry, international growth strategies, mergers/acquisitions, South African Breweries.

South African Breweries and the Miller Acquisition: A Risk worth taking?

Against a background of intense merger and acquisition activity in the brewing industry, Chief Executive of South African Breweries (SAB) Graham Mackay, faced a difficult decision in early 2002. By this time talks about the possible acquisition of the USA's second largest beer producer, Miller Brewing, by SAB, were well advanced. The proposed deal would reshape the top tier of the global brewing industry, catapulting the fourth and seventh largest brewers in the world to the number two position.

While Mackay was happy with SAB's progress in emerging markets to date he wondered whether this was the right moment to move into the developed world. Moreover, he wondered whether the Miller business was the right way to go. Mackay and his management team had spent many hours analysing all aspects of the business and had isolated certain problem areas within it. While they believed that SAB had the resources and capabilities within the group to meet the operational challenges these problem areas presented, the question remained: was the Miller deal a risk worth taking?

Case is relevant to the following topics: Global beer industry; international business strategy; mergers/acquisitions; South African Breweries.

Sir Sam E Jonah: Leading in Africa

Sir Sam Jonah joined Ghana's Ashanti Goldfields in 1970. He climbed the corporate ladder, occupying every position on the rung along the way, as the first black and youngest person in every position he held. In 1986, he was offered the opportunity to be the first Ghanaian to occupy the position of chief executive of Ashanti, and began to build his dream: an African company run by Africans in Africa, with the best person for the job, in every position. Through acquisition, Jonah grew Ashanti from a single mine to the world's ninth largest gold company with 25 operations in 11 countries. Ashanti became "Africa's favourite son."

In February 2003, Bobby Godsell, his good friend and chief executive of South African mining giant AngloGold Limited, proposed the idea of uniting his company with Jonah's. Eleven months later the biggest merger on the African continent was concluded and AngloGold Ashanti was formed. However, as the new company's president, Jonah's new job of identifying growth opportunities for AngloGold Ashanti kept him removed from the operational problems that once occupied his time. Now June 2005, Jonah was preparing to report back to Godsell after returning from another business development trip. His frustration had been mounting. He wondered whether it was time to move on.

Case is relevant to the following topics: leadership, strategic management, corporate strategy, business in Africa, organisational culture, organisational behaviour, organisational transformation, mergers and acquisitions, human resources management, gold mining industry.

South Africa: the Battle for Social and Economic Policy

On Saturday 13 January 2007, the South African president, Thabo Mbeki, stepped up to the podium at a mass rally of African National Congress (ANC) supporters in Witbank, Mpumulanga to deliver the annual January 8 Statement of the ANC National Executive Committee (NEC). Although its purpose was to celebrate the 95th anniversary of the ANC, the event also provided an opportunity for the ANC leadership to project a united front after a year of turmoil within South Africa's ruling political party.

Case is relevant to the following topics: South African economy, economics.

South Africa's War over Scrap Aluminium

It was 15 February 2004 and Gerhard Nicolaus, director: metals and allied industries in the South African Department of Trade and Industry (DTI), was preparing for a potentially acrimonious meeting of stakeholders in the scrap metal industry. Since 2001, local purchasers of recycled aluminium had expressed concern that the prices of recycled aluminium in SA were inflated, and that scrap was being exported at the expense of local demand. As a result, in May 2003, the minister of trade and industry had signed a new policy that prohibited the granting of export permits for specific classes of scrap and forced the scrap merchants to supply the domestic industry first. This meant that the scrap merchants faced a possible cutback in profitability, because the export market was very lucrative. The scrap merchants had protested vociferously and implementation of the policy was delayed. Nicolaus's main objective was to maximise beneficiation in SA and he believed that the new policy should be regulated by the industry itself. But how could a win-win scenario be brought about for all the parties?

Case relevant to the following topics: Negotiations, global trade policy, international business.

Strategising to Keep Otis SA at the Top

Bonang Mohale, managing director of Otis South Africa, was challenged with the transformation of the organisation from a product-oriented company into a world class, market oriented and competitive concern in the business of elevators and escalators. Although sales had increased and the company remained profitable, growth had been lower than the rate of inflation. Competition had intensified, and customers were better informed and more demanding; yet staff were complacent. Mohale was wondering how his team should approach the development of a marketing strategy for Otis so as to avoid losing its competitive edge as market leader.

This case is set in 2000.

Case is relevant to the following topics: Marketing strategy and positioning; staff motivation, performance management, elevator and escalator industry. Otis South Africa.

Stride Pharmaceuticals: Employment Equity for Corporate Performance

Barbara Care, human resources director of Stride Pharmaceuticals, had invested considerable effort during the past few years, developing sound human resources practices and ensuring that the company complied with the labour legislation of South Africa. The promulgation of the Employment Equity Act in 1998 presented the company with new challenges. Care still had major concerns about its ultimate success beyond the purely legislative requirements. She considered how employment equity could become integral to the strategy of the company.

Case is relevant to the following topics: Employment equity strategy; change process; leadership; pharmaceutical industry in South Africa.

Tashas: Franchising the Boutique Café Experience

At the beginning of 2009, Natasha Sideris, owner and founder of Tashas – a hugely popular gourmet café in Atholl Square, Sandton – was on the verge of a massive expansion: to open 25 franchises at upmarket centres around the country. On any given day, the cheapest cars outside Tashas in Sandton were in the quarter of a million rand mark. Their owners had no problem queuing to have a meal or a coffee at the constantly-packed café. Inside, Sideris was calling the shots, telling her waiting staff off if they were not complying with her strict service rules. Her managers were pacing, making sure everything was as expected. The customers were just enjoying the food and ambience. Tashas was so successful because it offered a unique combination of delicious food and classy ambience. Sideris was excited, but there was that niggling doubt: could she maintain the magic of the hugely popular restaurant while franchising it?

Case is relevant to the following topic: Entrepreneurship.

Tashas Franchising
Will Service Stand in the Way of Success?

It was a Saturday morning in April 2009 at Tashas at Atholl Square: the first Tashas that Natasha Sideris had opened, and her flagship store. As always, the restaurant was incredibly hectic. Sideris walked over to a table where one of the guests was complaining, and sought to smooth ruffled feathers. "We waited half an hour for a table, and then the waiter got some of our drinks orders wrong! That's simply not acceptable!" Sideris apologised profusely, and gave drinks and dessert on the house to the party of four. This seemed to calm the customers down.

But this complaint troubled Sideris, because it echoed similar incidents reported in the findings of recent customer service research at her restaurant. She knew she was doing something right – Tashas, a gourmet café franchise, had been a customer magnet since it opened in September 2005 – but she could not be complacent; particularly not now, as she was starting to expand the franchise. She wondered whether she had the right systems in place to ensure that her franchises offered the right level of service, and whether she was stretching herself and her recipe for restaurant success too thin.

Case is relevant to the following topic: Service industry.

The Stokvel Sector: Opportunities and Challenges

By 2009, stokvels (community-based savings clubs) were playing a substantial role in the South African economy. A 2003 study entitled 'Stokvels: Making Social Cents', conducted by the University of Cape Town (UCT) Unilever Institute of Strategic Marketing, found that black adults in South Africa invested approximately R12 billion a year in stokvels, burial societies, *mogodisanos* and saving blocks.

The UCT study revealed that, at the time, 2.5 million South African adults (that is 9% of the adult population of the country) – and one in every two black adults – belonged to a stokvel (burial societies excluded). One year earlier, a 2002 survey conducted by Futurefact had reported that there were 3.5 million stokvel members, and had estimated the reach of burial societies to be much higher – 89 000 societies, with 8 million members.

Further research in 2007 by the financial services group Old Mutual (OM) had indicated that "grey money holdings" – OM's term for informal savings circulating outside the formal financial sector – had grown to R33 billion over the last decade. It was black communities' savings, which were held through stokvels, that accounted for the majority of grey money.

Thus, as a group, stokvels presented an apparently attractive market for private sector organisations. According to two key role players in the industry – Andrew Lukhele, founder president of the National Stokvels Association of South Africa (NASASA), and Santy Mokgoatsane, business development manager of the Stokvel Company, which had also been set up with the intention of organising and empowering stokvels – there was a need at the same time for certain stokvels to organise themselves more formally so as to create wealth for themselves – either as formal financial institutions or as small businesses that had the potential to grow.

Case relevant to the following topics: Industry analysis, strategy, SWOT analysis, informal sector, informal finance, Rotating Savings and Credit Associations" (ROSCAs).

The Phone Shop: Growth and the Entrepreneur (Part A)

In August 2006, the lease on The Phone Shop – a business that the Brill family had run for the past 18 years – was up for renewal. In recent years, the shop had not performed well, but Eran Brill believed that because it had developed a strong brand over the years, there was potential to make it profitable once again. Still, a lot of people felt it was best simply to close the shop down. Brill wondered whether he should listen to this advice or to his own instincts, and if the latter, what he could do to turn the shop around.

The Phone Shop: Growth and the Entrepreneur (Part B)

In August 2009, Eran Brill, director of The Phone Shop (Pty) Ltd, a consumer electronic goods retailer, was about to renegotiate the lease on his Sandton City store. This event marked three years since he had taken over the store, at a time when it was struggling to make sales and to meet its debt obligations. Since then, he had managed to put The Phone Shop onto a much sounder financial footing, and he had opened two more stores. Looking ahead, he wondered whether he could improve on what he had achieved, in the next three years, particularly now that the recession had started to take hold.

Case is relevant to the following topics: Finance, Entrepreneurship, Retail Industry, Growth, Strategy

Treatment Action Campaign: Managing Activists

It was mid-2008 and Zackie Achmat, founder of the Treatment Action Campaign (TAC) − widely regarded as one of the most successful HIV/AIDS activist organisations in the world − sat in his office in the historic Westminster House in Adderley Street, Cape Town considering the future. The organisation was facing two related challenges that he was unclear how best to address. Firstly, it was in urgent need of improved professional day-to-day management and administrative skills if it was to sustain its successes of the past 10 years. But with activists as the backbone of the organisation, motivated by ideological rather than career ambitions and with little knowledge of corporate processes, it was proving difficult to create the more structured working environment that the TAC needed.

Secondly, Achmat, now in his mid-forties, HIV positive and with a heart attack behind him, was aware that he may have a shorter lifespan than most, and wanted to move on to do other things. He was unconcerned about the future political or ideological leadership of the TAC. The question was how to find a national manager or chief operating officer with consummate business skills, the knowledge to understand the complexities of the TAC's organisation and work, and the ability to manage activists.

Case is relevant to the following topics: Organisational design.

The Times – Bridging the Old with the New

It was April 2007, and Ray Hartley still had myriad unanswered questions in the lead-up to the launch of a new daily newspaper, *The Times*, in June 2007. As the editor, he debated whether the paper, with its online functionality, would be targeting a brand new market or actually be merely an extension of *The Sunday Times*' existing market of over 130 000 subscribers. Resolving this question would inform many still uncertain issues, such as what form the daily paper would assume, its predicted performance relative to established daily papers, content compilation and, perhaps most importantly, whether it would generate an online market.

Case is relevant to the following topics: Strategy, Internet, Entrepreneurship & Marketing.

The Johannesburg Hospital: Of Oaths and Opportunity Costs

It was a Sunday evening in March 2004 and Sagie Pillay, chief executive officer of the Johannesburg Hospital, was reflecting on the progress he had made since his appointment in 2000. He had been instrumental in crafting the Hospital Strategy Project for the National Department of Health. He had been appointed to transform the Johannesburg Hospital in accordance with this strategy. Now, in 2004, he was as supportive of health and public sector policies as he had been when he took over as CEO, but had experienced the reality of implementation.

Every decision was a balancing act between the priorities of the national and provincial governments, health policy, accountability for public funds, constitutional rights and providing the best possible care for each patient. In addition, he was confronted daily with public service organisational culture, a shrinking budget allocation and the increasing number of South Africans being driven from private health care to the more affordable public health care facilities.

He had made some progress, but it had been an uphill battle. How could he or any future CEO take the hospital forward and achieve the goals of a National Health System?

Case relevant to the following topics: Organisational transformation, strategy, public sector management.

The Marginal Performer

It was that time of year again: performance appraisal and salary review time. Nadia Strom, the new branch manager at the Pentlands branch of Barrows Bank, had one of her most difficult appraisals coming up the next day. The performance of branch accountant, Michael Nyageri, was not up to standard and was affecting the overall performance of the branch. She had to decide how to handle the appraisal and how to map a way forward with him towards improved performance.

Short case relevant to the following topic: Performance management.

The South African Lottery: A Battle for Hearts and Minds

The South African National lottery had been in the firing line of the media and the public since its inception. The continuous distrust and suspicion with regards to the operations of the two role players, Uthingo (the license holder) and the National lottery Board (NLB) were cause for concern. In an attempt to improve their negative public image, Uthingo and the NLB made efforts to be more open and transparent through the use of advertisements, advertorials, road shows and their web site. In addition they took pains to reply in detail to all the accusations since 2000. However, its image had not improved significantly. What else could be done to reverse this perception?

This case is set in 2003.

Case relevant to the following topics: Marketing, governance.

20twenty: Alternative Banking

When Saambou Bank collapsed on 9 February 2002, 20twenty, its newly formed online banking arm, had only been in operation for six months. During the six months it had been in operation, however, 20twenty had managed to capture the hearts of 40 000 customers with its innovative approach and fanatical service ethic: so much so, that most of its customers did not leave when Saambou collapsed, but stayed faithful to 20twenty until a rescuer came along 18 months later. The rescuer was UK bank, Standard Chartered, which wanted to open up an operation in South Africa and liked 20twenty's business model. Standard Chartered wanted 20twenty again to differentiate itself from its competitors by providing innovative banking services and fanatical dedication to its customers. However, this strategy might have worked two years previously, but would it still hold in 2004 when 20twenty relaunched? And if so, would it be sustainable in the long run?

Case relevant to the following topics: Entrepreneurship, e-business, online banking, business strategy.

Verity: In Tune with Viral Marketing

Looking across the bay from her home in Hout Bay, Cape Town singer Verity Price (known to her fans as Verity) reflected on how she had not allowed the exclusive South African music industry to prevent her from making and selling her first album. She was one of the world forerunners in using Internet viral marketing to sell her music, and she was the first singer to sell an album before it had been made. Now, in April 2009 – nine months after her album was launched –

sales had slowed, and she wondered whether she could use viral marketing differently to increase sales?

Case is relevant to the following topics: Viral Marketing, marketing, music industry.

Vodacom Customer Care

Vodacom Customer Care provided an extensive training programme for new call centre employees. It had also made an effort to ensure that the work environment at its various call centres was pleasant with modern amenities. Performance of call centre agents was measured against a detailed bonus calculator system. In October 2002 the number of calls handled by each call centre agent was added to the list of criteria against which performance of call centre agents was measured. This had prompted a change in the relative weighting of each of the factors that contributed to the final bonus calculation. Ibeth Toerien, executive director: customer care at Vodacom, and Lori Kasselman, Vodacom's executive head: capacity building and development reflected on whether it had been worthwhile adding quantity of calls handled to the bonus calculator. They debated whether it achieved the desired balance between quantitative and qualitative measures.

Case is relevant to the following topics: Call centre industry, integrated human resource management system with emphasis on performance management, recruitment and training; Vodacom (Pty) Ltd.

War on HIV/AIDS

South Africa had the most rapidly growing HIV/AIDS epidemic in the world. By 2001, 4.2 million South Africans were infected with HIV. However, the development of a comprehensive HIV/AIDS policy and subsequent action by the government was noticeably absent. A critical role had emerged for business to provide AIDS education, prevention and health care to employees, particularly considering that they would have to bear many of the costs associated with an infected workforce. Clem Sunter, Chairman of the Anglo American Chairman's Fund, and a well-respected public figure, considered ways how to convince businesses to implement workplace programmes.

Case is relevant to the following topics: HIV/AIDS management, corporate social responsibility, business and government relations, community and public health.

Wendy Lucas-Bull: Making a Difference

Wendy Lucas-Bull's career was taking on an entirely new direction. She had spent the last 10 years working in various capacities for FirstRand, one of South Africa's largest financial services groups – most recently as CEO of the group's retail financial services businesses. As such, she had been responsible for the biggest division within the FirstRand banking group.

Now, in October 2004, she had decided to branch off on her own and to apply her skills to making a difference in South African society through a threefold process of (1) fostering partnerships between business, government and civil society; (2) advocacy amongst businesspeople in regard to developing sustainable businesses; and (3) advocacy around using black economic empowerment as a means of achieving business sustainability.

Lucas-Bull thought the timing was right: South Africa was experiencing a new patriotism, as well as growing business confidence, which would make people more open to her ideas. But would succeed in achieving her vision?

Case is relevant to the following topics: Leadership, organisational transformation, business in society.

Wendy Luhabe: On the Boardwalk

Wendy Luhabe, who had been voted "South Africa's most powerful business woman measured in terms of influence, not wealth" by one of South Africa's most respected business magazines, considered the latest offer she had received to chair the board of one of South Africa's largest organisations. It was September 2004 and, since her first board appointment in 1996, she had served on several boards of directors – including boards of some of the biggest companies in the country. By 2004, she chaired the boards of six companies, and sat on the board of another.

Luhabe was acutely aware of the enormous and increasing corporate governance challenges that were now faced by board members. Her workload was already quite heavy, but, at the same time, she might be able to make a contribution and share her experience in the position of chair of this board. Should she accept the offer?

Case is relevant to the following topics: Leadership, governance, board of directors, entrepreneurship.

Taking Banking to the Unbanked: Wizzit (A, B, C)

Part A of this case is set on a warm, Johannesburg summer's day in January 2003, when Brian Richardson was deep in thought. He and his partner, Charles Rowlinson, were contemplating an entrepreneurial venture with the broad aim of taking banking to the unbanked and underbanked people in South Africa – who constituted 49% of the adult population – and doing so on a profitable basis. Parts B and C examine critical points in the development of the business, and decisions that had to be made at these points.

Case is relevant to the following topics: Entrepreneurship, microfinance, banking, strategy.

Woolworths SA: Clothing Turnaround Strategy

In the 2004 financial year, for the third year in a row, the results of fashion and food retailer Woolworths were behind those of its competitors. Comparing turnover growth rates of the major sector players over the 2002 to 2004 period indicated that the Cape Town-based Woolworths had grown at an average of 13% a year as opposed to an average of almost 19% among its competitors. Woolworths clothing sales had remained static whilst those of its competitors had increased. Chief Executive Officer (CEO) Simon Susman, had to decide on a strategy to turn this around.

Case relevant to the following topics: strategy, marketing, retail industry.

Woolworths SA: Making Sustainability Sustainable

In February 2009, Justin Smith, manager of the *Good business journey* at Woolworths, a leading South African department store, was a worried man. Woolworths had launched its five-year sustainability strategy just under two years before. After undertaking an impact assessment, Smith was concerned that the original targets – which covered transformation, social development, the environment and climate change (see **Exhibit 1**) – had been set without a clear understanding of exactly what it would take to achieve them. Woolworths had recently identified 10 key risk areas that impacted on the achievement of its original goals. If the sustainability goals were not reached, Woolworths could lose credibility among its shareholders, staff and consumers. What did Woolworths need to do to ensure that it achieved its sustainability goals? And had the company been too ambitious in the targets it had set initially, he wondered?

Case is relevant to the following topics: Corporate sustainability, environment of business, climate change, triple bottom line, responsible retailing, and sustainable development.

Woolworths SA: Something in the Yoghurt Mix

In May 2008, alerted by a primary dairy supplier that one of its raw material suppliers may be including gelatine in its products, Julian Novak, divisional director of food at Woolworths SA, tasked his team to investigate the issue. The allegations proved to be true. There was gelatine in Woolworths' entire yoghurt range. In 2003, the company had agreed to ensure that its yoghurts were free of gelatine (a product derived from meat sources), and had therefore advertised them as such. One of the foundations of the Woolworths brand was its reputation for being trustworthy. Novak knew that there would be an outcry if this crisis was not handled correctly. He wondered how to act to preserve the company's reputation, and what action the company should take against the supplier.

Woolworths SA: Something in the Yoghurt Mix
Epilogue

When Woolworths discovered that one of its raw material suppliers was including gelatine in its yoghurt products, the company knew not to delay in taking a decision. "In this business, when you find something that's gone wrong, we immediately work to contain and address the problem. In 30 to 40 minutes, a decision has been made," said Karin Carstensen, food scientist and technical manager: legal and policies at Woolworths. "It's just the process of communicating the decision that takes a bit longer. We really don't take very long to make a decision like this. It's made within minutes or hours, not days."

Julian Novak, divisional director of food at Woolworths SA, assembled a crisis committee and decided to recall the product. All decisions about product recalls went through the company secretary, Cherrie Lowe, who then made the final decision to recall the product, in consultation with the board. Woolworths then immediately contacted the Beth Din, the relevant halal organisation and the vegetarian society and made them aware of the recall. These organisations then informed their members. In addition, the company contacted the media and issued a press release.

Case is relevant to the following topics: Reputation management, crisis management, marketing.

Yahluma: a Sustainable Business Model?

In September 2007, Pindiwe Holomisa and Nomaciko Ngoasheng, started Yahluma Solutions Ltd with the intention of building a fully-owned contact centre in Buffalo City (Eastern Cape), and making use of a Department of Trade and Industry (DTI) incentive to encourage the establishment of business process outsourcing and offshoring (BPO&O) businesses. The Buffalo City centre would take nearly a year to complete. In the meantime, client demand and the desire to earn incomes had led the two to offer part-time outsourcing services, using call centre infrastructure and facilities rented from a disaster recovery (DR) company.

Case relevant to the following topics : Business process outsourcing.

Young Designers Emporium: Growth and the Entrepreneur

In the nine years since the inception of Young Designers Emporium (YDE), its founder, Paul Simon, had seen his vision of providing cutting-edge fashion and lifestyle products created by hopeful young South African designers, grow into a successful chain of ten stores in South Africa's premier shopping malls. Having started with a R10 000 loan from his father, and his mother's retirement policy as surety, Simon had trusted his instincts that the reward from his kubbitz-style operation would be greater than the risks. Now, at the end of 2003, Truworths, a leading fashion retailer with 257 stores in South Africa and 14 franchise operations in Africa and the Middle East, was offering to purchase 75% of his company, thereby providing the credit facilities that YDE needed to help it grow further. Simon needed to decide whether closing this deal was really the answer to unleashing YDE's true potential.

Case is relevant to the following topics: Entrepreneurship, strategy.

For further details please contact the CASE CENTRE:
Tel: 011 717 3922
Fax: 011 717 3920
E-mail: case.centre@wits.ac.za