



SOCIAL ENTERPRISE KNOWLEDGE NETWORK

## TEACHING CASE CATALOG 2017



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NAME	YEAR	TYPE OF DOCUMENT	THEMES	COUNTRY/ REGION	INDUSTRY/ ACTIVITY	PAGE
<a href="#">A Business Leader's Involvement of Education</a>	2003	Case in english	Corporate governance, Negotiation, Retirement, Social enterprise, Strategic alliances, Education	Chile	Education	1
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">A Roof for the South - Building with Love: FUPROVI - Repretel - Mutual Heredia</a>	2003	Case in english	Alliances, Business and Society, Externalities, Business alliance, Social Enterprise, Social Responsibility, Natural Disasters	Costa Rica	Construction, Houses, Building materials	1
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Acindar and Its Corporate Volunteer Program</a>	2005	Case in english	Agility, Change Management, Corporate Strategy, Corporate Social Responsibility, Corporate Volunteering, Human Resources	Argentina	Iron and Steel	1
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">ACOSAMA</a>	2005	Case in english	Water, Empowerment, Social Capital, NGOs, Tariffs, Self-Sustainability	El Salvador	Abastecimiento de agua	2
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">AEMA: Learning Environmental Entrepreneurship</a>	2003	Case in english	Alliances, Business & Society, Corporate Strategy, Externalities, Social Responsibility, Non-Alcoholic Beverages	Argentina	Food and drinks	2
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Alliances that Build Alliances</a>	2003	Case in english	Strategic Alliances, Charitable Institutions, Corporate Strategy, Philanthropy, Social Issues	Argentina	Non-formal education, Urban infrastructure, Civil works	2
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Alpina, Inc.</a>	2009	Case in english	Business & Society, Externalities, Social Responsibility, Food, Dairy Products	Colombia and Venezuela	Food and drinks	2
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">AmCham of Nicaragua: Sponsorship Program</a>	2003	Case in english	Alliances, Social Enterprise, Social Responsibility, Education	Nicaragua	NGOs	3
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">ARCOR Group's Internationalization and the ARCOR Foundation in Brazil</a>	2008	Case in english	Business and Society, Community Relations, Externalities, Globalization, Social Responsibility, Education, Community Work, Confectionery, Food	Argentina	Food and drinks	3
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				

NAME	YEAR	TYPE OF DOCUMENT	THEMES	COUNTRY/ REGION	INDUSTRY/ ACTIVITY	PAGE
<a href="#">Asociacion Chilena de Seguridad (ACHS)</a>	2005	Case in english	Alliances, Demand analysis, Mission statements, Accidents at work, Health and safety at work	Chile	Agribusiness	4
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Banco BCI and Corporación Crédito al Meno</a>	2003	Case in english	Alliances, Charities, Growth, Philanthropy, Children at risk	Chile	Banks	4
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Bimbo Group and Papalote Museo del Niño</a>	2003	Case in english	Brand Management, Business and Society, Externalities, Social Enterprise, Value Creation, Social Responsibility Strategies, Strategic Alliances, Foo	México	Food and drinks	4
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Butterflies of Costa Rica</a>	2008	Case in english	Inclusive Business, Agribusiness, Social Enterprise, Butterflies Industry	Costa Rica	Agribusiness	4
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Cementos Lima: Laying the Foundations of Social Responsibility</a>	2006	Case in english	Adaptability, Business and Society, Externalities, Organizational Structure, Social Responsibility, Strategic alignment, Cement	Perú	Construction, Houses, Building materials	5
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
		Epilogue in English				
		Epilogue in Spanish				
<a href="#">CEMEX Mexico: The Path to Responsible Competitiveness</a>	2006	Case in english	Business and Society, Externalities, Social Responsibility, Cement	México	Construction, Houses, Building materials	5
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Centro de Gestión Hospitalaria</a>	2003	Case in english	Alliances, Social enterprise, Strategy formulation	Colombia	Health	6
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Cerámicas of Costaragua: The Challenges of Selling to Low-Income Citizens</a>	2009	Case in english	Inclusive Businesses, Distribution Channels, Value Chain, Ceramic Tiles	Fictional	Construction, Houses, Building materials	6
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				

NAME	YEAR	TYPE OF DOCUMENT	THEMES	COUNTRY/ REGION	INDUSTRY/ ACTIVITY	PAGE
<a href="#">Coca-Cola Chile Foundation</a>	2005	Case in english	Brands, Business and Society, Business Growth, Externalities, Growth Management, Social Responsibility, Education, Non-Alcoholic Beverages	Chile	Food and drinks	6
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Coca-Cola FEMSA's Contribution to Peace</a>	2012	Case in english	Social Work, Community Work, Business and Society, Social Entrepreneurship	México	NGOs	6
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Codensa: Easy Credit for All</a>	2014	Case in english	Business and value, Financing, Strategy formulation, Inclusive business, Microcredit	Colombia	NGOs	7
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Corporación de Ayuda al Niño Quemado (COANIQUEM) and ESSO Chile</a>	2003	Case in english	Alliances, Charitable Organizations, Philanthropy	Chile	Health	7
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Corporate Social Responsibility at CANTV</a>	2007	Case in english	Business & Society, Charitable Institutions, Philanthropy, Political Risk, Social Responsibility, Strategy, Telecommunications	Venezuela	Telecommunications	8
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Corrente Viva: "United We Stand, Divided We Fall" in the Challenge to Sustainability</a>	2005	Case in english	Alliances, Corporate Governance, Networks, Power and Influence, Social Services	Brasil	NGOs	8
		Teaching note in english				
		Case in portuguese				
		Teaching note in portuguese				
<a href="#">Crear Vale la Pena: Using Budgets as Management Tools</a>	2006	Case in english	Crisis Communication, Economic Conditions, Fixed Costs, Variable Costs, Management Controls, Non-Profit Organizations, Income Growth	Argentina	Non-formal education, Community development	8
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Cruzsalud: Health Care for Low-Sectors</a>	2008	Case in english	Inclusive Businesses, Low-Income Customers, Business Model, Innovation, Health Services, Prepaid Medicine	Venezuela	Health	9
		Case in spanish				

NAME	YEAR	TYPE OF DOCUMENT	THEMES	COUNTRY/ REGION	INDUSTRY/ ACTIVITY	PAGE
<a href="#">CSU-CCA Group</a>	2006	Case in english	Charitable Institutions, Competitive Advantages, Philanthropy, Social Programs, Alignment Strategy, Supermarkets	Costa Rica and Nicaragua	Agribusiness	9
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Developing Allies and Alliances: Autopistas del Sol and SES Foundation</a>	2003	Case in english	Water, Empowerment, Social Capital, NGO, Tariffs, Self-Sustainability	Argentina	Non-formal education, Urban infrastructure, Civil works	9
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Education &amp; Participation Award: Itaú - CENPEC - UNICEF Partnership</a>	2003	Case in english	Social Responsibility, Partnerships, Social Entrepreneurship, Strategic Alliances, Education	Brazil	Banks	10
		Teaching note in english				
		Case in portuguese				
		Teaching note in portuguese				
<a href="#">Empleados Ya: A Head Hunter for the Poor</a>	2009	Case in english	Inclusive Business, Recruiting, Unemployment	Chile	Recruitment of personnel	10
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Escudo Rojo: A Salvation Army Initiative and Its Economic Growth Options</a>	2009	Case in english	Inclusive Business, Non-Profit Organizations, Resource Development, Strategy, Opportunities Assessment, Low Income Consumers	Argentina	Recycling	10
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Farmacias Ahumada S.A. and the Fundación Las Rosas</a>	2003	Case in english	Alliances, Charitable Organizations, Philanthropy	Chile	Health	11
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Fe y Alegría: One or many?</a>	2008	Case in english	Internationalization, Growth Management, Non-Profit Organizations, Poverty, Social Enterprise, Success, Education, Latin America	15 países América Latina	Education	11
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Fundación Comunitaria Oaxaca (FCO)</a>	2005	Case in english	Business and Society, Community Development, Social Conflict Resolution, Externalities, Social Responsibility, Strategy Formulation	México	NGOs	12
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				

NAME	YEAR	TYPE OF DOCUMENT	THEMES	COUNTRY/ REGION	INDUSTRY/ ACTIVITY	PAGE
<a href="#">Fundacion del Empresariado Chihuahuense (FECHAC)</a>	2005	Case in english	Business and government, Business and society, Disaster recovery, Externalities, Natural disasters, Social enterprises, Social responsibility, Strategic planning, Funds	México	Business associations	12
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Fundacion Pro Vivienda Social: The Entrepreneur's Network as a Source of Resources</a>	2009	Case in english	Emerging Markets, Entrepreneurship, Entrepreneurship Management, Microfinance, Community Development	Argentina	Microfinance	12
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">FUTUR-Working towards Social Inclusion</a>	2009	Case in english	Negocios Inclusivos, Inclusión social, Organización sin fines de lucro, Portafolio de actividades, Sostenibilidad económica, "Mission creep	Spain	Catering and food services	12
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Gas Natural BAN's Strategy for Low-Income Sectors</a>	2009	Case in english	Inclusive Business, Corporate Social Responsibility, Business Strategy, Public Services, Community Development	Argentina	Public services	13
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Green Gold: un modelo innovador de minería sostenible</a>	2014	Case in english	Sustainability, Alliances, Environmental management, Economic value, Social value	Colombia	Extractive industry	13
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">HEB International Supermarkets and the Banco de Alimentos de Caritas de Monterrey - HEB</a>	2003	Case in english	Business and Society, Charitable Institutions, Control Systems, Externalities, Interpersonal Relations, Management Controls, Philanthropy, Social Responsibility, Strategic Alliances, Food	México	Food and drinks	14
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">IDEC and the Saga of Self-Sustainability</a>	2006	Case in english	Crescimento de negocio, Plan de negocios, Financiamento, Estrutura organizacional, Empresa social, Valores, Derechos y concientización del consumidor	Brazil	NGOs	14
		Teaching note in english				
		Case in portuguese				
		Teaching note in portuguese				

NAME	YEAR	TYPE OF DOCUMENT	THEMES	COUNTRY/ REGION	INDUSTRY/ ACTIVITY	PAGE
<a href="#">INACAP</a>	2009	Case in english	Inclusive Business, Higher Education, Business Model, Strategy, Map of strategic groups, Non-exclusive admission	Chile	Education	14
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">INDE and the Emprendedores Juveniles de Nicaragua</a>	2003	Case in english	Alliances, Business & Society, Charities, Entrepreneurs, Externalities, Philanthropy, Social Responsibility	Nicaragua	NGOs	15
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">INDITEX: Outsourcing in Tanger</a>	2006	Case in english	Business and Society, Externalities, Supplier Management, Social Responsibility, Relationship with stakeholders	Spain and emerging countries	Textile	15
		Teaching note in english				
		Case in portuguese				
		Teaching note in portuguese				
<a href="#">Indupalma (A1): The Initial Years, 1961 – 1977</a>	2003	Case in english	Stakeholder Management, Alliances, Enterprise and Society, Collective Bargaining, Labor Law, Social Responsibility, Palm Oil	Colombia	Agribusiness	16
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Indupalma (A2): The Years After the Kidnapping, 1977 - 1991</a>	2003	Case in english	Stakeholder Management, Alliances, Enterprise and Society, Collective Bargaining, Labor Law, Social Responsibility, Palm Oil	Colombia	Agribusiness	16
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Indupalma (B): Indupalma and the Associated Labor Cooperatives, 1991-2002</a>	2003	Case in english	Management of stakeholders, Alliances, Business and Society, Charities, Cooperatives, Externalities, Philanthropy, Social Responsibility, Palm Oil	Colombia	Agribusiness	16
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Instituto Nacional de Biodiversidad (INBio)</a>	2007	Case in english	Nonprofit Organization Management, Government, Leadership, Sustainability	Costa Rica	Environment, Biodiversity	16
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
		Epilogue in English				
		Epilogue in Spanish				



NAME	YEAR	TYPE OF DOCUMENT	THEMES	COUNTRY/ REGION	INDUSTRY/ ACTIVITY	PAGE
<a href="#">Intermon Oxfam: The Conflict Between Efficiency and Values</a>	2006	Case in english	Board of Directors, Mission Statements, Productivity, Values, Organizational Growth, Human Resources, Human Rights Advocacy	Spain	NGOs	17
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">La Fageda</a>	2009	Case in english	Social Entrepreneurship, Growth, Small and Medium-sized Enterprises (SMEs), Inclusive Business, Cooperative, People with Disabilities, Dairy Products	Spain	Food and drinks	17
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">La Fageda (B): a social enterprise development</a>	2014	Case in english	Inclusive Business, Social Responsibility, Growth Management, Organizational Structure, People with Disabilities	Spain	Food and drinks	17
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">La Nación Newspaper and Red Solidaria</a>	2003	Case in english	Strategic alliances, Business and Society, Social enterprise, Social responsibility, Volunteering, Press	Argentina	Media, Volunteering, Philanthropy	18
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Let's Build Their Dreams: Danone Mexico and the Casa de la Amistad para Niños con Cancer, I.A.P.</a>	2003	Case in english	Alliances, Business and Society, Management Controls, Nonprofit Marketing, Causes Marketing, Mechanics and Dynamics of Cross-Sector Alliances, Social Enterprise, Social Responsibility, Food	Mexico	Food and drinks	18
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Moving Mountains: The Case of the Antamina Mining Company (A)</a>	2007	Case in english	Business and Society, Environmental management, Relationship with stakeholders, Social responsibility	Colombia	Extractive industry	18
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
		Epilogue in English				
		Epilogue in Spanish				
<a href="#">MRW: Social Enterprise in a Franchise Network</a>	2006	Case in english	Organizational Behavior, Social Enterprise, Franchising, Corporate Responsibility	Spain	Postal transport services	19
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				



NAME	YEAR	TYPE OF DOCUMENT	THEMES	COUNTRY/ REGION	INDUSTRY/ ACTIVITY	PAGE
<a href="#">Natura and Matilde: Friendly Neighbors</a>	2003	Case in english	Business and Society, Charities, Externalities, Philanthropy, Social Responsibility, Partnerships, Strategic Alliances, Cosmetics, Hygiene and Beauty	Brazil	Cosmetics	19
		Teaching note in english				
		Case in portuguese				
		Teaching note in portuguese				
<a href="#">Natura-Ekos: From the Forest to Cajamar</a>	2003	Case in english	Business and Society, Externalities, Social Enterprise, Social Responsibility, Strategic Alliances, Cosmetics, Hygiene and Beauty	Brazil	Cosmetics	20
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Orsa Group: the challenge of sustainable development in the Amazon</a>	2007	Case in english	Alliances, Social strategy	Brazil	Paper Pulp	20
		Teaching note in english				
		Case in portuguese				
		Teaching note in portuguese				
<a href="#">Pantaleon</a>	2005	Case in english	Business and Society, Competitive Strategy, Social Responsibility, Sugar	Guatemala	Agribusiness	20
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Posada Amazonas</a>	2003	Case in english	Alliances, Environmental management, Human resources management, Social enterprise	Perú	Tourism	20
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Profamilia: Planning to Survive</a>	2006	Case in english	Strategy, Social Value, Strategic Redirection, Non-profit Organizations, Social Enterprise, Family Planning	Colombia	Health	21
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Proyecto Paria Foundation: A Mission Addressed to Transforming the Environment</a>	2005	Case in english	Community Development, Empowerment, Poverty, Social Enterprise, Cooperatives, Cocoa	Venezuela	Agribusiness	21
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Reciclare: rethinking the future</a>	2009	Case in english	Inclusive businesses, economic value, social value, recycling, low-income workers, the organization's sustainability	Brazil	Recycling	22
		Teaching note in english				
		Case in portuguese				
		Teaching note in portuguese				

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<a href="#">Recyclable By Nature</a>	2003	Case in english	Strategic alliances, Recycling, Social enterprise	México	Recycling	22
		Teaching note in english				
<a href="#">Ron Santa Teresa's Social Initiatives</a>	2005	Case in spanish	Corporate Social Responsibility, Leadership, Strategy, Organizational Change, Rehabilitation of Offenders, Relationship with Communities, Alcoholic Beverages	Venezuela	Food and drinks	22
		Teaching note in spanish				
<a href="#">SNA Educa (ex Codesser)</a>	2014	Case in english	Financing, Education	Chile	Education	23
		Teaching note in english				
<a href="#">Telemig Cellular and the Guarantee of Children's and Adolescents' Rights</a>	2003	Case in spanish	Business and society, Social enterprise, Social responsibility, Strategic alliances, Mobile telephony	Brazil	Telecommunications	23
		Teaching note in spanish				
<a href="#">The Challenges For Minuto de Dios (B)</a>	2003	Case in english	Alliances, Charitable Institutions, Philanthropy, Social Services, Apartment Building	Colombia	Construction, Houses, Building materials	23
		Teaching note in english				
<a href="#">The Challenges to the Minuto de Dios (A)</a>	2003	Case in spanish	Alliances, Charitable Institutions, Philanthropy, Social Services, Apartment Building	Colombia	Construction, Houses, Building materials	24
		Teaching note in spanish				
<a href="#">The Corporacion de Desarrollo Social del Sector Rural (Codesser)</a>	2005	Case in english	Consistency of the Mission, Organizational Competencies, Financial Viability, Growth	Chile	Education	24
		Teaching note in english				
<a href="#">The Environment, Development and Participation: the Dilemmas of Asociación Civil Labor</a>	2007	Case in spanish	Accountability; Company and society; Energy Resources, Conservation Consumption, Environmental Management, Influence, Local Governments, Pollution Control and Social Responsibility	Perú	NGOs	24
		Teaching note in spanish				
		Epilogue in English				
		Epilogue in Spanish				

NAME	YEAR	TYPE OF DOCUMENT	THEMES	COUNTRY/ REGION	INDUSTRY/ ACTIVITY	PAGE
<a href="#">Tierra Fertil</a>	2009	Case in english	Agribusiness, Agribusiness, Social Enterprises, Inclusive Business	Costa Rica and Nicaragua	Agribusiness	24
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				
<a href="#">Twenty-First Century Leaders</a>	2003	Case in english	Corporate Social Responsibility, Alliances, Business and Society, Charities, External Relations, Organizational Structure, Philanthropy, Social Responsibility	Colombia	Education	25
		Teaching note in english				
		Case in spanish				
		Teaching note in spanish				

## **A Business Leader's Involvement in the Improvement of Education**

This case describes the alliance that Manuel Ariztía (Don Manuel), a highly respected owner of one of the leading poultry companies in Chile, has forged with Melipilla, a Chilean municipality, to collaborate in the management of its public educational system. The vehicle used for this alliance is the 'Corporación Municipal de Melipilla' (CMM), which is defined as a private, not for profit, autonomous, non partisan entity that provides education and health services at the municipal level. Don Manuel became a leader in the Board of Directors of the CMM and was instrumental in improving the financial and educational performances of the CMM. The case opens with the challenge that the CMM faces because the general manager, who has been in charge of the administration since the beginning, is seeking retirement. Additionally, the stability of the board is jeopardized by the incoming mayoral elections and the impending retirement of Don Manuel whose presence has given the board an element of stability through time. The case addresses issues of management succession, governance, decision making, and collaboration between business leaders and nonprofit organizations. It also addresses issues related to the key role that board of directors can play in the effective management of educational organizations.

This case may be used in a course of business leadership in the social sector or any graduate level course that explores the range of activities that a business might take on within the social sector. In particular, it allows the exploration of collaborative relationships in the educational sector. The case may also be used in sections of a course on social enterprises to address issues related to the key role that boards of directors play in effective management of educational organizations. The issues of board composition, rotation of board members and succession can be tackled. Sufficient data are available to discuss the ways in which the alliance has been formed, the needs of the major players, tentative results, and future challenges including sustainability.

Authors: Rafael Aguila, Mladen Koljatic, Monica Silva  
Product#: English: SKE005/ Spanish: SKS004  
Teaching Note: English: SKE032/ Spanish: SKS027  
University: Pontificia Universidad Católica De Chile- Chile  
Year of Pub.: 2003  
Number of pages: 21

### **Topics**

Corporate governance, Negotiation, Retirement, Social enterprise, Strategic alliances, Education

### **Industry**

Education

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## **A Roof for the South - Building with Love: FUPROVI - Repretel - Mutual Heredia**

The case describes the relationship between the Foundation for Housing Promotion (Fuprovi), Representaciones Televisivas (RepreTel) and Mutual Heredia. The partnership was built to respond to the emergency situation affecting the south of Costa Rica after the Hurricane Ceasar hit the area in July 1996. A campaign was launched to raise funds to build houses for the families that had been left homeless.

The next step in the case deals with the description of the 'A Roof for the South - Building with Love' campaign -the joint venture undertaken by the above mentioned organizations. In

order to build new partnerships, Fuprovi's executive director needed to determine the characteristics potential partner organizations should have for future partnerships to be successful and lasting.

The case may be used for social organization management courses dealing with issues such as alliances, relationships between non-governmental organizations and private companies, corporate social responsibility, or James Austin's theoretical framework.

Authors: Jesús Revilla, Julio Sergio Ramírez  
University: Instituto Centroamericano De Administración De Empresas - Centroamérica  
Product#: English: SKE014 / Spanish: SKS012  
Teaching Note: English: SKE041/ Spanish: SKS035  
Year of Pub.: 2003  
Number of pages: 23

### **Topics**

Alliances, Business and Society, Externalities, Business alliance, Social Enterprise, Social Responsibility, Natural Disasters

### **Industry**

Construction, Houses, Building materials

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## **Acindar and Its Corporate Volunteer Program**

A family-owned business, Acindar was one of the most important steel companies in Argentina. After the 2001- 2002 Argentine economic crisis, it yielded its controlling stake to a new investor-Belgo Mineira, a Brazilian company of Austrian origin. Arturo Acevedo Jr., the founder's grandson, kept his managerial position as company CEO and president. Acindar Foundation, through the initiative of the company's founder Arturo Acevedo (grandfather) and in its capacity as corporate social policy enforcer, engaged in comprehensive educational, health, and environmental activities for 40 years. Depicts the changes resulting from the incorporation of the new shareholders to the company and how they reflected on the foundation's management and the corporate HR area. The triggering factor was an initiative to develop a corporate volunteer program similar to the one Belgo Mineira had implemented in Brazil- a project that integrated foundation, corporate, and HR management efforts at each production plant.

This case may be used in Human Resources Management courses that zero in on defining H.R.'s field of action, the relationship between H.R. management and corporate foundations in community activities, and the management changes in both areas resulting from the arrival of new shareholders with a different vision regarding social work and Human Resources.

Authors: Ariel Kievsky, Victoria Corti Maderna, Ruth Szvarc, Gabriel Berger  
University: Universidad de San Andrés - Argentina  
Product#: English: SKE065/ Spanish: SKS053  
Teaching Note: English: SKE066/ Spanish: SKE054  
Year of Pub.: 2005  
Number of pages: 29

### **Topics**

Agility, Change Management, Corporate Strategy, Corporate Social Responsibility, Corporate Volunteering, Human Resources

## Industry

Iron and steel

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### ACOSAMA

Presents one of the most impairing problems that affects poor communities in developing countries: the lack of drinking water supply and sanitation systems. A series of partnerships among NGOs, communities, local government, and international agencies provided a fairly effective solution in the four community groups described. Depicts a community managing its resources to satisfy its basic needs, which differs from the patronizing approach commonly endorsed by social ventures.

This case intends to show students one of the most impairing problems affecting poor communities in developing countries: the lack of drinking water supply and sanitation systems. A series of partnerships among NGOs, communities, local government and international agencies provided a fairly effective solution for this problem in the four-community groups described in the case. Similarly, since it depicts a community actually managing its resources to satisfy its basic needs, the case offers an experience that differs from the patronizing approach commonly endorsed by social ventures designed to provide solutions for these kind of problems.

Authors: Felipe Perez, Mateo Lesizza

University: Instituto Centroamericano De Administración De Empresas - Centroamérica

Product#: English SKE053/ Spanish SKS045

Teaching Note: English: SKE054/ Spanish: SKS046

Year of Pub.: 2005

Number of pages: 28

### Topics

Water, Empowerment, Social Capital, NGOs, Tariffs, Self-Sustainability

### Industry

Abastecimiento de agua

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### AEMA: Learning Environmental Entrepreneurship

The case describes the collaboration between Junior Achievement Argentina and Coca-Cola Argentina and the development and implementation process of a customized educational program focused on environmental issues implemented at schools by Junior Achievement Argentina. Junior Achievement Argentina is exploring the possibility of exporting the program to other countries in order to generate additional revenues, but there is an exclusivity agreement with Coca-Cola Argentina for program delivery.

The case allows for the analysis of collaborations between NGOs and private companies on the basis of 'customized' educational projects helping to meet companies' strategic needs. It also describes the joint work process involved, while tackling the 'ownership' issues that crop up in programs developed and financed by a single company, and exploring how to balance the needs and interests of private companies and NGOs.

The case may be used in courses studying the relationship between private companies and communities, in corporate strategy courses dealing with corporate positioning and environmental concerns, or in strategic marketing courses addressing relationships between sponsoring and sponsored organizations.

Authors: Gabriel Berger, Mario Roitter, Cecilia Rena

University: Universidad de San Andrés - Argentina

Product#: SKE017/ Spanish: SKS014

Teaching Note: English: SKE044/ Spanish: SKS037

Year of Pub.: 2003

Number of pages: 28

### Topics

Alliances, Business & Society, Corporate Strategy, Externalities, Social Responsibility, Non-Alcoholic Beverages

### Industry

Food and drinks

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### Alliances that Build Alliances

McKinsey-Ashoka and the Fundacion Compromiso-McKinsey is an international consulting company that operates in 43 countries and Fundación Compromiso is a non-profit entity that provides training, counseling and technical assistance to improve the management and impact of other non-profit entities of Argentina. The link between both organizations acknowledges the presence of a third organization of international character, Ashoka Association, which supports social entrepreneurs and has a global alliance with Mc Kinsey.

Thanks to Ashoka's intermediation, a cooperation program is articulated, through which Mc Kinsey applies its central skills to provide technical assistance to FC. This activity had the objectives of evaluating one of Fundación Compromiso's most important programs and establish a long-term growth strategy for this non-profit entity.

The focus of the case is chronologically situated in the moment at which, once finished the technical assistance work developed by Mc Kinsey, there is a dramatic change in Argentina's social, political and economic situation, which establishes a strong limitation to the agreed strategic plan and creates at Fundación Compromiso the need to reconsider its growth strategy.

The issues presented in the case allow us to analyze the role of social entrepreneurs and their leadership in NGOs. It may be used in courses dealing with topics referred to entrepreneurship and studying corporate strategies to relate to communities and cross-sector alliances.

Authors: Gabriel Berger, Fernando Frydman, Guillermo Arnaudo, Cecilia Rena

University: Universidad de San Andrés - Argentina

Product#: English SKE024/ Spanish SKS020

Teaching Note: English: SKE050/ Spanish: SKS042

Year of Pub.: 2003

Number of pages: 13

### Topics

Strategic Alliances, Charitable Institutions, Corporate Strategy, Philanthropy, Social Issues

### Industry

Non-formal education, Urban infrastructure, Civil works

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### Alpina, Inc.

In 2006, Alpina had processing facilities in Colombia, Ecuador and Venezuela and its products were distributed in

34 countries. With annual sales of nearly \$275 million, it was one of the largest private dairy companies in the Andean region. Alpina's social initiatives began early in the organization's history. The founders of the company and the families that were involved in its operations created a work environment in which the needs of stakeholders were a priority. As the company grew, there were changes in its ownership structure. Yet, in 2006, the owners of Alpina, Inc. were still a relatively small number of family investors. With growth there was also an expansion of social initiatives, which were carried out in different areas. Between 2002 and 2006, the Human Resources Department initiated a series of actions to consolidate social responsibility (SR) activities and to achieve greater impact. These efforts fell short when, in 2006, upon implementing a new corporate model, the Executive Committee began to question the purpose and scope of these social activities. The case puts the students in the place of Juan Pablo Fernandez who, after three years in the company, was named Vice-President of Marketing. The Executive Committee gave his office the task of preparing a proposal to increase Alpina's social impact and established a limit on the amount of resources available for these activities. The information provided in the case allows the student to study and analyze two paths. One possibility was to expand the activities carried out by the company up until that point, which were aligned to varying degrees with the commercial activities of the company but were generally incorporated into the value chain. This was the path chosen by others in the industry and it would allow the company to tackle different risks and inefficiencies that affected the company's overall performance.

On the other hand, there was the possibility of creating the Alpina for Nutrition Foundation, which would help avoid the criticism of benefiting from the unsatisfied nutritional needs of the poorest part of the population. In the role of Fernandez, the student must decide which of these two directions the company should take and to propose how best to make it happen.

Authors: Diana M. Trujillo  
University: Universidad De Los Andes - Colombia  
Product#: English: SKE125/ Spanish: SKS112  
Teaching Note: English: SKE126/ Spanish: SKS113  
Year of Pub.: 2009  
Number of pages: 23

### Topics

Business & Society, Externalities, Social Responsibility, Food, Dairy Products

### Industry

Food and drinks

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### **AmCham of Nicaragua: Sponsorship Program**

The American Chamber of Commerce of Nicaragua (AmCham) developed through its education committee, a School Sponsorship Program. The objective was to encourage its members, mostly private businesses, to help improve national education through the support of needy educational institutions. The collaboration was voluntary, depending on the initiative of the people involved and the time and resources available within each participating firm. As the program progressed, the committee faced the option of becoming independent from AmCham and transforming itself into a nongovernmental institution. In this way, the support of the educational centers would increase through the raising of international funds, while easing sponsors' efforts at the same time.

This case may be used in a course on "social organization management" to close a section on alliances or to discuss complex alliances involving two levels (national and local) and two sectors (private and public). It may also be suitable for decision-making or negotiation courses.

Authors: Julio Ayca, Guillermo S. Edelberg, John Ickis  
University: Instituto Centroamericano De Administración De Empresas- Centroamérica  
Product#: English: SKE007/ Spanish: SKS006  
Teaching Note: English: SKE034/ Spanish: SKS029  
Year of Pub.: 2003  
Number of pages: 15

### Topics

Alliances, Social Enterprise, Social Responsibility, Education

### Industry

NGOs

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### **ARCOR Group's Internationalization and the ARCOR Foundation in Brazil**

Created in 1991, the ARCOR Foundation had built a reputation for its social investment programs devoted to childhood-related issues as well as for its operations' professionalism and magnitude in Argentina. Virtually since its inception, the Foundation focused on education to help mitigate childhood issues. Seventy percent of its budget was devoted to funding and supporting educational opportunities for very young children. To that end, the Foundation not only focused on program model creation but also on engaging other actors, knowledge building and advocacy for public policies targeted to young children. Its strategic approach also hinged on community work, engaging organizations and, primarily, institutional networks to enhance resources, mobilize actors, and coordinate efforts around public and private actors. Although ARCOR's affiliate in Brazil had, from early on, embarked on several educational, social and environmental actions, it was only in the late 1990s that the Group decided to have the Foundation -based in Argentina- support corporate community initiatives to accompany its Brazilian affiliate's growth. Among other initiatives, the case describes an initiative of cooperation with the World Childhood Foundation Institute and with Fundación Vitae, as well as the replication of ARCOR Foundation's programs in Argentina. There is also an account of a survey to assess corporate social practices so far, which detected a somewhat dispersed and philanthropic approach.

This case may be used in courses on international business; corporate strategies, including an analysis of company positioning strategies in international markets, or courses exploring the ties between businesses and communities.

Authors: Gabriel Berger, Daniel Chudnovsky, Mario M. Roitter  
University: Universidad de San Andrés - Argentina  
Product#: English: SKE110/ Spanish: SKS096  
Teaching Note: English: SKE111/ Spanish: SKS097  
Year of Pub.: 2008  
Number of pages: 18

### Topics

Business and Society, Community Relations, Externalities, Globalization, Social Responsibility, Education, Community Work, Confectionery, Food



## Industry

Food and drinks

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### *Asociacion Chilena de Seguridad (ACHS)*

Outlines the history of the Asociacion Chilena de Seguridad (ACHS), a nonprofit organization dedicated to the prevention, treatment, and rehabilitation of work-related accidents and illnesses. ACHS is part of the Chilean system of 'workers insurance organizations', known generically as 'mutuales'. By law, these organizations may not be administered directly or indirectly by any for-profit company. At the end of 2003, ACHS administered seven hospitals, 27 clinics, and 70 medical centers throughout Chile. However, due to efficiency in accident prevention and advancements in medical treatment, hospital infrastructure far exceeded demand. To deal with this problem, ACHS is reviewing a possible alliance with one of its competitors. Focuses on this dilemma, along with the pending succession of the organization's president, who has led for 45 years. Illustrates the delicate balance between pursuing financial goals and remaining loyal to the organization's mission.

Authors: Mladen Koljatic, Monica Silva  
University: Pontificia Universidad Católica De Chile – Chile  
Product#: English SKE067/ Spanish: SKS057  
Teaching Note: English: SKE068/ Spanish: SKS058  
Year of Pub.: 2005  
Number of pages: 23

#### Topics

Alliances, Demand analysis, Mission statements, Accidents at work, Health and safety at work

#### Industry

Agribusiness

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### *Banco BCI and Corporación Crédito al Menor*

Corporación Crédito al Menor (CCM) was created to protect young girls at - risk from abandonment, poverty or abuse. The CCM was developed from within Banco BCI, a local bank. The early proponents were the managers of BCI and the bank controller, who provided funds out of their own pockets to finance the nascent institution. Later the bank contributed with additional funding.

Though there was no legal agreement that tied the CCM to Banco BCI, in time a de facto commitment and collaboration developed between the two organizations. The nonprofit grew and faced the challenge of expanding its facilities to other regions of the country. The decision to expand required finding new sources of funding for CCM and considering going beyond the bank's boundaries to seek new donors. However, this latter option might threaten the special relationship forged between CCM and BCI. This case is particularly illuminating of the process by which individual business leaders can become social entrepreneurs. It also analyzes the development of the collaboration from the stage of a charitable undertaking to a strategic and highly integrated alliance. Key factors as trust, social pressure, good communication, accountability, entrepreneurial traits of the leaders and creation of value appear to explain the success of the alliance.

This case can be used in a course in social entrepreneurship, corporate social responsibility, or any graduate level course

that addresses collaborative endeavors between firms and nonprofits.

Authors: Mladen Koljatic, Monica Silva  
University: Pontificia Universidad Católica De Chile- Chile  
Product#: English: SKE013 / Spanish: SKS011  
Teaching Note: English: SKE040/ Spanish: SKS034  
Year of Pub.: 2003  
Teaching Note:  
Number of pages: 20

#### Topics

Alliances, Charities, Growth, Philanthropy, Children at risk

#### Industry

Banks

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### *Bimbo Group and Papalote Museo del Niño*

In the early 1990's, the Mexican Grupo Bimbo was a leader in the world food industry, operating in 16 countries. In November 1993, Papalote Children's Museum (Papalote Museo del Niño) was created in Mexico City. This civil society organization (CSO) intended to contribute to children's intellectual and emotional development through interactive and educational games and experiments. Shortly after its creation, the museum entered into a collaboration agreement with Bimbo, and the company agreed to sponsor several exhibitions in exchange for brand exposure on museum premises. Eventually, both parties jointly developed new activities such as the Public School Sponsoring Program, which covered the expenses for low-income children's visits to Papalote Children's Museum. Through sponsorships, the company contributed to several museum programs, such as the 'Mobile Papalote'-a traveling version of the museum touring other regions in the country. Teaching purpose: This case analyzes the advantages of strategic alliances and the opportunities provided for companies' marketing development through the support of social causes.

This case may be used to deal with the following topics:

- Value creation
- Strategy
- Corporate social responsibility

Authors: Carlos Romero, Angel Maass  
University: Escuela De Graduados En Administración Y Dirección De Empresas- México  
Product#: English SKE018/ Spanish SKS015  
Teaching Note: English: SKE045/ Spanish: SKS038  
Year of Pub.: 2003  
Number of pages: 22

#### Topics

Brand Management, Business and Society, Externalities, Social Enterprise, Value Creation, Social Responsibility Strategies, Strategic Alliances, Food

#### Industry

Food and drinks

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### *Butterflies of Costa Rica*

In July 2007 Joris Brinckerhoff, founder and owner of Costa Rica Entomological Supplies (CRES), must decide whether to accept an offer from RBA, a publications firm in Barcelona, Spain, to sell mounted butterflies or "deadstock" as part of RBA's "collectibles" program for schoolchildren. Joris, who



had pioneered the export of live pupae to butterfly exhibitors in North America and Europe, had always avoided the deadstock business which he considered to be low margin and unstable. The business proposed by RBA would also require additional investment and increased overhead. Nevertheless, he thought that the RBA offer might be attractive to CRES and its many suppliers in rural areas throughout the country. Currently, the oversupply of butterfly pupae was adversely affecting not only his business, but also the livelihoods of dozens of breeders, many of whom had been low-income rural families, endangering the social gains that had been made over the past years.

Authors: Ickis John C.  
University: Instituto Centroamericano De Administración De Empresas - Centroamérica  
Product#: English: SKE1114/ Spanish: SKS102  
Teaching Note: English: SKE115/ Spanish: SKS103  
Year of Pub.: 2008  
Number of pages: 20

#### Topics

Inclusive Business, Agribusiness, Social Enterprise, Butterflies Industry

#### Industry

Agribusiness

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### ***Cementos Lima: Laying the Foundations of Social Responsibility***

Cementos Lima S.A. is a leading organization in the Peruvian cement sector, with 44% of the national market share and a growing presence in certain international markets. Parallel to the growth of the company, population centers have grown up in the areas adjacent to the cement plant. As time goes by, the neighboring communities have come to literally surround Cementos Lima S.A. and have developed a complex relationship with the company. On one hand, the residents in these areas are directly affected by the company's industrial operations, which produce negative effects on the environment. On the other hand, these same individuals benefit from the company's social initiatives over time. As the organization's social actions began to evolve, from disarticulated and basically philanthropic practices towards an attempt at more formal and effective projects in the community, a 'breaking point' is produced in the company's management focus. This situation is generated by the company's plans for export growth, which implies physical expansion of their activities, and as a result a larger impact on the surrounding community due to the necessary increase in the transportation flow of primary materials and finished products. To meet its new transportation needs, the company has planned two major projects. Both projects require the approval of the neighboring community, as part of the authorization process established by municipal authorities. In the face of observed reluctance among the neighboring communities to approve these projects, company officials have begun to reexamine the way they have been managing community relations and the importance that these relationships have in achieving their strategic objectives.

This case analyzes the process undergone by a company in the evolution of its social management efforts, a company that is passing from a more philanthropic approach to the development of projects that generate social impact and simultaneously reinforce strategic objectives of the company.

Authors: Felipe Portocarrero, Cynthia Sanborn, Elsa Del Castillo, Martha Chavez  
University: Universidad del Pacifico- Perú  
Product#: English: SKE079/ Spanish: SKS069  
Teaching Note: English: SKE080/ Spanish: SKS070  
Epilogue: English: SKE087/ Spanish: SKS075  
Year of Pub.: 2006  
Number of pages: 4

#### Topics

Adaptability, Business and Society, Externalities, Organizational Structure, Social Responsibility, Strategic alignment, Cement

#### Industry

Construction, Houses, Building materials

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### ***CEMEX Mexico: The Path to Responsible Competitiveness***

The case presents CEMEX Mexico's situation in 2004, shortly after its social responsibility committee was created and became operational. Two distinctive stages in SR development are described. During the first stage, the company's SR approach was paternalistic and lacking in strategic meaning. The second stage started as a result of several organizational changes undertaken to streamline SR efforts and to incorporate them into the company's business strategy. This shift was initiated in the late 1990s, when CEMEX reviewed its contingency management processes and fueled the creation of its Social Responsibility Unit, the coordination of community relations and the establishment of its Communications and Social Responsibility Committees.

Although social responsibility initiatives had begun to bear fruit, the company faced the challenge of integrating it into its culture. SR was a strategy known mainly to top management, but it was not explicitly embedded in training, recruiting, compensation or performance evaluation practices. This hindered its swift incorporation into the company's organizational culture. The case describes the organizational change process (in terms of strategy, structure and culture) that resulted from SR adoption and the managerial decisions geared at its internalization. There was little evidence to assess how deep this cultural change really was. A personnel survey had revealed that most employees were unaware of CEMEX's community-oriented initiatives. The SR Manager's goal was to turn this issue into a personal trait for both the company and its employees -i.e., to embed it in CEMEX Mexico's DNA. Yet, some members in the organization were still doubtful.

This case allows for the discussion of developments and opportunity areas arising from RC adoption and institutionalization. It may be used in courses focusing on Corporate Social Responsibility strategic management, as well as cultural change.

Authors: Loretta Serrano, Héctor Díaz-Sáenz  
University: Escuela De Graduados En Administración Y Dirección De Empresas -México  
Product#: English: SKE083/ Spanish: SKS071  
Teaching Note: English: SKE084/ Spanish: SKS072  
Year of Pub.: 2006  
Number of pages: 22

#### Topics

Business and Society, Externalities, Social Responsibility, Cement

## Industry

Construction, Houses, Building materials

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### Centro de Gestión Hospitalaria

The Centro de Gestión Hospitalaria (Hospital Management Center), a non-profit organization created in Colombia in 1992 'to promote and lead health management transformation in order to contribute to the overall development of the sector,' registered a loss of 210 million Colombian pesos (Col\$) (roughly US\$ 91,000) in 2001. Top management needed a strategy to put an end to operating losses and ensure its survival. To trigger alternative courses of action, the case provides information on the organization's background, activities and achievements in its ten years of existence, its structure and daily operation, and its associations with several companies. The case outlines the Center's main features to provide the necessary background for strategic decisions on how to tackle its operating losses, and how to keep providing the training, consulting, research and informational products needed by industry players. The case covers up to mid 2002, and discussions may close with the developments that took place when the new government took office in August of that year.

Authors: Roberto Gutierrez

University: Universidad de los Andes – Colombia.

Product#: English: SKE011/ Spanish: SKS009

Teaching Note: English: SKE038/ Spanish: SKS032

Year of Pub.: 2003

Number of pages: 15

## Topics

Alliances, Social enterprise, Strategy formulation

## Industry

Health

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### Cerámicas of Costaragua: The Challenges of Selling to Low- Income Citizens

Cerámicas de Costaragua (CC) began producing ceramic tile in 1953. The founders were interested in forming a vertically integrated chain. During the 1990s, CC suffered the consequences of policies that liberalized the economy and, amidst a decline in sales, it decided to enter into a new unexplored market in the ceramic sector: low-income consumers.

Lack of knowledge about the behavior of low-income consumers was a challenge for CC. Therefore, it sought the support of a social leader who knew the inhabitants of low-income sectors. A program called "Remodeling your Home" was launched and the community was actively included. Existing community organizations were responsible for convening and coordinating sales promoters. Two years after the initiative was established, CC expanded to other areas of city and to other cities. Strengthening of the distribution channel with specific adjustments for the low-income populations generated a growth in demand that led to a mid-term sales projection of one million m<sup>2</sup> of ceramic tiles per month. To achieve this, *Remodeling* depended on the vertically integrated value chain of CC, but required a new distribution channel that was suitable for the expanded sales expectations in this market.

The case poses three options to achieve the most appropriate distribution of the Elénica products:

- The first assigns community organizations the most active role in distribution, putting them in charge of maintaining product inventory in their offices to supply demand for a zone;
- The second proposal proposes that CC be the direct distributor of the product from the factory to the consumer's home, maintaining the role of the Elénica Service Centers that the company created in neighborhoods; and

A third option creates larger service centers that function as storage warehouses near consumers.

Authors: Roberto Gutierrez, Diana M. Trujillo, Luz E. Orozco, Marcus Thiel

University: Universidad de los Andes – Colombia

Product#: English: SKE127/ Spanish: SKS114

Teaching Note: English: SKE128/ Spanish: SKS115

Year of Pub.: 2009

Number of pages: 17

## Topics

Inclusive Businesses, Distribution Channels, Value Chain, Ceramic Tiles

## Industry

Construction, Houses, Building materials

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### Coca-Cola Chile Foundation

Provides an overview of the Coca-Cola System in Chile and focuses on the Coca-Cola Chile Foundation (CCFCH), a nonprofit organization dedicated to education. Created in 1992 with donations from Coca-Cola de Chile S.A. (CCCH) and the bottling companies Embotelladora Andina S.A., Coca-Cola Embonor S.A., and Coca-Cola Polar S.A., the foundation now faces an expansion dilemma in its most important program, the TAVEC Laboratories. Under this program, CCFCH donated interactive scientific laboratories to public schools as a way to help them teach physics, chemistry, and biology. Each donation cost approximately \$60,000. In December 2004, Eduardo Romo, corporate relations manager of CCCH and general manager of CCFCH, was reviewing a proposal to simplify the laboratories, reducing their cost and, thus, allowing more of them to be implemented in schools throughout Chile. Focuses on this decision and an analysis of the pros and cons of the proposal and the overall role of the social initiative for the Coca-Cola System in Chile.

Author: Jorge Herrera

University: Pontificia Universidad Católica De Chile –Chile

Product#: English: SKE071/ Spanish: SKS061

Teaching Note: English: SKE072/ Spanish: SKS062

Year of Pub.: 2005

Number of pages: 18

## Topics

Brands, Business and Society, Business Growth, Externalities, Growth Management, Social Responsibility, Education, Non-Alcoholic Beverages.

## Industry

Food and drinks

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### Coca-Cola FEMSA's Contribution to Peace

In 2003, the FEMSA Corporation –a Mexican company– acquired 100% of the shares of the largest franchise of the Coca-Cola system in Latin America (PANAMCO), and placed itself at the lead of the sales of carbonated beverages and other soft drinks in different countries of South America, including Colombia, which had been struggling with armed groups since the 1970s.

This case explores how Coca-Cola FEMSA included different initiatives in its sustainability strategy, aimed at supporting the process of peaceful demobilization that would be carried out by the Alta Consejería para la Reintegración (ACR, High-Council for Reintegration) of the Colombian Government. As part of this disarmament process, the ACR offered the demobilized combatants different options for social reintegration, such as financing for starting new businesses and connections with companies that could provide jobs, among other things, which were also shared with the business sector to see how it could help support the process.

By August 2011, Coca-Cola FEMSA had already been collaborating with the Colombian Government for a little over three years, and had diversified its initiatives to support not only the former combatants, but also the soldiers, victims and general public affected by the conflict. Despite these multiple efforts, however, the actual impact of the company's actions on the solution of the problem of reintegrating more than 50,000 demobilized combatants was still negligible. Therefore, the ACR requested greater commitment from the company in the form of a massive campaign to broadcast the initiatives, in an attempt to motivate and increase the number of participating companies.

Authors: Francisco Layrisse, Gerardo Lozano, Rosa Amelia Gonzales

University: EGADE Business School – Mexico y IESA - Venezuela

Product#: English: SKE143/ Spanish: SKS094

Teaching Note: English: SKE144/ Spanish: SKS095

Year of Pub.: 2012

Number of pages: 30

### Topics

Social Work, Community Work, Business and Society, Social Entrepreneurship

### Industry

NGOs

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### **Codensa: Easy Credit for All**

This case describes how Codensa, an electricity company in Bogotá and Cundinamarca (Colombia), developed an easy-access consumer credit business model for low-income populations leveraged by the cost structure of its core business. Codensa offered consumer credit to low income populations through the Codensa Hogar business unit, by linking together a value chain of large retailers and manufacturers of household appliances. Codensa entered into this business as part of its commercial branding strategy, contributing its billing structure as credit collection instrument. During the first five years of the program, 95% of the 450,000 people who took out one or more loans belonged to the lower economic strata, and were between 25 and 45 years old. Sixty-six percent of Codensa users were people who did not participate in the formal banking system. After obtaining a credit history with Codensa, 45% of this population gained access to other financial services. Over the course of five years, Codensa Hogar surpassed the US\$250

million mark in its credit portfolio, issuing loans up to three times the salary of electric bill holders. Nearly 50% of clients asked for new credit upon completing their payments. In 2006, the unusual growth rates of Codensa Hogar aroused concern among shareholders. If it were to sustain this rate, the surplus from the electric energy business would not be enough. Growth funds should be sought from within the company or from an outside source. However, members of the financial division disagreed. They argued that the funding cost that Codensa had to pay the electricity company should include an analysis of the risks assumed by the company. The difference between the commercial and financial visions posed a variety of challenges for general management. This case may be used in intermediate courses on financial management and strategy, financial strategy and corporate strategy or courses on business models oriented towards a “double bottom line.”

Authors: Eric F. Rodriguez, Iván Darío Lobo, Nathalia Franco, Roberto Gutiérrez

University: Universidad de los Andes - Colombia

Product#: English: SKE147/ Spanish: SKS131

Teaching Note: English: SKE148/ Spanish: SKS132

Year of Pub.: 2014

Number of pages: 20

### Topics

Business and value, Financing, Strategy formulation, Inclusive business, Microcredit

### Industry

NGOs

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### **Corporación de Ayuda al Niño Quemado (COANIQUEM) and ESSO Chile**

The case describes the evolution of the alliance between Corporación de Ayuda para el Niño Quemado (Corporation for the Aid of Burn Children, hence COANIQUEM) and ESSO-Chile (ESSO), a subsidiary of ExxonMobil International and one of the major fuel distributors of the country. This alliance involves a long-term relationship that becomes increasingly important for both partners. This case addresses issues of long-term collaboration in the context of a multinational organization that does not espouse a policy of establishing formal alliances with non profits institutions. The relationship progresses because COANIQUEM has gained standing and recognition in the community and a stable partnership has emerged between the two successful organizations. However, the long-standing relation may be challenged by the decision to build an international center for the rehabilitation of burned children which can jeopardize the financial health of COANIQUEM. The case explores the opportunities and risks entailed in the strategic decision to expand and the challenges this decision entails for the future of the alliance. The role of charismatic leadership and trust-building in the creation and growth of non-profits can be addressed.

This case may be used in a course of business leadership in the social sector or in any course that explores collaborative relationships in the social sector. It could also be used to address the role of charismatic leadership, trust and personal relationships in the creation of non-profits, board issues, and in the management and strategic-decision making of non-profit institutions, and social entrepreneurship.

Authors: Mladen Koljatic, Monica Silva

University: Pontificia Universidad Católica De Chile- Chile  
Product#: English: SKE009/ Spanish: SKS007  
Teaching Note: English: SKE036/ Spanish: SKS030  
Year of Pub.: 2003  
Number of pages: 25

### Topics

Alliances, Charitable Organizations, Philanthropy

### Industry

Health

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### *Corporate Social Responsibility at CANTV*

At the close of 2004, CANTV was Venezuela's largest privately owned company. It operated in the telecom market, the only economic sector other than oil that enjoyed sustained growth in the 1990s. At the start of 2000, it faced growing competition, regulated tariffs, and deteriorating consumer purchasing power. The company focused efforts on cost containment and the introduction of new services. Although in 2004 the telecom sector rebounded, political instability, currency devaluation, and tariff regulation affected investment plans. Poses the challenge of designing a social responsibility strategy for a large, publicly traded Latin American company operating in a context of political instability, financial volatility, and growing poverty. President Gustavo Roosen felt CANTV should project a 'grand and friendly' image to its stakeholders (customers, government, and suppliers, among others). The aim was to align the social portfolio with the image of a company that generated social (friendly) and economic value (grand). The company's social responsibility was implemented through a variety of programs. CANTV had placed emphasis on philanthropy by means of the Social Fund and other sponsorships, run from the Institutional Relations Department. In 2004 CANTV launched Super@ulas, a program aligned with the telecom business and managed from the Executive Vice President's office. Some of the company's top managers expressed concern in 2004 over the results generated by social contributions, and looked for synergistic opportunities-among them improved relations with the regulating agency and alignment with business objectives. The idea was to continue providing support to social agencies, many of which were at risk as a result of the shrinking number of grant sources and a government policy that sought total control over social programs.

The case has been prepared for use in graduate courses and executive education in corporate social responsibility. It can also be used in courses on business and society, social enterprise, strategy, organizational change, and business ethics.

Authors: Maria H. Jaen, Patricia Marquez  
University: Instituto De Estudios Superiores De Administración - Venezuela  
Product#: English: SKE094/ Spanish: SKS082  
Teaching Note: English: SKE095/ Spanish: SKS083  
Year of Pub.: 2007  
Number of pages: 22

### Topics

Institutions, Philanthropy, Political Risk, Social Responsibility, Strategy, Telecommunications

### Industry

Telecommunications

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### *Corrente Viva: "United We Stand, Divided We Fall" in the Challenge to Sustainability*

Describes Corrente Viva, a network formed by 30 civil society organizations (CSOs) that develop social service activities in several regions of the Greater Sao Paulo area. Established in 2000, the network aims at strengthening its member organizations through the exchange of experiences and reflection among their representatives in a regional link structure-geographical subdivisions. It also seeks to accomplish projects that serve the shared needs of the participant CSOs through workgroup activities. Challenges include modeling a new institutional and governance shape for the network, avoiding shocks to the principles of shared responsibilities, controls, and decisions that originally led to its creation, along with the adoption of participative decision processes, and aiming to shun the centralization of power and the concentration of resources.

The case is also applicable to lectures on the Management of Change Processes, Institutional Articulation and Sustainability, and Legal Structures in the Third Sector. Regarding the latter, adaptation to the legal specificities of each country is recommended.

Authors: Monica Bose, Elidia Maria Novaes, Luana Schoenmaker, Rosa Maria Fischer  
University: Universidade De São Paulo - Brasil  
Product#: English: SKE061/ Portuguese: SKP009  
Teaching Note: English: SKE062/ Portuguese: SKP010  
Year of Pub.: 2005  
Number of pages: 22

### Topics

Alliances, Corporate Governance, Networks, Power and Influence, Social Services

### Industry

NGOs

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### *Crear Vale la Pena: Using Budgets as Management Tools*

Portrays the difficult situation that Crear Vale la Pena (CVLP) underwent in 2002 as a result of the 2001 Argentine economic crisis. Also describes the corrective measures designed to overcome the crisis for the organization to continue its operations, considering its specific goals and the stakeholder groups involved in the Community Cultural Centers (CCCs) it had created. Describes CVLP's evolution under Ines Sanguinetti's leadership, as well as her vision of art as a transforming force for social identity development. The foundation first offered an art course embedded in a school support program. It later expanded into several art, communication, and social organization workshops delivered at CCCs. Funded by public and private donations, CVLP offered art education to over 4,800 students while training more than 45 teachers and 120 individuals in art-related crafts. In the late 1990s, Argentina succumbed to a severe economic crisis, featuring a significant rise in unemployment and poverty rates. A sharp drop in demand and, hence, in corporate and individual income consequently affected domestic nonprofits, especially those that relied on private and institutional funding. This economic and financial blow suddenly struck CVLP harder when its key donor, accounting for 80% of its revenues, announced a 50% contribution cut for the next period. To deal with this turn of events, CVLP's executive committee met to analyze several courses of action using projected financial statements as a strategic tool.



This case may be used in organizational management courses including the use of economic and financial budgets for decision-making purposes, sensitivity analyses of several scenarios for crisis management and, also, breakeven point concepts.

It may also be used in Management Accounting courses for non-profit organizations, to show the use of forecasted financial statements as necessary information tools to analyze revenues and expenses, to gain a better understanding of how financial indicators reflect revenue and expense projections, to study the impact of new revenues and expenses on net income, etc.

Authors: Maria Cristina Wirth, Luis E. Sanchez  
University: Universidad de San Andrés - Argentina  
Product#: English: SKE077/ Spanish: SKS067  
Teaching Note: English: SKE078/ Spanish: SKS068  
Year of Pub.: 2006  
Number of pages: 10

### Topics

Crisis communication, Economic conditions, Fixed costs, Management controls, Nonprofits, Revenue growth, Variable costs

### Industry

Non-formal education, Community development

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### **Cruzsalud: Health Care for Low-Sectors**

Cruzsalud was a medium-sized company, founded in November 2004. The company's business model was based on the concept pre-paid health care, by means of which low-income subscribers obtain a set of health services in exchange for a fixed monthly payment, with prices ranging from 9 to 40 thousand bolivars (US\$ 4.00 to 18.60) per month. Once operations were under way, Cruzsalud had to face several management problems linked to expected sales and subscriber fee collection mechanisms. Moreover, Cruzsalud faced a dilemma related to its business model. The Law for Workplace Prevention, Conditions, and Environment, which was passed in July 2005, forced companies, regardless of size, to provide workplace health and safety services. In response to that mandate, and the determination shown by authorities to comply with it, business demand for health services spiraled. This opportunity, together with the difficulties faced in reaching the required volume of customers, led the shareholders to wonder whether Cruzsalud should continue to focus on the low-income sector, as managers proposed, or move towards the market for employee health plans.

Authors: Rosa Amelia Gonzalez, Horacio Viana  
University: Instituto De Estudios Superiores De Administración - Venezuela  
Product#: English: SKE116/ Spanish: SKS104  
Year of Pub.: 2008  
Number of pages: 22

### Topics

Inclusive Businesses, Low-Income Customers, Business Model, Innovation, Health Services, Prepaid Medicine

### Industry

Health

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### **CSU-CCA Group**

Deals with the concept of how to orchestrate a consistent CSR strategy consolidating many diverse social initiatives started within a business group. The CSU-CCA Group (CSU-CCA) is one of the leading retailing businesses in Central America. The Group includes the Corporacion de Supermercados Unidos (CSU), a supermarket chain, and the Corporacion de Companias Agroindustriales (CCA), in charge of fresh - and private-label product storage and distribution for CSU supermarkets. The CSU-CCA Group was involved in several social programs for both its personnel and other members of the communities in which it operated. Some of these programs were institutionalized, while others were not. In some cases, the Group's involvement had stemmed from a personal initiative driven by one of its employees or managers, although the programs were not aligned to company strategies. By mid-2002, the Group made a corporate decision to articulate its social engagements within its business strategy as a means of becoming more effectively involved in the communities in which it operated. Accordingly, in May 2002, the Corporate Affairs Department (CAD) was created to oversee corporate social responsibility issues and external communications with stakeholders. The CAD reported to the CSU-CCA Board Chairman. Discusses the role of Manuel Zuniga, Corporate Affairs Department Director and Social Responsibility Committee member, who, at the next meeting, will need to propose an overall CSR strategy for the Group, including a recommendation as to which social ventures to support and which not to. He would also need to answer other questions: How should the company draw away from the programs it would no longer support while preventing the alienation of those in charge of them? How should CSU-CCA develop future programs? How should it go about raising personnel awareness of, and commitment to, social programs?

Authors: Francisco Leguizamon, Andrea Prado  
University: Instituto Centramericano de Administración de Empresas - Centroamérica  
Product#: English: SKE088/ Spanish: SKS076  
Teaching Note: English: SKE089/ Spanish: SKS077  
Year of Pub.: 2006  
Number of pages: 16

### Topics

Competitive Advantages, Philanthropy, Social Programs, Alignment Strategy, Supermarkets

### Industry

Agribusiness

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### **Developing Allies and Alliances: Autopistas del Sol and SES Foundation**

Autopistas del Sol (AUSOL) was a company that had originated in a partnership constituted in 1994, when it was selected, through a public bidding process, to build and manage two of the main highways in the City of Buenos Aires.

SES Foundation was a non-profit organization informally founded in 1998 that had been created by a group of professionals focused on developing informal educational programs for the social integration of poor youngsters. One of its outstanding programs was 'Community Study Groups' (CSG), an initiative it carried out with AUSOL to boost schooling in two of the neighbourhoods surrounding one of AUSOL managed highways.

The case takes place in the late 2001; i.e., a few months before the onset of the crisis that impacted on Argentina. It focuses on the potential changes and risks entailed for the CSG program by AUSOL's decision to try to look for other sponsoring companies for the program. Although this strategy aimed at ensuring program continuity, it also brought about a series of dilemmas for both organizations.

Also, the case allows for the analysis of how AUSOL's business affected its ties to the community and how the company understood, from early on, its need to build a relationship with various social players (stakeholders) involved. In addition, it provides a forum for discussing some of the challenges faced by private companies managing utilities.

this case may be useful to discuss the following issues:

- Changes in company mission and values to match changes in business scenarios;
- Management and prevention of critical or conflictive situations;
- Alliances between companies and NGOs as mutual-benefit strategies.

Therefore, since it shows how the development of ties with the community tends to follow business needs, the case is suitable for the analysis of topics such as strategic management and change processes, corporate strategic approaches, and business opportunities and challenges posed by social contexts. It is recommended for courses focusing on management strategies.

Authors: Mario Roitter, Gabriel Berger, Cecilia Rena  
University: Universidad de San Andrés - Argentina  
Product#: English: SKE001/ Spanish: SKS001  
Teaching Note: English: SKE028/ Spanish: SKS024  
Year of Pub.: 2003  
Number of pages: 26

### Topics

Water, Empowerment, Social Capital, NGO, Tariffs, Self-Sustainability

### Industry

Non-formal education, Urban infrastructure, Civil works

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### **Education & Participation Award: Itaú - CENPEC - UNICEF Partnership**

Banco Itaú was founded in 1945 and is the second largest private bank in Brazil. As part of its social responsibility strategy it has created a Community Assistance Program aimed at projects in education and health. To carry out this program, the Bank has established cross-sector alliances with partners selected for their technical expertise to operate these programs and to establish relations with the communities. One of the two programs, named Education & Participation, has helped civil society organizations that assisted needy students with supplementary schooling programs. Itaú's primary nonprofit partner was CENPEC, which is a nonprofit organization dedicated to research and to strengthening public education. CENPEC provides technical direction and establishes contact with community organizations. The Program includes the Itaú Education & Participation Prize and constitutes one of the most competitive selection processes in Brazil's Third Sector.

Authors: Rosa Maria Fischer, Marisa Eboli  
University: Universidade de São Paulo - Brasil  
Product#: English: SKE008/ Portuguese: SKP002

Teaching Note: English: SKE035/ Portuguese: SKP006  
Year of Pub.: 2003  
Number of pages: 26

### Topics

Social Responsibility, Partnerships, Social Entrepreneurship, Strategic Alliances, Education

### Industry

Banks

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### **Empleados Ya: A Head Hunter for the Poor**

The case opens in March 2008 with Andrés González, the entrepreneurial mind behind Empleados Ya (EY), concerned about the financial situation of his new venture. González and Salvador Sáez, both faculty members at one of Chile's most distinguished business schools, had formed EY with startup capital of just US\$ 10,000. In a nation where unemployment was historically high the partners aimed to achieve a dual purpose, namely to make a profit (i.e. create economic value) while making a contribution to solve a pervasive social problem (i.e. create social value). Chile had a longstanding headhunting industry geared towards highly qualified professionals, but labor brokerage for the low-skilled employment sector had been managed by the government through a network of municipal employment offices (Municipal Labor Intermediation Offices, henceforth OMIL). These offices, however, were inefficient in brokering employment and companies did not use them to fill vacancies. González felt that the lack of information available about the job market was one of the causes of unemployment in low-skilled sectors: Job seekers did not know where to find work, and large companies did not trust the OMIL offices to find good workers. This left a niche open for a trustworthy intermediary service to match companies with potential candidates from the low-skills sector. The case outlines the challenges facing EY to stay afloat after three years of operation. Its leaders had formed a partnership with an international labor brokerage organization that had not produced the desired results. While Sáez is willing to cut his losses and close up shop, González is not. Still, given EY's unsatisfactory financial results, González has to make some important decisions in order to make the business profitable.

This case is appropriate for business courses focusing on entrepreneurship and topics related to the initial stages of business development and how to build a solid and sustainable business model.

The case can also be used in courses that deal with business at the bottom of the pyramid, cross-sector collaborations and the generation of economic and social value in businesses involved with low-income sectors.

Authors: Mladen Koljatic, Monica Silva, Jorge Herrera  
University: Pontificia Universidad Católica De Chile- Chile  
Product#: English: SKE129/ Spanish: SKS116  
Teaching Note: English: SKE130/ Spanish: SKS117  
Year of Pub.: 2009  
Number of pages: 17

### Topics

Inclusive Business, Recruiting, Unemployment

### Industry

Recruitment of personnel

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### **Escudo Rojo: A Salvation Army Initiative and Its Economic Growth Options**

The case analyzes a successful economic initiative (Red Shield), whose profits help support a legendary religious institution (The Salvation Army) while creating social value for low-income sectors through the sale of used goods. The main focus of the case is on its growth strategy, since Red Shield must increase its financial support of the Salvation Army. In late 2007, the protagonist of the case took over as Director of the Red Shield and was expected to suggest alternatives to boost revenues in order to provide for the organization's sustainability in Argentina. The new Director faces the dilemma over what to do and he contemplates different growth options taking into account the opportunities presented by the context. The final decision remains open and students are invited to evaluate diverse strategic alternatives proposed by the Director of the Red Shield. This case may prove adequate for undergraduate, graduate, and MBA strategy and marketing courses.

This case may prove adequate for undergraduate, graduate, and MBA strategy and marketing courses dealing with the following topics:

- Resource development in social organizations: how to make a business venture profitable.
- Strategies in social organizations: strategic alternatives and opportunity assessment in managing economic ventures in nonprofit organizations.

Authors: Gabriel Berger, Carolina Gowland  
University: Universidad de San Andrés - Argentina  
Product#: English: SKE123/ Spanish: SKS110  
Teaching Note: English: SKE124/ Spanish: SKS111  
Year of Pub.: 2009  
Number of pages: 20

### Topics

Inclusive Business, Non-Profit Organizations, Resource Development, Strategy, Opportunities Assessment, Low Income Consumers

### Industry

Recycling

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### ***Farmacías Ahumada S.A. and the Fundación Las Rosas***

This case describes the alliance between Farmacias Ahumada S.A. (FASA), the largest drugstore chain in Chile, and the Las Rosas Foundation (Fundación Las Rosas, hence FLR), a non-profit organization that provides shelter and care to needy elders. The collaboration began in 1997. The board at FASA opted to partner with an NGO to enhance its public image as a good community neighbor. FASA's contribution consisted of training its salespeople to ask drugstore customers for a small monetary contribution at store cash registers to benefit FLR. By 2002, fund-raising among FASA customers' amounted to U.S. \$ 381,000 covering approximately 5% of FLR's operating expenses. One half of store purchases resulted in a small donation for FLR. In recent years, FLR had undergone remarkable growth. However, this growth called for an increase in financial resources if the institution were to appropriately fulfill its mission. The non-profit was offered the chance to enter into a new partnership with an international supermarket chain. A new alliance posed a potential risk to the relationship with FASA and the Foundation's Vice President was facing a critical decision. The visibility of a new partnership between FLR and the supermarket might make FLR a less attractive partner for the drugstore chain. This case addresses issues of alliance

development, strategy valuation and selection of cross-sector collaboration.

This case is suitable for strategy courses focusing on alliance development, strategy valuation and selection of cross-sector collaborations.

Authors: Mladen Koljatic, Monica Silva  
University: Pontificia Universidad Católica De Chile - Chile  
Product#: English SKE019/ Spanish SKS016  
Teaching Note: English: SKE046/ Spanish: SKS039  
Year of Pub.: 2003  
Number of pages: 17

### Topics

Alliances, Charitable Organizations, Philanthropy

### Industry

Health

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### ***Fe y Alegría: One or many?***

Fe y Alegría (FyA) defines itself as “an international movement for integral popular education and social development” in which both laypersons and members of diverse religious orders participate, sharing joint responsibility with the cause's founder, the Society of Jesus. Towards the end of 2004, FyA operated in 15 Latin American countries, serving more than one million students in formal education programs (preschool, primary, and secondary), together with other educational activities (work skills, adult education, broadcast education, and other). In each country FyA operates as a nonprofit public service organization, with its own legal entity. Internationally, it operates as a Federation of national agencies. In Spain, the Fe y Alegría Intercultural Foundation was set up to serve as a support and awareness platform for international cooperation projects between Europe and Latin America.

In FyA's view, social injustice and marginalization are caused by poor educational quality and exclusion. Its original slogan mirrors this philosophy: “Fe y Alegría begins where the asphalt ends”; accordingly, efforts started out by establishing primary schools in poor areas of Caracas, Venezuela.

The case highlights the difficulties faced by a social organization that has been able to expand activities throughout Latin America by developing a highly successful organizational model that responds adequately to different local realities and characteristics, but faces serious limitations as it projects itself internationally. The case is set in September 2005, when the time horizon for the Global Development and Institutional Strengthening Plan (I PGDFI) is coming to an end; FyA must now determine how to position itself internationally in 2009, and what it must do to achieve its goal.

Author: Rosa A. Gonzalez  
University: Instituto De Estudios Superiores De Administración - Venezuela  
Product#: English: SKE101/ Spanish: SKS089  
Teaching Note: English: SKE102/ Spanish: SKS090  
Year of Pub.: 2008  
Number of pages: 29

### Topics



Internationalization, Growth Management, Non-Profit Organizations, Poverty, Social Enterprise, Success, Education, Latin America

**Industry**  
Education

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### **Fundación Comunitaria Oaxaca (FCO)**

Describes the story of one of the first geographically focused foundations in Mexico, which was created by a group of international foundations (Rockefeller Foundation, International Youth Foundation, Ford Foundation, MacArthur Foundation, and Kellogg Foundation), and later joined by renowned businessmen and social leaders from Oaxaca, to respond to the social conflicts in the southern region of the country (i.e., Chiapas). FCO's experience offers an interesting view of cross-sector interactions between the business and social communities and of the strategic change from supporting rather isolated projects with limited interactions among actors to focusing on specific locations, explicitly promoting collaboration networks and social capital creation.

Authors: Angel Maass, Loretta Serrano  
University: Escuela De Graduados En Administración Y Dirección De Empresas - México  
Product#: English: SKE073/ Spanish: SKS063  
Teaching Note: English: SKE074/ Spanish: SKS064  
Year of Pub.: 2005  
Number of pages: 28

**Topics**  
Business and Society, Community Development, Social Conflict Resolution, Externalities, Social Responsibility, Strategy Formulation

**Industry**  
NGOs

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### **Fundacion del Empresariado Chihuahuense (FECHAC)**

Takes place in Chihuahua, one of Mexico's largest and most industrialized states, located in the northeastern region of the country. Despite its relative prosperity, the state faced severe social drawbacks, both in rural and urban areas. Following a natural disaster in 1990, members of the private sector community came together to ask the government to approve an increase in the payroll tax (ISN) that companies paid, as well as the creation of a trust fund that would collect those resources and allocate them to city reconstruction efforts. Over the years, this initiative created by local businessmen to provide an emergency relief for a natural disaster developed into Fundacion del Empresariado Chihuahuense (FECHAC), a civil society organization (CSO) in charge of managing trust fund resources.

This case may be used in courses dealing with Social Enterprise, Corporate Social Responsibility and Strategy. It may be especially enlightening on issues associated with cross-collaboration, private sector involvement in communities, and strategic planning of social initiatives.

Authors: Loretta Serrano, Norma Hernandez, Carlos Romero  
University: Escuela De Graduados En Administración Y Dirección De Empresas - México  
Product#: English: SKE063/ Spanish: SKS051  
Teaching Note: English: SKE064/ Spanish: SKS052

Year of Pub.: 2005  
Number of pages: 32

**Topics**  
Business and government, Business and society, Disaster recovery, Externalities, Natural disasters, Social enterprises, Social responsibility, Strategic planning, Funds

**Industry**  
Business associations

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### **Fundacion Pro Vivienda Social: The Entrepreneur's Network as a Source of Resources**

Describes the situation brought about by the severe economic and political crisis that swept Argentina at the end of 2001. The local situation had been gradually deteriorating since 1998, when the country slipped into an increasing recession and poverty indexes started climbing consistently. The crisis peaked when the federal government decided to freeze all bank accounts, further unnerving the general population. Fundacion Pro Vivienda Social (FPVS) began to feel the repercussions of the crisis: client numbers became stagnant in 1999, and its regular portfolio could no longer afford new loans. As the recession deepened, FPVS clients found it hard to make the required payments on their loans. The organization faced financial distress, and Raul Zavalia Lagos had to meet with its administrative council to discuss alternative solutions. Focuses on Lagos' role as social entrepreneur, describing his family background, previous experience, and ability to lead the FPVS project and build a network with a series of actors who provided the necessary funding, advice, and contacts. Also explains how FPVS started to respond in 1998 to the worsening local social and economic conditions by developing alternative programs to appeal to new borrowers. As these initiatives proved ineffective, the foundation turned to consider other projects, based on the demands voiced by the communities where it operated.

This case may be used for undergraduate and graduate courses dealing with venture creation and social entrepreneurship. The issues addressed in the case enable students to analyze the role of entrepreneurs in building networks and alliances, as well as the central role that they play as founders and leaders within NGOs.

Authors: Sergio Postigo, Maria Fernanda Tamborini, Gabriela Bearzi, Gabriel Berger  
University: Universidad de San Andrés - Argentina  
Product#: English SKE057/ Spanish SKS047  
Teaching Note: English: SKE058/ Spanish: SKS48  
Year of Pub.: 2009  
Number of pages: 28

**Topics**  
Emerging Markets, Entrepreneurship, Entrepreneurship Management, Microfinance, Community Development

**Industry**  
Microfinance

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### **FUTUR-Working towards Social Inclusion**

FUTUR is a small nonprofit organization founded in Barcelona in 1996. Its aim is to create social and labor opportunities for potentially excluded individuals such as ex-convicts, single mothers with no income, battered women, the

homeless, people over 45 years old affected by long-term unemployment, drug and alcohol addicts, and immigrants mostly from Latin America and Northern Africa with problems adapting to life in Barcelona. The type of jobs FUTUR has provided these individuals has changed over time. The organization started operating in the textile sector and later shifted its focus entirely to food services. It has also been committed to fair-trade and environmentally-friendly products. FUTUR opened several restaurants and later expanded into catering services and, more recently, to school cafeterias, the latter becoming a very successful venture. They were also ready to launch a new business to supplement these initiatives. It was based on selling organic, fair-trade products on the streets with salespeople riding specially adapted bicycles. However, the organization needed to find new facilities equipped with an industrial kitchen as it had to move from the building it was currently renting for a nominal price. With so many initiatives underway, Manuel Almirall pondered the pros and cons of diversification for an organization like FUTUR and whether it should concentrate on a single venture. Specifically, he wondered what strategy would be more effective to fulfill the organization's mission while maintaining sustainable growth and moving its central kitchen for its restaurants and catering services.

This case can be used to encourage students to discuss the economic viability of this social project and whether or not the specific operations described in this case are appropriate for the organization's mission. Specifically, this case allows students to explore and develop the idea of a portfolio of activities, discussing whether or not the individual ventures complement each other and if they contribute to create value and fulfill the organization's mission. At the same time, it also allows students to reflect on the key factors to be taken into account in order to ensure that the entire range of activities is a success.

This case is suitable for an intermediate business policy course, assuming that class participants have already studied product/activity portfolios, a concept that this case explores in depth. It also enables students to conduct numerous types of financial analyses that may help them focus on the financial viability of social projects.

Authors: Daniel Arenas, Alfred Vernis  
University: ESADE Business School - España  
Product#: English: SKE121/ Spanish: SKS108  
Teaching Note: English: SKE122/ Spanish: SKS109  
Year of Pub.: 2009  
Number of pages: 17

### Topics

Negocios Inclusivos, Inclusión social, Organización sin fines de lucro, Portafolio de actividades, Sostenibilidad económica, "Mission creep"

### Industry

Catering and food services

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### **Gas Natural BAN's Strategy for Low-Income Sectors**

This case focuses on Gas Natural BAN's network expansion project to provide natural gas to five low-income neighborhoods in the suburban area of Buenos Aires. It shows how a business model evolved to serve low-income sector (henceforth, LIS) customers, and, more particularly, it describes how the company partnered with a local CSO, Fundación Pro Vivienda Social (Foundation for Social Housing, henceforth FPVS), and learnt how to work with

these communities in a project carried out in Moreno's Cuartel V. Starting with the project carried out with FPVS, the company had begun to pursue natural gas network expansion projects for LIS neighborhoods with a business approach that differed from the scheme used with conventional customers. At the juncture depicted by this case, the company needs to set the guidelines for its natural gas network expansion strategy targeting LIS neighborhoods. Gas Natural BAN's experience with FPVS, though viewed as successful by the company, registered some inefficiencies that prevented its large-scale application and led management to look for new options to pursue its LIS strategy. As a result, the FPVS collaboration model and its potential for optimization were questioned. It was also questionable whether the scheme used by FPVS in Moreno's Cuartel V would be applicable to other neighborhoods with different conditions.

This teaching case deals primarily with the development of inclusive business models based on cross-sector collaborations involving companies, nonprofits and citizens. It may be used in graduate courses on Business and Society, Corporate Social Responsibility or Business Strategy including BOP issues.

Authors: Gabriel Berger, Adrian Darmohraj  
University: Universidad de San Andrés - Argentina  
Product#: English: SKE137/ Spanish: SKS124  
Teaching Note: English: SKE138/ Spanish: SKS125  
Year of Pub.: 2009  
Number of pages: 22

### Topics

Inclusive Business, Corporate Social Responsibility, Business Strategy, Public Services, Community Development

### Industry

Public services

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### **Green Gold: un modelo innovador de minería sostenible**

AMICHOCÓ Foundation was a private non-profit organization operating since 1996 in the Colombian department of Chocó, one of the poorest in the country and characterized by being largely inhabited by ethnic minorities of African origin and enjoying one of the highest levels of biodiversity in the world. The Foundation implemented productive projects that help improve the living conditions in communities within a framework of social and environmental sustainability. In this line, in 2000, the Foundation encouraged the creation of Oro Verde Corporation (hereinafter, OVC), a cross-sector alliance involving, in addition to AMICHOCÓ, three local social organizations. OVC developed the Green Gold program that considered conventional small-scale mining as a productive alternative that could be integrated to specific market niches. The case depicts the overall situation of Chocó department and the importance of the mining industry to its economy. It also describes OVC's inception and the role played by AMICHOCÓ in its creation, and provides a detailed account of the Green Gold program, with an emphasis on its value proposition: a business model that articulated traditional gold production in Chocó with green international markets. In addition, it recounts the concerns expressed by community representatives with regard to the model's efficiency and its capacity to create economic value. These concerns raised the possibility of building alliances with medium-scale private mechanized mining companies in order to enhance the model's economic impact. Exhibits

provide information on the characteristics of Chocó department, social and environmental impacts of medium-scale mining, environmental conservation criteria governing the Green Gold model, and estimated economic results for conventional mining and mechanized mining operations.

Authors: Ana Lucía Trujillo, Ezequiel Reficco, Iván Darío Lobo

University: Universidad de los Andes - Colombia

Product#: English: SKE150/ Spanish: SKS135

Teaching Note: English: SKE151/ Spanish: SKS135

Year of Pub.: 2014

Number of pages: 18

### Topics

Sustainability, Alliances, Environmental management, Economic value, Social value

### Industry

Extractive industry

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### **HEB International Supermarkets and the Banco de Alimentos de Caritas de Monterrey – HEB**

A family-owned Texan retailer is the twelfth largest supermarket chain in the USA. In expanding its operations into Mexico in 1997, the company transferred not only its products and services but also its social strategy of working with food banks. The Monterrey Food Bank (Banco de Alimentos de Monterrey), one of Caritas' social service programs, began in 1989 with the purpose of providing nutritional assistance to needy families regardless of religious affiliation. The collaboration of HEB with the Monterrey Food Bank enabled this operation to move from a basic to a world class level in terms of new storage and handling facilities and administrative systems. The partners perceived significant benefits for each other and the community. Strong leadership and interpersonal relationships contributed to the development of a considerable mutual trust that has fostered a vigorous and growing partnership.

The case provides an opportunity to understand how alliances deepen and to detect relevant agents for their consolidation.

Authors: Gerardo Lozano, Carlos Romero, Loretta Serrano  
University: Escuela De Graduados En Administración Y Dirección De Empresas - México

Product#: English: SKE004/ Spanish: SKS003

Teaching Note: English: SKE031/ Spanish: SKS026

Year of Pub.: 2003

Number of pages: 24

### Topics

Business and Society, Charitable Institutions, Control Systems, Externalities, Interpersonal Relations, Management Controls, Philanthropy, Social Responsibility, Strategic Alliances, Food

### Industry

Food and drinks

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### **IDEC and the Saga of Self-Sustainability**

IDEC, the Brazilian Consumer Protection Institute, is a nongovernmental organization created in 1987 by a group of volunteers aiming to promote consumer rights and build consumer awareness mainly through information and education in collective action and prevention. IDEC's

activities were conducted largely by volunteers. The institute prioritized a financial sustainability strategy focused on raising funds among foundations and cooperation agencies. When this system proved insufficient, the organization resorted to membership fees. It also continued to pursue funding from financing entities, enabling IDEC to develop the capability to diversify activities like comparative product tests, the publication of books and manuals, and class actions representing consumer interests. Along with the growth went an increasing formalization of IDEC's organizational structure and a rising professionalization of its team. However, IDEC failed to develop strategies and activities toward its sustainability and, thus, became overly dependent on project funds. Aiming to regain a perspective of long-term survival, in late 2003 IDEC developed a business plan, the purpose of which was to become a self-sustaining organization by increasing revenues from the sale of memberships, products, and services. The dilemma IDEC faced was whether to implement the business plan, as it could transform IDEC into a provider of services for paying customers, which clashed with its original objective that underlay its creation. How can IDEC balance economic and social value?

This case can be used in classes and seminars on Social Entrepreneurship and Management of Third Sector Organizations. It is particularly applicable to debates on the case's two core issues, i.e., the sustainability of Third Sector organizations and the tension between performing antagonistic roles: providing private services vs. producing public goods.

Authors: Monica Bose, Joao Teixeira Pires, Paulo da Rocha Ferreira Borba, Rosa Maria Fischer

University: Universidade De São Paulo - Brasil

Product#: English: SKE081 /Portuguese: SKP011

Teaching Note: English: SKE082/ Portuguese: SKP012

Year of Pub.: 2006

Number of pages: 16

### Topics

Crecimiento de negocio, Plan de negocios, Financiamiento, Estructura organizacional, Empresa social, Valores, Derechos y concientización del consumidor

### Industry

NGOs

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### **INACAP**

INACAP was the largest tertiary education institute in Chile, with little more than 54,000 students and with coverage throughout the country. Since 1966 the organization had delivered technical and professional formation for work through its technical training center (TTC) and its vocational center (VC). In 2007, given the growing competition of many new private TTCs, VCs and universities offering education for work, INACAP decided to broaden its technical program mix and become a university: Universidad Tecnológica de Chile. The decision entailed venturing into the provision of university education, an area where INACAP had no previous experience. One of its competitors was the DUOC, with a long-standing presence in the market. It offered high quality technical and professional education under the wing of one of the most prestigious universities in the marketplace, Universidad Católica (UC). The other competitor was Universidad Santo Tomás (UST), a university that did not enjoy the high reputation of UC, but nevertheless granted academic degrees to its graduates. This meant that, even if its programs did not measure up to those of INACAP, graduates from Santo Tomás possessed a university degree, a valued

asset, in a country that overrated academic degrees. In this scenario, when INACAP's leaders saw the chance of purchasing Universidad Vicente Pérez Rosales, they made a decision to go ahead and buy it. However, the decision entailed changing INACAP's strategic position. Few months into the purchase, the incumbent Rector resigned and the new Rector, Gonzalo Vargas, was confronted with the need to evaluate the cogency of the business model INACAP had been operating and decide its competitive strategy.

This case is appropriate for strategic management courses analyzing for-profit and non-profit enterprises of varied types and sizes. It can also be used in strategic decision-making courses. In particular, it is well-suited to address topics related with analysis and selection of strategies involving aspects such as defining business models, recognizing different businesses, analyzing competitive positioning, and for the discussion, analysis and selection of strategic options. The case is also relevant for courses dealing with business at the bottom of the pyramid or business with low income sectors.

Authors: Mladen Koljatic, Monica Silva, Jose Rivera  
University: Pontificia Universidad Católica De Chile- Chile  
Product#: English: SKE131/ Spanish: SKS118  
Teaching Note: English: SKE132/ Spanish: SKS119  
Year of Pub.: 2009  
Number of pages: 21

### Topics

Inclusive Business, Higher Education, Business Model, Strategy, Map of strategic groups, Non-exclusive admission

### Industry

Education

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### **INDE and the Emprendedores Juveniles de Nicaragua**

The Emprendedores Juveniles de Nicaragua (EJN, Nicaragua's Young Entrepreneurs) program was created in 1991 as an affiliate of Junior Achievement International (JAI). Since 1997, the EJN developed a new approach to JAI's traditional model for young entrepreneurs' education, by choosing youths at risk to participate in its programs. While the new young entrepreneurs' model managed to get ongoing support from UNICEF, the traditional program, basically funded by private sector contributions, lost momentum and, finally, had no beneficiaries in 2000. In the late 2002, the program's executive director had to find strong support for the traditional program and expected to keep or increase the number of beneficiaries in the new format.

The case provides information on the social programs developed by three private companies: Texaco, Pizza Hüt and Coca Cola, and their relationship with the Young Entrepreneurs' program. Readers are encouraged to identify the features of these relationships and to offer their suggestions to overcome fledgling collaborations (donor-recipient) in order to move into strategic alliances providing greater benefits for both the companies and the EJN. Information about the profiled company or institution: Nicaragua, 2002, case, field.

This case may be used to introduce concepts related to social ventures and to identify the characteristics of the (donor-recipient) relationships between private companies and the EJN, also focusing on feasible opportunities for more stable and long-term ties, similar to the one accomplished by the EJN with UNICEF.

Authors: Monica Azofeifa, Francisco Leguizamón  
University: Instituto Centroamericano De Administración De Empresas - Centroamérica  
Product#: English SKE020 / Spanish SKS017  
Teaching Note: English: SKE047/ Spanish: SKS040  
Year of Pub.: 2003  
Number of pages: 13

### Topics

Alliances, Business & Society, Charities, Entrepreneurs, Externalities, Philanthropy, Social Responsibility

### Industry

NGOs

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### **INDITEX: Outsourcing in Tanger**

This case study centers on the Inditex Group (Industria del Diseño Textil), a Spanish corporation that ranks among the world fashion industry leaders, along with companies such as GAP, Nike, Benetton and H&M. Inditex owns several brands, including Zara, Pull and Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Zara Home, and Kiddy's Class. To respond to repeated attacks by NGOs, the company had initially pursued a reactive corporate social responsibility (CSR) strategy. However, it was now actively working on the implementation of a CSR plan that spanned its whole productive and sales processes, especially focusing on working conditions at the company's manufacture outsourcing shops.

Its strategy addressed profound structural changes undergone by the industry and the company itself. While in 1980 all production operations were based in Spain, by 2003, Inditex had expanded to include production centers as well as certified suppliers in the Americas, Africa, Europe and Asia. On the other hand, the initially family-owned company had gone public at world level. At the time, several NGOs had begun to look into and report on the overall textile sector in the midst of a campaign against labor exploitation, child labor and corporate social irresponsibility at large. This situation posed new challenges for the company, especially regarding labor, and workers' social and economic conditions. In order to face these challenges, a Corporate Social Responsibility Department and a Social Council were created to ensure that corporate actions reflected the company's social responsibility and commitment and to communicate sustainability values and respect for human rights across the board.

This case zeroes in on a meeting to be held by Inditex Social Council and attended by several relevant members of the third-sector and academia. The meeting's agenda focused on analyzing a pilot project developed in Tangier (Morocco). This pilot program had involved the identification of female workers' needs at outsourcing factories and shops in Tangier. In order to confront this difficult challenge, the Group had entered a collaboration agreement with Fundación Codespa. First, the program identified the needs of production chain female workers and their families, most of whom lived in Tangier's poorest boroughs, especially Beni Makda and Charf. At the same time, four local community associations (Ain Hayani from Dradeb-Ain Hayani borough; Mesnana, from its namesake borough; Mouatina, in Jerari and Beni Makada neighborhoods; and Ben Kirane from Charf) were chosen to build an alliance that would contribute to improving living conditions in their respective communities. Within the program, these centers were known as "basic community service centers" (BCSCs).



This case can help students understand how a multinational corporation may implement an operation outsourcing policy through a CSR initiative, which barriers and drivers may be encountered in the process, and how to develop and execute actual policies and practices, bearing in mind resulting organizational changes.

Author: Alfred Vernis  
University: ESADE Business School - España  
Product#: English: SKE099/ Spanish: SKS087  
Teaching Note: English: SKE100/ Spanish: SKS088  
Year of Pub.: 2006  
Number of pages: 19

### Topics

Business and Society, Externalities, Supplier Management, Social Responsibility, Relationship with stakeholders

### Industry

Textile

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### **Indupalma (A1): The Initial Years, 1961 – 1977**

Indupalma was managed as a plantation since its creation in 1961. Labor conditions were grim and labor unrest was at a peak when the general manager of Indupalma was kidnapped by the guerrilla group M-19 in 1977. Students can observe the conditions that led to the 1977 crisis, and about the alternatives at that juncture. This case highlights the importance of corporate social responsibility, and lively discussions about the role of different stakeholders and the boundaries of a company are common. er and retailer that has leaded the Program since its beginning.

Case is suitable support tools for multiple teaching goals associated to concept acquisition and skill and attitude development.

Authors: Diana Fernandez, Diana M. Trujillo, Roberto Gutierrez  
Product#: English: SKE006/ Spanish: SKS005  
Teaching Note: English: SKE033/ Spanish: SKS028  
University: Universidad de los Andes - Colombia  
Year of Pub.: 2003  
Number of pages: 9

### Topics

Stakeholder Management, Alliances, Enterprise and Society, Collective Bargaining, Labor Law, Social Responsibility, Palm Oil

### Industry

Agribusiness

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### **Indupalma (A2): The Years After the Kidnapping, 1977 - 1991**

This sequel to the history of Indupalma, an agribusiness which was managed as a plantation, shows the consequences of the 1977 negotiations. Indupalma's general manager was liberated and objective labor conditions improved. However, further labor- management negotiations held every two years left the company at the brink of bankruptcy in 1991; labor was backed up by guerrilla groups and management feared more violent episodes. Confronting such a crisis required a decided management approach.

Authors: Diana Fernandez, Diana M. Trujillo, Roberto Gutierrez  
University: Universidad de los Andes – Colombia  
Product#: English SKE025 / Spanish SKE021  
Teaching Note: English: 033/ Spanish: 028  
Year of Pub.: 2003  
Number of pages: 9

### Topics

Stakeholder Management, Alliances, Enterprise and Society, Collective Bargaining, Labor Law, Social Responsibility, Palm Oil

### Industry

Agribusiness

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### **Indupalma (B): Indupalma and the Associated Labor Cooperatives, 1991-2002**

Indupalma was managed as a plantation during its first thirty years. Labor cooperatives emerged as a response to a financial and governance crisis that led Indupalma to the brink of bankruptcy at the beginning of the 1990s. Workers and peasants formed associations to create autonomous business units (such as cooperatives, microenterprises, associations) which sold their services to Indupalma. The company invested a great deal of resources in technical and administrative training, and in human resource development for associates. The performance of workers improved and the financial viability of the company was regained. Today, cooperatives face multiple social and economic challenges; the role of Indupalma in facing these challenges (intervention, paternalism, empowerment, or indifference) will put to test the solidity and true impact of the development process.

Case B may be used as supporting material for several teaching objectives related to knowledge acquisition and skill and attitude development.

Authors: Diana Fernandez, Diana M. Trujillo, Roberto Gutierrez  
University: Universidad de los Andes - Colombia  
Product#: English SKE026 / Spanish SKE022  
Teaching Note: English: SKE052/ Spanish: SKS044  
Year of Pub.: 2003  
Number of pages: 21

### Topics

Management of stakeholders, Alliances, Business and Society, Charities, Cooperatives, Externalities, Philanthropy, Social Responsibility, Palm Oil

### Industry

Agribusiness

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### **Instituto Nacional de Biodiversidad (INBio)**

The Biodiversity National Institute (Instituto Nacional de Biodiversidad, hence INBio) was created in 1989 to develop and promote a greater knowledge of Costa Rica's biodiversity, as well as to encourage its sustainable utilization. INBio's activities began with an inventory of Costa Rican biodiversity and, later, expanded to other endeavors associated with bioprospecting, conservation, and the INBio-park, among others. Since inception, the organization had been managed by its founding leader, Rodrigo Gomez. In 2002, the organization designed and launched a four-year strategic plan called "Towards a Sustainable INBio," which sought to

introduce several changes, such as organizational structure variations, human resources management improvements, and a planned succession process. The core issue presented by this case revolves around its leader's succession. For 14 years, INBio had been run by Rodrigo Gomez, its leader and founder. As some of the measures outlined in the "Towards a Sustainable INBio" plan were launched in August 2003, Rodrigo Gomez had a heart attack. Piva and a group of Theme Directors took over provisionally. Gomez's health condition forced INBio to accelerate its planned succession process. Piva was asked to conduct an analysis and to present replacement options to the organization's Board. Piva would analyze and submit his findings on the following options: a) hiring an outside candidate, or b) empowering theme directors to manage the organization within a flat and participative structure, led and coordinated by one of them. Based on Piva's analysis and presentation, the Board would then make a decision.

Authors: Enrique Ogliastrri and Juliano Flores  
University: Instituto Centroamericano De Administración De Empresas - Centroamérica  
Product#: English: SKE112/ Spanish: SKS098  
Teaching Note: English: SKE113/ Spanish: SKS099  
Epilogue: English: SKE118/ Spanish: SKS106  
Year of Pub.: 2007  
Number of pages: 18

### Topics

Nonprofit Organization Management, Government, Leadership, Sustainability

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### **Intermon Oxfam: The Conflict Between Efficiency and Values**

Intermon Oxfam is a Spanish nongovernment organization that is almost 50 years old. Explains the tensions that arose during its growth—in a short time going from lending support to Jesuit missionaries in the Third World to being one of the leading development NGOs in Spain, integrated within one of the most important international NGO groups: Oxfam. Provides the opportunity to review the history of the organization, analyze its governing body (the board of trustees) and human resources and volunteer policies, and gain exposure to its mission and culture in order to choose a candidate for a position on the management team.

This case can be used by participants in an MBA program or a higher-level management course to familiarize them with the complexities involved in managing a non-profit organization and, more specifically, the importance of making decisions for the organization without overlooking organizational values.

Authors: Alfred Vernis, Angel Saz-Carranza  
University: ESADE Business School - España  
Product#: English: SKE075/ Spanish: SKS065  
Teaching Note: English: SKE076/ Spanish: SKS066  
Year of Pub.: 2006  
Number of pages: 28

### Topics

Board of Directors, Mission Statements, Productivity, Values, Organizational Growth, Human Resources, Human Rights Advocacy

### Industry

NGOs

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### **La Fageda**

For over 25 years, Cristobal Colon, La Fageda's founder and president, had managed this cooperative that primarily produced yogurts and dairy puddings and employed a large share of La Garrotxa's mentally challenged population. Colon had been able to position these yogurts made in a small town far from Barcelona's commercial hub right next to Danone products, the undisputed dairy sector leader in Spain, on supermarket and hypermarket shelves. La Fageda had accomplished this feat by producing a quality yogurt that consumers viewed as a farm product: natural and wholesome. By late 2007, Colon's overriding concern was how to keep La Fageda's yogurts in distribution circuits. On the one hand, large food multinationals had ever-increasing leverage with retailers; on the other hand, some leading chains were prioritizing their own brands. Colon wondered if La Fageda could maintain its competitive positioning while upholding its founding spirit. For him, it was paramount to preserve the jobs that enabled La Fageda to ensure social and labor integration for people with mental disabilities

This case may be useful for courses dealing with small- and medium-sized business development and management of socially inclusive business. Participants should come to understand why a nonprofit organization needs to contemplate growth, possible directions for strategic development, and the alternative development paths or methods within their reach, acquiring a methodology to analyze each alternative (strategy assessment and selection) in order to, finally, outline the aspects that should be taken into account to execute a chosen strategy.

Thus, the case may be used in an intermediate business policy course, assuming that students have previously acquired knowledge of strategic analysis, although the case also allows for this phase should it be deemed necessary. This knowledge may be summarized in the definitions for mission/vision, objectives, strategies and policies, and external and internal analysis. This case may also be used to help members of NGOs, foundations, etc. to understand the challenges of competing in the marketplace while, at the same time, upholding the organization's values and mission.

Authors: Alfred Vernis, Laura Lamolia, Daniel Arenas  
University: ESADE Business School - España  
Product#: English: SKE119/ Spanish: SKS120  
Teaching Note: English: SKE120/ Spanish: SKS107  
Year of Pub.: 2009  
Number of pages: 14

### Topics

Social Entrepreneurship, Growth, Small and Medium-sized Enterprises (SMEs), Inclusive Business, Cooperative, People with Disabilities, Dairy Products

### Industry

Food and drinks

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### **La Fageda (B): a social enterprise development**

In 30 years, La Fageda had surpassed several business milestones that formed the means for attaining an ultimate aim. Its ultimate aim had always been the social and labor integration of mentally-challenged individuals placing the emphasis on each person's capabilities. From the end of 2007

to the beginning of 2013 the company underwent growth by broadening its yogurt line and diversifying into new products. This enabled La Fageda to reach the second position after Danone in the Catalonian yogurt market and at the same time, to operate in several competitive environments. Now, the social entrepreneur Cristóbal Colón has to think about his succession and if the company has to continue growing. What are their options? ESADE Business School' Case Collection.

Authors: Alfred Vernis, Lourdes Urriolagoitia  
University: ESADE Business School - Barcelona Product#: English: SKE153/ Spanish: SKS137  
Teaching Note: English: SKE154/ Spanish: SKS138  
Year of Pub.: 2014  
Number of pages: 21

### Topics

Inclusive Business, Social Responsibility, Growth Management, Organizational Structure, People with Disabilities

### Industry

Food and drinks

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### *La Nación Newspaper and Red Solidaria*

La Nación was one of the oldest and most prestigious newspapers in Argentina. Red Solidaria (Solidarity Network) was a volunteer organization founded in 1995, which had succeeded in using mass media to raise funds for various institutions and individuals who needed high-cost medical treatments abroad. The case of the alliance between La Nación and Red Solidaria describes the relationship of a news reporting company, traditionally responsive to public welfare and community issues, and a volunteer organization, Red Solidaria, that had engineered new community awareness mechanisms to respond to urgent family or individual needs.

The founder of Red Solidaria gradually built ties with various sectors at La Nación to develop several news 'products', which eventually led to a joint venture: the solidarity ads, published daily on the back of the newspaper's classified ads section. The new ads were used by NGOs to request donations and by individuals who offered volunteer work.

The case is suitable to analyze the role of organizational leadership in building alliances, the use of specific corporate resources in social responsibility projects, and the benefits afforded by partnerships between business companies and NGOs.

The case may be used in courses that explore the relationship between companies and communities, or in corporate strategy courses dealing with company positioning strategies, or strategic marketing courses that discuss solidarity promotion attributes that may be added to a news product such as a newspaper.

Authors: Gabriel Berger, Mario Roitter, Cecilia Rena  
University: Universidad de San Andrés - Argentina  
Product#: English: SKE012 / Spanish: SKS010  
Teaching Note: English: SKE039/ Spanish: SKS033  
Year of Pub.: 2003  
Number of pages: 28

### Topics

Strategic alliances, Business and Society, Social enterprise, Social responsibility, Volunteering, Press

### Industry

Media, Volunteering, Philanthropy

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### *Let's Build Their Dreams: Danone Mexico and the Casa de la Amistad para Niños con Cáncer, I.A.P.*

In 1997, the Mexican subsidiary of the Groupe Danone, a global actor in the food industry, decided to launch a cause-related marketing campaign jointly with a civil society organization (CSO). The chosen partner was the Friendship Home (Casa de la Amistad para Niños con Cáncer, I.A.P.), an organization engaged in providing free medical treatment to low-income children suffering from cancer. Through the campaign, called 'Let's Build Their Dreams', the company donated a fraction of the price of each yoghurt product sold over a period of time. The campaign had several editions in the following years until the date of this study. Teaching purpose: To explore the importance of keeping a balanced value flow in an inter-sector alliance.

The case may prove useful to teach the following topics:

- Corporate social responsibility
- Inter -sector alliance mechanics and dynamics
- Marketing of social causes

Authors: Gerardo Lozano, Angel Maass, Christopher Moxon  
University: Escuela De Graduados En Administración Y Dirección De Empresas - México  
Product#: English: SKE010/ Spanish: SKS008  
Teaching Note: English: SKE037/ Spanish: SKS031  
Year of Pub.: 2003  
Number of pages: 27

### Topics

Alliances, Business and Society, Management Controls, Nonprofit Marketing, Causes Marketing, Mechanics and Dynamics of Cross-Sector Alliances, Social Enterprise, Social Responsibility, Food

### Industry

Food and drinks

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### *Moving Mountains: The Case of the Antamina Mining Company (A)*

The Antamina Mining Company (Compania Minera Antamina, or CMA) is the world's 3rd largest producer of zinc, 7th of copper, and the largest combined operation for both minerals. This Peruvian company, whose operations are located between 4,200 and 4,700 m.a.s.l., is a leader in environmental and social responsibility. Although CMA was a fairly new company (the exploration and construction phases of the mining operations took place between 1997 and 2001, the year in which the production phase began), it had to face a series of complex challenges in order to become an economically viable organization that was both socially and environmentally responsible. Meeting these objectives has implied developing institutional capacities (conflict resolution, management of adverse social contexts, multiculturalism, self-learning, and innovation) that normally appear much later in a company's evolution. Shows some of the typical challenges that managers must face when engaging in large-scale initiatives. CMA's executives worked with tight deadlines and in a high-risk context to make quick decisions whose consequences would have long-term implications, since they would determine the type of relations the company



would maintain with diverse stakeholders. In order to make these decisions, they had to establish priorities among at least three distinct logics: i) that of construction and production, where tight time limits, engineers' technical criteria, and cost reduction predominate; ii) the environmental logic, where caution predominates along with impact assessment and an active international community of stakeholders; and iii) the community-based logic, where to co-exist with the primarily indigenous and poor peasant families directly affected by the project it is necessary to obtain a so-called 'social license'. This phase took place in a context in which CMA had the pressing need to secure financing from international banks.

The present case has two principal objectives. First, classroom work should promote an understanding of the importance of environmental issues in the business strategies of multinational companies. Given that extractive activities generate significant transformations in the geographic scenario in which they are developed, efforts to control ecological damages, such as land and air contamination, are key to avoiding social conflict and maintaining high levels of international investment.

Secondly, and equally important, the case aims to show students the difficulties that extractive industries face when their activities affect the living conditions of communities in areas where large-scale mineral exploitation takes place. The construction of transport routes, the sale of ancestral lands and resettlement of families, and the utilization of land that was once destined to livestock or grazing activities, all place these companies under scrutiny by civil society, governments (national, regional and local), NGOs, and multilateral organisms. In other words, this case helps students to better comprehend the social consequences of mining and extractive activities. In fact, the success and sustainability of the company's operations in the long term depends on creating relationships of trust with the local community.

Authors: Felipe Portocarrero, Cynthia Sanborn, Elsa Del Castillo, Martha Chavez  
University: Universidad del Pacífico - Perú  
Product#: English: SKE096/ Spanish: SKS084  
Teaching Note: English: SKE097/ Spanish: SKS085  
Epilogue: English: SKE098/ Spanish: SKS086  
Year of Pub.: 2007  
Number of pages: 18

### Topics

Business and Society, Environmental management, Relationship with stakeholders, Social responsibility

### Industry

Extractive industry

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### MRW: Social Enterprise in a Franchise Network

Presents the background of the Spanish courier and urgent parcel service company MRW and its financial situation in the first quarter of 2004. At that time, the urgent delivery service sector was immersed in a process of growth. There was strong competition within the sector and MRW occupied one of the leading positions. Places special emphasis on the social initiatives of MRW and its franchising system, which was used as an expansion strategy. But this system entailed important coordination issues, which led to the creation of a Committee of Ethics and Arbitration. Begins when MRW's central office interviewed a prospective candidate interested in buying a franchise which was left free due to early retirement. The candidate appeared to be a very competent

manager who would get results for the franchise in an industrial zone, benefiting the entire network. Nevertheless, he expressed his doubts about the usefulness of MRW's social plans. Javier Marza (assistant general manager of MRW) and Paco Sosa (director of external relations) considered whether they should be concerned about convincing a franchise holder in particular as to the social enterprise of the company. This raised the question of the place social enterprise had in MRW's strategy and of the need to re-evaluate its impact in detail, especially during a phase of growth and renovation in the franchise network, and in the mid-term, with a view to the eventual retirement and replacement of the company's founder, who had always shown clear leadership. All of this could present difficulties for the continuity of the company's culture.

The case study has been designed to be used in postgraduate courses and executive training programs as well as on corporate social responsibility or *corporate citizenship* courses, but it could also be used on courses covering company policy. Also, relevant aspects are included on the importance of organizational culture which could make the case study useful as part of courses on human resource management.

Authors: Daniel Arenas, Maria Parareda  
University: ESADE Business School - España  
Product#: English: SKE106/ Spanish: SKS094  
Teaching Note: English: SKE107/ Spanish: SKS095  
Year of Pub.: 2006  
Number of pages: 22

### Topics

Organizational Behavior, Social Enterprise, Franchising, Corporate Responsibility

### Industry

Postal transport services

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### Natura and Matilde: Friendly Neighbors

Natura is a company in the personal care, health and make-up industry in Brazil. In the early 1990's, as part of its "good corporate neighbor" policy, the company made sporadic contributions to the communities surrounding its manufacturing plants and office premises. Natura's collaboration with the Matilde Maria Cremm public school, located near its Itapeverica da Serra plant, followed that pattern as well. By 1992, this association had all the characteristics of a traditional philanthropic collaboration, consisting of cash and in-kind donations made by the company to respond to specific school needs. However, Natura's management was not satisfied and regarded company contributions as patronizing. They approached their school counterparts to propose a new kind of relationship that would yield deeper and sustainable results. Both partners wanted the school to become a transformation agent in its community. They sought the assistance of CENPEC, a CSO devoted to strengthening public education. Matilde, a school located in an outer section of a county surrounding the state capital, managed to turn into one of the top five schools in that region of the Sao Paulo state.

Authors: Rosa Maria Fischer, Tania Casado  
University: Universidade De São Paulo- Brasil  
Product#: English: SKE003/ Portuguese: SKP001  
Teaching Note: English: SKE030/ Portuguese: SKP005  
Year of Pub.: 2003  
Number of pages: 25

## Topics

Business and Society, Charities, Externalities, Philanthropy, Social Responsibility, Partnerships, Strategic Alliances, Cosmetics, Hygiene and Beauty

## Industry

Cosmetics

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### *Natura-Ekos: From the Forest to Cajamar*

By 2000, Natura was a leader in the Brazilian cosmetics and personal care industry. The company had participated in social projects developed in communities surrounding its plants and offices. However, when it launched the Ekos product line, Natura drove social responsibility to the core of its business. Ekos' distinctive feature was its rooting in Brazilian biodiversity. The new product line incorporated several substances that had only been used by traditional indigenous communities in the hinterlands. Instead of simply buying the raw materials from them, Natura built a partnership with these communities to share with them the economic benefits resulting from responsible resource exploration. These communities had the key expertise needed to develop Ekos products and lived in extremely primitive conditions at remote locations. Thus, Ekos' success would potentially affect their living conditions dramatically. The CSO Imaflora also participated in the alliance to ensure that this natural resource exploration was socially, economically and environmentally sustainable.

Authors: Rosa Maria Fischer, Tania Casado  
University: Universidade De São Paulo - Brasil  
Product#: English: SKE016/ Portuguese: SKP003  
Teaching Note: English: SKE043/ Portuguese: SKP007  
Year of Pub.: 2003  
Number of pages: 23

## Topics

Business and Society, Externalities, Social Enterprise, Social Responsibility, Strategic Alliances, Cosmetics, Hygiene and Beauty

## Industry

Cosmetics

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### *Orsa Group: the challenge of sustainable development in the Amazon*

In 2002, Orsa Group consisted of several business units spanning the cellulose, paper and packaging industries, with nearly US\$ 250 million in annual sales that year. The Group encompassed: Orsa Celulose, Papel e Embalagens, with production plants in São Paulo, Goiás and Amazonia; Jarí Celulose and Orsa Florestal, both based in the Jarí region, at very heart of the Amazonian rain forest. In addition, its social and environmental responsibility principles led the Group to create a nonprofit, Orsa Foundation, supporting it with 1% of its yearly gross revenues. More than the Group's philanthropic branch, the Foundation became a priority for company operations as a result of two key drivers: a) Orsa was a family-owned business headed by its controlling shareholder and chairman, Sérgio Amoroso, a businessman devoted to social issues, and b) a strategic alignment, especially at Jarí Celulose, between business objectives and local sustainable development.

Taking into account the specific challenges facing cellulose companies in particular and international markets in general,

Orsa Group's board and senior managers needed to assess the impact of Orsa Foundation's social strategy in Jarí's operations.

This may prove particularly useful in courses on social corporate responsibility and strategy, or sustainable development. It may also be used in entrepreneurship programs dealing with corporate social ventures. Authors: Rosa Maria Fischer, Decio Zylbersztajs, Joao Teixeira Pires, Luciana Rocha Mendonça  
University: Universidade De São Paulo - Brasil  
Product#: English: SKE108/ Portuguese: SKP013  
Teaching Note: English: SKE109/ Portuguese: SKP014  
Year of Pub.: 2007  
Number of pages: 30

## Topics

Alliances, Social strategy

## Industry

Paper Pulp

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### *Pantaleon*

Presents the corporate social responsibility initiatives of Pantaleon, a leading sugar company from Guatemala, and their relation to its competitive strategy. Since 1990, Pantaleon's management invested in projects aimed at the communities surrounding the mill, featuring educational, health-related, and environmental programs. These activities reinforced corporate strategy, which included infrastructure and agricultural practices updates, vertical integration, and internal and regional expansion of productive capacity and markets. In the second half of 2004, becoming a worldwide leading sugar mill entailed significant strategic challenges for Pantaleon's top executives. In turn, these challenges posed two problems: defining the company's position on social projects undertaken by Pantaleon Foundation and Fundazucar and analyzing the internal consistency of its competitive strategy.

This case aims at introducing several concepts related to social ventures undertaken by private companies and analyzing the relationship between these programs and corporate competitive strategy.

Authors: Francisco Leguizamon, John Ickis, Natalia Vasquez  
University: Instituto Centroamericano De Administración De Empresas - Centroamérica  
Product#: English: SKE069/ Spanish: SKS059  
Teaching Note: English: SKE070/ Spanish: SKS060  
Year of Pub.: 2005  
Number of pages: 29

## Topics

Business and Society, Competitive Strategy, Social Responsibility, Sugar

## Industry

Agribusiness

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### *Posada Amazonas*

The case describes the story of Posada Amazonas, a tourist lodge in the Peruvian jungle, which resulted from a collaboration agreement between the native community Ese'jea de Infierno and the tourism firm, Rainforest Expeditions (RFE). The partnership agreement was signed in

1997, for a period of 20 years. It provided for the native community to work in tourism exclusively with RFE, and protected the area's tourist resources. In turn, RFE had to procure the necessary financing to build the lodge, and was expected to manage the venture. RFE had to train the community in lodge operations. Once the contract expired, the community had the option to continue the partnership or assume management of the lodge on its own.

As compared to its competitors, Posada Amazonas was recognized for providing higher quality service to tourists. It had received several national and international awards, and had been the topic of various articles in prestigious tourism and ecotourism magazines. However, RFE's management faced some trouble with the community staff. Turnover was compulsory every two years, and the community was not large enough to provide new qualified personnel that often. The community itself had some old internal problems of its own that had a negative impact on the business relationship with RFE, too. Lodge operations were also compromised by frequent irregularities in airlines that brought tourists into Puerto Maldonado, and by the lack of good local.

This case may be suitable for courses or seminars on Social Enterprises and for courses on Organizational Behavior. It is particularly suited for the last sessions of such courses, since it provides an example of an integrative alliance. Posada Amazonas plainly illustrates the creation of value through joint ventures, and the mutual value transference between partners. There is still some uncertainty with regard to the long-run sustainability of the project, once the 20-year agreement between the community and the private company expires.

This case may also be appropriate for seminars on principles of Sustainable Development and for courses on Natural Resources Economy, as part of an introductory section to the value of natural resources. The case includes enough information to reach a close estimate of the value for Posada Amazonas' tourists, using the Trip Cost Method (TCM), shown below. The usefulness of this approach is directly related to the creation of value (measured roughly in monetary terms through this methodology) resulting from the partnership.

Posada Amazonas efficiently illustrates a program for the protection of natural resources through market mechanisms, with clear benefits for the community that owns the resources. Yet, the impact on local biodiversity of the community members' incremental revenues, remains an open question

Authors: Jesus Revilla, Felipe Perez  
University: Instituto Centroamericano De Administración De Empresas- Centroamérica  
Product#: English: SKE002/ Spanish: SKS002  
Teaching Note: English: SKE029/ Spanish: SKS025  
Year of Pub.: 2003  
Number of pages: 23

### Topics

Alliances, Environmental management, Human resources management, Social enterprise

### Industry

Tourism

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### **Profamilia: Planning to Survive**

The Association for the Wellbeing of the Colombian Family, Profamilia, is a private, nonprofit organization founded in September 1965 by Dr. Fernando Tamayo Ogliastri with the objective of distributing family planning to low income families. Profamilia was a pioneer in its field; its impact increased as it became both organizationally and administratively stronger, and as its focus on family planning was expanded to include sexual and reproductive health. After four decades of operation, Profamilia continued to offer services to attend to the sexual and reproductive health of Colombians. By mid-2003, Profamilia, spurred by changes in the health sector in Colombia with the implementation of Law 100 of 1993, needed to redefine its strategy. The health sector reform encouraged the entry of other organizations that competed directly with Profamilia, resulting in the organization's loss of its relative monopoly as a provider of reproductive health services and family planning products. The most visible consequence was the reduction of its participation in the market. Changes in the sector gave impulse to the process of strategic redefinition to face critical tradeoffs between social and economic value generation.

This case may be used in classes in business or organizational strategy, in courses about social enterprise, or in any course or module that analyzes the relationship between the objectives of an organization, the strategies designed to achieve these objectives and the restrictions in the environment.

Authors: Ivan Dario Lobo, Roberto Gutierrez, Raul Sanabria  
University: Universidad De Los Andes - Colombia  
Product#: English: SKE090/ Spanish: SKS078  
Teaching Note: English: SKE091/ Spanish: SKS079  
Year of Pub.: 2006  
Number of pages: 24

### Topics

Strategy, Social Value, Strategic Redirection, Non-profit Organizations, Social Enterprise, Family Planning

### Industry

Health

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### **Proyecto Paria Foundation: A Mission Addressed to Transforming the Environment**

In order to improve income in rural communities, towards the end of 2001, Proyecto Paria Foundation (FPP) completed a plan to reactivate the cocoa economy. At the center of the plan was CARIOCA, a civil association set up to process and market cocoa, whose partners were five grower associations (50%), FPP (30%), and EMER, a commercial firm (20%). The design was successful from the start: during its first year, CARIOCA exported 100 tons of cocoa. Yet towards the end of 2003 circumstances emerged that not only threatened the operation of CARIOCA, but the very existence of the foundation: leaders of the five grower associations, instigated by local politicians, sought to take over control of CARIOCA. Opens just after these leaders had asked the FPP to leave both the board of directors and the administration of the cocoa processing plant. At that moment, the two protagonists (both leaders of the FPP) faced a dilemma: decide whether to leave CARIOCA or try to recover control of the organization. Additionally, they had to develop a long-term strategy to assure the foundation's operation in the Paria region.

This case can be used in courses on corporate social responsibility, NGO management, and in those directed at specialists in social development, or managers in general.

When dealing with social development specialists, it serves as a particularly useful vehicle for participants to reflect on their own experience. When participants are managers with no experience in these activities, the case helps discuss the theme of corporate social responsibility, and illustrates the complexity of promoting social change, and the challenge of leading organizations in adverse environments.

Authors: Josefina F. Bruni-Celli, Ramon Pinango  
University: Instituto De Estudios Superiores De Administración - Venezuela  
Product#: English: SKE092/ Spanish: SKS080  
Teaching Note: English: SKE093/ Spanish: SKS081  
Year of Pub.: 2005  
Number of pages: 23

### Topics

Community Development, Empowerment, Poverty, Social Enterprise, Cooperatives, Cocoa

### Industry

Agribusiness

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### *Reciclare: rethinking the future*

Reciclare, an association of 250 scavengers of paper, cardboard and reusable materials was founded in 1990 in Guarín by a small group of homeless people who worked as paper scavengers. The Association's activity consisted of collection, sorting, compacting, and sale of recyclable material collected in the streets and donated by companies and the City. It also offered the homeless training workshops in sewing, carpentry and paper recycling, held discussion events, and publicized and enhanced the value of the work of the scavengers and their initiatives.

The initiative allowed the associate scavengers' work to be better organized, thereby providing them with a better basis for negotiating the sale of their recyclable material in addition to safer working conditions. As a result of their work becoming more valued, each associate's monthly income at that time reached US\$ 360, a substantial amount for workers who had previously had no income prospects and who lived in a situation of extreme poverty, being both economically and socially excluded.

In 2005 the monthly average production of recyclable material sorted by Reciclare was 390 tons and in that year their net earnings amounted to US\$ 25,902.33. However, Reciclare was in the uncomfortable position of being financially dependent on the City, because nearly 50% of their activities were financed by public funds, especially those that were social in nature. Furthermore, 15% of the recyclable material collected was donated by the City. Therefore, in aiming to reduce this dependence, Reciclare needed to increase the economic value generated by the activity of collecting and selling recyclable material in order to be able to finance its social activities on a more permanent and sustainable basis. In order for this increase in economic value to occur it was important to adopt strategies capable of increasing the scale of the collection and sale in order to strengthen the Association's bargaining power in the production chain; professionalize the workers; build relationships with major recycling companies and public bodies; and arouse the environmental awareness of the city's residents, generating larger volumes of material from them.

Authors: Rosa Maria Fischer, Paulo Da Rocha Borba, Monica Bose, Luana Schoenmaker de Pedreira  
University: Universidade De São Paulo - Brasil

Product#: English: SKE135/ Portuguese: SKP017  
Teaching Note: English: SKE136/ Portuguese: SKP018  
Year of Pub.: 2009  
Number of pages: 23

### Topics

Inclusive businesses, economic value, social value, recycling, low-income workers, the organization's sustainability

### Industry

Recycling

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### *Recyclable By Nature*

Tetrapak and Mexico City's Junior League. The later was the Mexican chapter of the Junior League International, a civil society organization (CSO) founded to promote volunteer work, women's potential, and community enhancement. Tetra Pak was the world's leader in multi-layer packaging production. In the mid 1990's, parts of the urban waste were not recycled in Mexico, such as multilayer packaging containers. Mexico City alone disposed of 35 million containers of this kind every month, which took 35 years to disintegrate. In 1995, both organizations entered into a partnership to recycle these containers. They jointly launched a program called 'Recyclable by Nature' and invited to join all parties benefiting from multi-layer packaging, thus sharing the responsibility for their final disposal. Therefore, the program included manufacturers, marketers, consumers, and even the local administration. Teaching purpose: To understand the creation of multiparty alliances as a relationship portfolio and the conditions required to do so.

This case may be used to teach topics such as the following:

- Cross -sector Alliances
- Social project management
- Environmental responsibility

Authors: Gerardo Lozano, Carlos Romero, Angel Maass  
University: Escuela De Graduados En Administración Y Dirección De Empresas - México  
Product#: English: SKE023/ Spanish SKS019  
Teaching Note: English: SKE050/ Spanish: SKS042  
Year of Pub.: 2003  
Number of pages: 17

### Topics

Strategic alliances, Recycling, Social enterprise

### Industry

Recycling

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### *Ron Santa Teresa's Social Initiatives*

Poses challenges facing a firm that undertakes innovative social initiatives, initially in response to threats (land invasions, assaults) derived from the poverty of its immediate surroundings and a highly polarized social and political environment. C. A. Ron Santa Teresa (CARST) is one of Venezuela's oldest family-owned firms. Rum making is among Venezuela's best known industries, going back to colonial times. CARST is the world's fourth largest rum producer (1.3 million eight-liter boxes). Focuses on April 2004, when Alberto C. Vollmer, newly designated CEO and son of the largest shareholder, must persuade CARST's board of directors of the strategic implications of their social initiatives. Allows analysis of the evolution of these initiatives and their integration into the company strategy.



This case may be employed in executive education and graduate courses in topics relating to corporate social initiatives, leadership, strategy, ethics, and organizational change.

Authors : Rosa Amelia Gonzalez, Patricia Marquez  
University: Instituto De Estudios Superiores De Administración - Venezuela  
Product#: SKE English 059/ Spanish SKS049  
Teaching Note: English: SKE060/ Spanish: SKS050  
Year of Pub.: 2005  
Number of pages: 22

### Topics

Corporate Social Responsibility, Leadership, Strategy, Organizational Change, Rehabilitation of Offenders, Relationship with Communities, Alcoholic Beverages

### Industry

Food and drinks

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### *SNA Educa (ex Codesser)*

SNA Educa (previously known as Codesser) is a non-profit organization which was created by the National Association of Farmers (Sociedad Nacional de Agricultura, SNA) in Chile. Its mission included improving the living conditions of people associated with rural activities. One way of doing this was by offering agricultural and technical education to low-income students in rural areas. SNA Educa currently manages around 20 high schools in different regions of Chile. In the early 2000, SNA Educa made a major decision: to buy a school to provide primary and secondary scientific humanistic education, a field in which the organization had neither previous educational experience nor managing skills. Even though the investment decision had proven financially convenient, several issues cast some doubts about the suitability of the decision: inadequate mission fit, low educational test scores of the school, the troublesome political environment related to school reform, child abuse in the school, among others. After ten years of the acquisition, the board is now debating whether it should reverse its previous decision and sell the school. Pontificia Universidad Católica de Chile.

Authors: Mladen Koljatic, Monica Silva  
University: Pontificia Universidad Católica de Chile - Chile  
Product#: English: SKE155/ Spanish: SKS139  
Teaching Note: English: SKE156/ Spanish: SKS140  
Year of Pub.: 2014  
Number of pages: 22

### Topics

Financing, Education

### Industry

Education

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### *Telemig Cellular and the Guarantee of Children's and Adolescents' Rights*

In 2002, Telemig Celular was a mobile telephone company operating in the Brazilian state of Minas Gerais. The company had founded its operations on the 'capillarity' principle: reaching to consumers spread throughout the state to effectively cater to their needs. This principle also applied to the Telemig Institute, the company's social division, which

focused on children's and teenagers' rights. To uphold this mission, the Institute decided to work for the creation and strengthening of Tutoring Councils (local government bodies in charge of guaranteeing children's rights) and Municipal Councils for Children's and Youths' Rights (organs that elaborated local public policies regarding children and youth) in the Minas Gerais state. For its Pro-Council Program, the Institute gathered CSOs from every one of the 12 regions in the state to build the so-called Volunteer Support Groups. Under the Institute's leadership and counseling, these groups worked with local administrations and provided operational support for council creation.

This case may be used in courses that focus on the following subjects: cross-sector strategic alliances, private social investment and the role of corporations in society. The case favors the improvement of promptness attitudes for decisions related to these issues.

Authors: Rosa Maria Fischer, Joao Teixeira Pires, Luciana Rocha de Mendonca, Monica Bose  
University: Universidade De São Paulo - Brasil  
Product#: English: SKE022/ Portuguese: SKP004  
Teaching Note: English: SKE049/ Portuguese: SKP008  
Year of Pub.: 2003  
Number of pages: 20

### Topics

Business and society, Social enterprise, Social responsibility, Strategic alliances, Mobile telephony

### Industry

Telecommunications

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### *The Challenges For Minuto de Dios (B)*

The text is a two-page follow-up on the alliance between Minuto de Dios (MD) and the flowergrowers export association Asocolflores. Case A illustrates the creation, development and full growth of a social enterprise like MD, and the several types of cross-sector collaborations developed by the organization over time. This case offers the context in which MD needs to elaborate on the alliance with Asocolflores. Case B shows the steps taken to move forward this alliance after a slow start, and asks about other alternatives to further develop it. This case is useful in dealing with the following topics: evolution of social enterprises, development and management of cross-sector alliances, and business leadership in the social sector.

This case may prove useful in dealing with the following topics:

- Creation, evolution and professionalism of social enterprises,
- Creation, development, management and challenges of cross-sector alliances, and
- Efforts and impacts of business companies in the social sector.

Authors: Diana M. Trujillo, Roberto Gutierrez, Jaime A. Ruiz  
University: Universidad de los Andes – Colombia  
Product#: English SKE027 / Spanish SKS023  
Year of Pub.: 2003  
Teaching Note: English: ?/ Spanish: ?  
Number of pages: 2

### Topics

Alliances, Charitable Institutions, Philanthropy, Social Services, Apartment Building

## Industry

Construction, Houses, Building materials

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### **The Challenges to the Minuto de Dios (A)**

Minuto de Dios (MD) is a social service organization that uses alliances for the majority of its projects. The case illustrates the creation, development and full growth of a social enterprise like MD, the leadership of its founder, Eudist Father Rafael García Herreros, and the several types of cross-sector collaborations developed by the organization over time. In its first forty years, MD has built more than 15,000 housing solutions in 17 Colombian cities and more than 40,000 houses in disaster relief projects. The case offers the context in which MD needs to elaborate on an alliance which is having a slow start. This case is useful in dealing with the following topics: evolution of social enterprises, development and management of cross-sector alliances, and business leadership in the social sector.

This case may prove useful in dealing with the following topics:

- Creation, evolution and professionalism of social enterprises,
- Creation, development, management and challenges of cross-sector alliances, and
- Efforts and impacts of business companies in the social sector.

Authors: Diana M. Trujillo, Roberto Gutierrez, Jaime A. Ruiz  
University: Universidad de los Andes- Colombia  
Product#: English: SKE015/ Spanish: SKS013  
Teaching Note: English: SKE042/ Spanish: SKS036  
Year of Pub.: 2003  
Number of pages: 15

## Topics

Alliances, Charitable Institutions, Philanthropy, Social Services, Apartment Building

## Industry

Construction, Houses, Building materials

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### **The Corporacion de Desarrollo Social del Sector Rural (Codesser)**

Provides an overview of the Corporacion de Desarrollo Social del Sector Rural (Codesser), a nonprofit organization that was created in the 1970s to run vocational, agrarian schools in rural areas in Chile. In the years following, Codesser broadened its administrative scope by forming alliances with other nonprofits to run schools with other specializations in high school technical education, specifically industrial and cooking schools. In 2003, Codesser board members were evaluating an offer that would lead to a new business niche for their organization: buying a school (instead of just administering it) and offering elementary and college-track secondary education (instead of technical secondary education). Focuses on this decision and its implications. Requires evaluating mission coherency, organizational competencies, financial viability, and growth opportunities.

Authors: Mladen Koljatic, Monica Silva  
University: Pontificia Universidad Católica De Chile - Chile  
Product#: English SKE055/ Spanish SKS055  
Teaching Note: English: SKE056/ Spanish: SKS056  
Year of Pub.: 2005  
Number of pages: 25

## Topics

Consistency of the Mission, Organizational Competencies, Financial Viability, Growth

## Industry

Education

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### **The Environment, Development and Participation: the Dilemmas of Asociación Civil Labor**

Asociacion Civil Labor is a private non-profit organization founded in 1981 in Ilo, a city located in an important mining and fishing region in southern Peru. Its original mission was to defend labor rights and promote leadership among workers in the mining industry, but during its first decade of operation this evolved into the defense of sustainable community development and the rights of communities affected by extractive activities. The labor case is particularly relevant for the analysis of some of the typical challenges faced by organizations whose institutional performance is oriented toward advocacy and the defense of basic citizen rights. Over the years, Labor consolidated itself as an institution and had an important impact on the defense of the environment, the creation of greater awareness of the impact of the extractive activities, and the generation of public policy toward this sector in Peru. This case is particularly interesting because of the close relationship that the NGO maintained with the municipal government, which generated favorable results for the population of Ilo but also produced dilemmas with regard to the identity, mission, and autonomy of Labor. These dilemmas reached a critical point in 1997, when the proposal to build a new coal-fueled energy plant in an area zoned for tourism and recreation generated contrary opinions among the municipal authorities and the NGO staff, and divided the local population. The decisions that Labor made on this issue would have long term repercussions for the organization, which would have to redefine its relationship with a significant part of the population of Ilo as well as with municipal authorities and the NGO donors.

Authors: Felipe Portocarrero, Cynthia Sanborn, Elsa del Castillo, and Martha Chávez  
University: Universidad del Pacífico- Perú  
Product#: English: SKE103/ Spanish: SKS091  
Teaching Note: English: SKE104/ Spanish: SKS092  
Epilogue: English: SKE105/ Spanish: SKS093  
Year of Pub.: 2007  
Number of pages: 18

## Topics

Accountability; Company and society; Energy Resources, Conservation and Consumption, Environmental Management, Influence, Local Governments, Pollution Control and Social Responsibility

## Industry

NGOs

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### **Tierra Fertil**

Hortifruti's Tierra Fértil (Fertile Land) Program was created in Costa Rica in the 1970s as a result of an initiative carried out by the Uribe family, founders of Corporación de Supermercados Unidos – Corporación de Compañías Agroindustriales group (CSU-CCA). In 1973, with only five supermarkets, the group had a hard time supplying its points of sale with quality farming products to respond to its consumers' demands. As a result, that year, Hortifruti –a

company owned by CCA- started to organize Costa Rican farmers in order to establish some business criteria, including profit margins and minimum and maximum quality standards. Once these criteria were determined, Hortifruti proceeded to introduce production programs based on market demands. Safer and more hygienic product conditions were promoted both at the packaging and transport stages, including special requirements for suppliers. Small farmers who were unable to meet these requirements and who lived along the way to a point of sale, had their produce picked up at the farm.

In 2005, Wal-Mart, the largest retailer in the world, bought CSU-CCA. Strategies, business model, management practices and work procedures of the newly-acquired organization were revised in order to adjust them to Wal-Mart's equivalents. Given that the Tierra Fértil program had entailed challenges in technical and economic infrastructure development, education, financial resources and cultural differences, the initiative represented a new conceptualization of the "conventional" value proposition as well as a deep understanding of local needs and CSU-CCA believed that Wal-Mart Central America should continue the program. Jorge Cordero, recently-promoted Agriculture Director for Central America, was in charge of elaborating and presenting arguments to help Wal-Mart executives decide about the usefulness of this supply model in Central America operations.

Authors: Francisco Leguizamon, John Ickis  
University: Instituto Centroamericano De Administración De Empresas - Centroamérica  
Product#: English: SKE133/ Spanish: SKS122  
Teaching Note: English: SKE134/ Spanish: SKS123  
Year of Pub.: 2009  
Number of pages: 13

#### Topics

Agribusiness, Agribusiness, Social Enterprises, Inclusive Business

#### Industry

Agribusiness

Authors: Diana M. Trujillo, Roberto Gutierrez  
University: Universidad de los Andes - Colombia  
Product#: English: SKE021/ Spanish SKS018  
Teaching Note: English: SKE048/ Spanish: SKS041  
Year of Pub.: 2003  
Number of pages: 25

#### Topics

Corporate Social Responsibility, Alliances, Business and Society, Charities, External Relations, Organizational Structure, Philanthropy, Social Responsibility

#### Industry

Education

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### **Twenty-First Century Leaders**

The 21st Century Leaders Program was launched by a group of business leaders from the Presidential Forum of the Chamber of Commerce of Bogotá. Ten business leaders and private schools agreed on a common objective: to improve the quality of education in Colombia. Today, 187 public and private schools have allied with 109 businesses in 9 cities to strengthen schools as organizations and to benefit more than 100,000 children. The project helps schools to adopt better administrative practices and, since 2001, it has led national forums on the topics of quality in school administration to highlight the experience of schools which have experienced the greatest progress. Besides the topics related to quality, the project is also directed towards policy planning and implementation. The case highlights the role played by Meals de Colombia, a frozen foods manufacturer and retailer that has led the Program since its beginning.

This case may be useful for discussing the following:

- Companies and their interdependence with their environment; in particular, the social dimension relating to communities and the political dimension relating to the State.
- Value creation in cross-sector alliances.
- Public management of private companies.
- Educational institution management.