



**GIBS**

**CASE STUDIES**  
2021

**Gordon Institute  
of Business Science**  
University of Pretoria

## FOREWORD

The GIBS case study hub continues to produce high-quality case studies which are increasingly sought out for the unique perspectives they provide on Emerging Markets, with a specific focus on the African continent. Globally, there is a trend towards cases which focus on the SDGs and the pivotal role that sustainability plays, driving the demand from more developed countries for cases which offer greater variety and topics. The cases in this booklet cover a wide range of topics, from multinationals to social entrepreneurs, with a number focusing on responses to the pandemic.

In early 2022, GIBS faculty were award winners in two prestigious international case competitions, further entrenching our position as a leading provider of quality cases on the continent.

Prof Albert Wöcke  
HEAD: GIBS CASE STUDY HUB

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# Abelana Game Reserve:

## Community partnership driving shared value in ecotourism



### AUTHORS

Moore, A.  
Hawarden, V.



### DATE:

30/04/2021



### CASE NUMBER:

9B21M051



### PUBLISHER:

Ivey Publishing



### ISSUES:

general management  
strategy

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QR CODE  
TO ACCESS  
THIS CASE STUDY



### ABSTRACT

In 2020, the chief executive officer of Abelana Game Reserve in South Africa was considering the arrangement between the game reserve and the Mashishimale community, who owned the land. He had promised to provide added value to the land by highlighting four pillars of focus: land, community, business, and investors. Two lodges were formally opened to guests in March 2020, but the outbreak of the COVID-19 pandemic stopped all business activities—until September 2020, when the government began easing lockdown restrictions and the shareholders met to discuss tourist bookings and expansion plans. The management team had an ambitious and exciting overall vision for the game reserve, but there were more pressing challenges to consider, including a collaborative cross-sector partnership, training and developing workers, creating jobs in the community, and supporting local businesses. Were there other shared value ideas to consider for more employment opportunities and growth within the community?



### LEARNING OBJECTIVE

This case can be used in graduate-, postgraduate-, and executive-level courses focused on creating shared value, sustainability, social impact, stakeholder value, triple bottom line value creation, and strategy execution. After working through the case and assignment questions, students will be able to

- assess the resources, capabilities, relationships, and predictions of a social resource-based view of a firm and understand how these items can result in shared triple bottom line value creation;
- evaluate the continuum of community engagement strategy, while being cognisant of the antecedents and consequences of a transformational way of engagement;
- identify how the nature of a collaborative relationship can impact the transitory or enduring benefits of a cross-sector partnership; and
- appreciate the complexity of creating shared value.

# Anglo American Leadership Academy: Aligning global leadership development to strategy



## AUTHORS

Moore, A.  
Hawarden, V.  
Pearson, H.



## DATE:

08/04/2021



## CASE NUMBER:

9B21C013



## PUBLISHER:

Ivey Publishing



## ISSUES:

organisational behaviour  
leadership  
sustainability

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THIS CASE STUDY



## ABSTRACT

In 2019, the head of leadership development for Anglo American plc (Anglo American), a global mining conglomerate, was reviewing the two years she had been working with the human resources (HR) leadership team to establish the company's international Leadership Academy. Her task was to determine leadership development solutions that supported Anglo American's strategy and to recommend how to resource, identify, develop, and retain the diverse talent pool required to achieve the company's business objectives. She had gone to great lengths to ensure the Leadership Academy's offerings underpinned the organisation's strategic imperatives. She now pondered how to assess the impact of the Learning Academy. Was the human resources leadership team looking at and measuring the right things?



## LEARNING OBJECTIVE

This case is intended for use in senior-undergraduate- and graduate-level strategic HR courses focusing on international business, organisational design, or leadership training and development. It can also be used in senior undergraduate-level elective courses on HR management or talent management, in leadership development programmes, or in short executive education courses focusing on large-scale international business management or talent management. After working through the case and assignment questions, students will be able to do the following:

- Understand the complexity of, and the rigour required in managing the development of leaders in global business organisations.
- Appreciate the need for, and identify methods of, aligning an HR strategy to the organisation's strategy.
- Describe the wide-ranging role of training, learning, and development in organisations.
- Discuss how managing one's ecosystem is key to gaining influence and success at different levels (personal, departmental, and executive).

# Anglo American Platinum South Africa: Strategic renewal in a declining industry



## AUTHORS

Sichone, M.  
Lew, C.



## DATE:

16/08/2021



## CASE NUMBER:

EEMCS-10-2020-0385



## PUBLISHER:

Emerald Emerging Markets  
Case Studies



## ISSUES:

strategy  
strategic management/  
planning  
corporate strategy

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## ABSTRACT

The case study examines the strategic renewal processes of Anglo American Platinum (Amplats) for the period 2012–2019. Amplats is the world's largest producer of platinum group metals (PGMs). Despite the adversarial business environment of the South African PGM mining industry, six years into its new strategy, the organisation had emerged debt-free and was poised to be sustainable. This posed a unique dilemma in strategic decision-making, namely, how to maintain a strategic renewal process. Chris Griffith, CEO of Amplats, was about to retire, but realised that the organisation had yet to fulfil its potential. The ambition of the organisation was to redefine the industry benchmark for performance across multiple pillars of value for different stakeholders, and to become the most valued mining company by 2023. Set in 2019, the case invites students to look back at the symptoms of strategic inertia at the time of Griffith's appointment as CEO, and to define the nature and stages of the renewal that the organisation underwent. This will provide insights that will enable an examination of the application of a framework for continual strategic renewal.



## LEARNING OBJECTIVE

The learning outcomes are as follows: to demonstrate the phenomenon of strategic inertia in organisations and the impact this has on the type of renewal process that is undertaken; to differentiate between environmental and organisational adaptation strategies and synergies; to apply practical steps of renewal by outlining the influential forces and distinct stages of the process; and to create a practical framework that organisations can use as a guideline for sensing and reacting to changes in the business environment.

# Ayanda Mbatha:

## Resilience in action during the COVID-19 pandemic (A)



### AUTHORS

Magwegwe, F.



### DATE:

06/12/2021



### CASE NUMBER:

EEMCS-06-2021-0201



### PUBLISHER:

Emerald Emerging Markets  
Case Studies



### ISSUES:

human resource  
management  
self-development  
leadership  
resilience  
personal adversity

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### ABSTRACT

This case describes Ayanda Mbatha's response, attitudes and beliefs after being retrenched from his position as a technician and draughtsman at Rheinmetall Denel Munition during the COVID-19 pandemic. Mbatha responded with resilience to losing his job. Mbatha's attitudes and beliefs enabled him to creatively search for a new job amidst escalating retrenchments. The case examines the factors important for resilience and demonstrates why resilience is an essential skill for individuals dealing with adversity. The case dilemma involves the choices Mbatha had to make during and after the retrenchment process initiated by his employer.



### LEARNING OBJECTIVE

We designed this case to facilitate the understanding of what resilience is and why resilience is an essential skill for individuals facing adversity. Specifically, the case aims to help students to: 1. Describe the construct of resilience in the context of individuals. 2. Identify factors that promote resilience. 3. Explain what resilient individuals do in the face of adversity. 4. Evaluate the importance of resilience during adversity. 5. Evaluate the role of prior adversity in the development of resilience.



# Back to basics:

## Understanding the numbers behind COVID-19



### AUTHORS

Chiba, M.D.



### DATE:

08/04/2021



### CASE NUMBER:

EEMCS-05-2020-0161



### PUBLISHER:

Emerald Emerging Markets  
Case Studies



### ISSUES:

decision sciences  
internationalisation  
international business  
strategy  
international business  
theory  
international market entry

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### ABSTRACT

The case is set during the COVID-19 pandemic and the South African Government's response to the pandemic. A brief timeline is provided as part of the introduction to the case study, with the following being a timeline of the events: 14 March 2020, 114 South African citizens were repatriated from Wuhan, the epicentre of the COVID-19 outbreak; 15 March 2020, South Africa's President, Cyril Ramaphosa declares a National State of Disaster, and this includes various measures to protect against the spread of COVID-19, while the health-care system is geared up to deal with the pandemic. Among the measures implemented, travel bans from high-risk countries and closing of air-traffic, closing of land ports and banning of gatherings of more than 100 people; 23 March 2020, President Cyril Ramaphosa announced a national lockdown beginning on 27 March 2020 for three weeks; 9 April 2020, President Ramaphosa extends the national lockdown by a further two weeks. The World Health Organisation (WHO) had commended South Africa on the swift action taken to curb the spread of the virus. Individuals and organisational leaders are grappling to make sense of the spread of the virus, and the barrage of information that is being communicated through multiple channels, formal and informal. To make sense of the information, the case is premised on getting access to the raw data and conducting the analysis based on the publicly available data. The central requirement of the case is to compare the number of positive cases per million, based on the population data contained in the data set of South Africa, to a comparable country.



### LEARNING OBJECTIVE

How to establish credibility of data sources; measurement scales of data; the importance of descriptive statistics and generating the following based on the type of data: mean, median and standard deviation; graphical methods; and test for differences: t-test and analysis of variance.

# BCG and COVID-19: Correlation or causality or neither?



## AUTHORS

Chiba, M.  
Verachia, A.



## DATE:

12/03/2021



## CASE NUMBER:

EEMCS—05-2020-0166



## PUBLISHER:

Emerald Emerging Markets  
Case Studies



## ISSUES:

management science  
operations research  
management theory



## ABSTRACT

The case is set during the period of the COVID-19 pandemic, globally a search for effective treatments was underway. An initial forerunner that was being considered was Bacille Calmette–Guerin (BCG), given its effectiveness in the treatment of tuberculosis and other pulmonary-related infections. While there was a lack of randomised controlled trials, initial data from publicly related secondary data sources indicated that, in countries with BCG inoculation policies, the severity of the spread and mortality of COVID-19 was muted. The case is centred around the available information on BCG and COVID-19.



## LEARNING OBJECTIVE

The case assumes no prior statistics knowledge and therefore is aimed at teaching the difference between correlation and causation. The learning outcome is to understand the difference between correlation and causation.

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# Dancing in the storm: Finessing emergency remote teaching in the COVID-19 pandemic



## AUTHORS

Whittaker, L.  
Pearson, H.



## DATE:

01/12/2021



## CASE NUMBER:

EEMCS-06-2021-0621



## PUBLISHER:

Emerald Emerging Markets  
Case Studies



## ISSUES:

strategy  
strategic management/  
planning  
crisis management  
management/executive  
training

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## ABSTRACT

The Gordon Institute of Business Science (GIBS), a South African based business school and one of the top ranked business schools in Africa, was yet again facing a crisis during the COVID-19 pandemic. Having emerged out of an extraordinary year of strict lockdown regulations and having managed a rapid shift to emergency remote teaching. GIBS had managed to maintain its academic programmes, ensuring the completion of the curriculum within the academic year whilst maintaining the exceptionally high standards and quality learning experience it was known for. As 2020 drew to a close, the academic programmes team and the students looked forward to starting the new year in a more “normal” mode of operation. GIBS closed for Christmas holiday with the intent on returning, in early 2021, in some form of face-to-face teaching. However, on the 27th of December 2020, the President of South Africa announced a return to level-3 lockdown as the second wave of infections swept through the country. Strict measures were once again enforced, significantly impacting GIBS’ possible return to campus in January 2021. Reflecting on the lessons learnt over the past year, the Executive Director: Academic Programmes, Professor Louise Whittaker, yet again faced the challenge of deciding how best to proceed given the circumstances. The case illustrates the need for effective change management through the application of Kotter’s 8 steps to transformation, whilst demonstrating the complexity of change management during a crisis. A particular focus on the importance of communication during a change management process in a crisis is illustrated through this case.



## LEARNING OBJECTIVE

The learning outcomes are as follows: students need to understand that in a crisis, change management will be emergent and requires flexibility and adaptability; students will determine what concrete actions may be required during a change management process in a crisis; students will need to discern that theoretical models do not necessarily fit real world contexts, particularly in a crisis situation; and students will identify aspects that might be missing or inadequately formulated in standard models of change management.

# EOH Holdings Ltd.: From blacklist to market confidence through corporate structure and governance



## AUTHORS

Mthombeni, M.  
Moore, A.  
Ward, M.



## DATE:

26/10/2021



## CASE NUMBER:

W25094



## PUBLISHER:

Ivey Publishing



## ISSUES:

finance  
general management  
strategy

SCAN THE  
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THIS CASE STUDY



## ABSTRACT

The share price of EOH Holdings Ltd. (EOH), a company listed on the Johannesburg Stock Exchange and Africa's largest technology service provider, decreased by over 30 per cent in December 2017 following allegations of fraud in relation to a corporate action within the group. Despite strong denials by the then-group chief executive officer (CEO), Zunaid Mayet, EOH's market value continued to plummet, from a peak of 22 billion South African rand to 4 billion. In September 2018, Mayet was replaced as group CEO by Stephen van Coller, a former banker and telecommunications executive, who recruited a new executive team, replaced the board, and contracted out an unfettered internal corruption investigation. By June 2020, van Coller was wondering whether he and his management team had done enough to prove to the market that EOH was an organisation once again worthy of trust and investment. Had they taken sufficient steps to restore EOH's reputation? Had they earned the right to push the board to approve the next phase of EOH's turnaround?



## LEARNING OBJECTIVE

This case can be used in graduate-level courses in management development programmes or in short executive education courses focusing on leadership, strategy execution, and turnarounds. The case allows students to consider how ethical leadership and corporate governance processes, practices, and structures should be employed to drive an organisational turnaround following a corporate failure. After working through the case and assignment questions, students should be able to do the following:

- Identify causes of corporate failure informed by CEO power and hubris.
- Establish how firms can repair trust in the organisation following a failure.
- Gain insight into the role that leadership plays for renewal, growth, and strategy execution.
- Assess and select the appropriate strategy process in a company turnaround.

# GE Londvolota's contextual leadership for creating shared value



## AUTHORS

Scheepers, C.  
Verachia, A.  
Trusler, I.



## DATE:

03/02/2021



## CASE NUMBER:

9B21M007



## PUBLISHER:

Ivey Publishing



## ISSUES:

general management  
strategy  
sustainability

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THIS CASE STUDY



## ABSTRACT

In January 2019, one of the founding members and current board members of Londvolota, a South African trust formed by General Electric South Africa (GESA) in 2015, faced a challenge. Londvolota needed to improve the establishment and growth of entrepreneurial South African businesses as part of GESA's development of local suppliers, which aimed to enable the best of these businesses to supply the global GE network. The initiative represented a major contribution to supporting the South African economy; however, the board was considering updating its criteria for selecting the businesses for development. How should the organisation adjust its criteria to avoid failures and increase the initiative's success rate?



## LEARNING OBJECTIVE

The case study is suitable for graduate-level courses on international business. It is also suitable for executive education courses on organisational behaviour and leadership. After working through the case and assignment questions, students will be able to do the following:

- Identify contextual leadership capabilities in positioning a transnational organisation to be locally relevant.
- Analyse actions that create shared value.
- Analyse a localisation drive by creating a decentralised structure.
- Recommend improvements to the selection and development of local suppliers for a multinational organisation.

# Love Books:

## Sustained success amidst uncertainties



### AUTHORS

Hawarden, V.  
Moore, A.F.



### DATE:

06/12/2021



### CASE NUMBER:

EEMCS-04-2021-0115



### PUBLISHER:

Emerald Emerging Markets  
Case Studies



### ISSUES:

entrepreneurship  
customer loyalty  
marketing  
retailing  
small business  
selling

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THIS CASE STUDY



### ABSTRACT

This real-life case is based on interviews that took place with Kate Rogan, the co-founder of Love Books, and other stakeholders associated with the small bookselling business that is based in the suburb of Melville in Johannesburg. It describes how Rogan's past influenced how she saw and was open to the opportunity; and how, through passion, commitment, dedication and stakeholder management, she created a business that brought meaning to her and others' lives. Rogan's vast experience in editing, publishing and radio influenced how she evaluated the bookstore opportunity. For the past 11 years, she had focused on building a loyal customer base through knowing her customers, staying on top of current industry and market trends and constantly thinking about how she could add value through minimal financial outlay. COVID-19 further complicated her thinking about how to traditionally market and sell books to her client base. As the case concludes, Rogan wonders how to build upon the foundations of her successful bookshop and grow profitability while remaining true to her and the business's values.



### LEARNING OBJECTIVE

The case allows students to consider the key enablers for assessing entrepreneurial opportunities and drivers of small business growth. Following discussion and analysis of the case, students should be able to: explore how cognitive dynamics affect an entrepreneur's evaluation of opportunities; analyse the case against the 4Cs (continuity, community, connection and command) of competitive business advantage; evaluate building blocks for sustainable business profitability; and assess and recommend different learnings for entrepreneurs and small business owners.

# MTN and the Nigerian fine (French version)



## AUTHORS

Wöcke, A.  
Beamish, P.W.



## DATE:

09/11/2021



## CASE NUMBER:

W27103



## PUBLISHER:

Ivey Publishing



## ISSUES:

general management  
strategy  
international business



## ABSTRACT

In late 2015, South African telecommunications giant MTN was fined US\$5.2 billion by the Nigerian authorities for a mass of improperly registered subscribers—the largest fine of its kind ever imposed in the industry anywhere in the world. MTN was an emerging-market multinational corporation with a track record of successfully operating in some of the toughest, riskiest emerging markets. Thus, it was surprising that MTN had been unable to avoid a fine of this magnitude. Three factors had preceded the fine and changed the business environment in Nigeria leading up to 2015: the first was the war against the Boko Haram movement in Nigeria, which led security forces to demand the registration of prepaid phone cards; the second was the economic crisis caused by the impact of falling oil prices; and the third factor was a change in government. In light of these political risks and government regulations, how could MTN recover and move forward from this difficult situation?



## LEARNING OBJECTIVE

This case is intended for use in international business or strategy courses. In international business, it may be used to illustrate how macro forces impact multinational enterprises (MNEs) operating in emerging markets, and impact MNE relations with host governments. The case illustrates the difficulties in measuring political risk subjectively and through rankings, and underscores the need for large MNEs to evolve in response to developing-world needs. In a strategy course, the case will be useful in illustrating the dangers of strategies evolving without consideration of macro factors. MTN's strategy in Nigeria evolved due to the maturing of its market and the demands of the MTN Group's shareholders. When the environment changed, MTN did not recognise that the Nigerian authorities would impose more severe sanctions than under the previous government, despite warnings, and was slow to comply.

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# Nedbank Group:

## Leadership and adaptive space for digital innovation



### AUTHORS

Scheepers, C.  
Bogie, J.  
Arena, M.



### DATE:

08/04/2021



### CASE NUMBER:

9B21C015



### PUBLISHER:

Ivey Publishing



### ISSUES:

general management  
strategy  
organisational behaviour  
leadership

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THIS CASE STUDY



### ABSTRACT

A team of analysts at Nedbank Group (Nedbank) had generated a solution to an important client-centred issue, but the solution was not welcomed by the operations team. A business executive at Nedbank created an opportunity for the creative design team and operations team to collaborate. A solution was successfully implemented in 2019 and the executive and analysts' team leader were summoned to present their ideas at a business banking executive committee meeting to demonstrate how their initiatives supported the bank's strategic direction. Would the executive committee agree to invest capital in new ways of work to move the bank forward on its digital strategy?



### LEARNING OBJECTIVE

The case, designed for a multidisciplinary approach, is most suitable for postgraduate-level courses on strategy, innovation, contextual leadership, and complexity leadership. The concept of boundary-spanning will fit well with international business courses. After working through the case and assignment questions, students will be able to:

- Gain insight into the complexity of broad environmental and discrete contextual factors as well as leadership's ability to see opportunities for digital innovation and adapt strategically to these contextual factors.
- Understand and explain the adaptive pressures of digital innovation and the elements of an adaptive space and how these elements were applied at Nedbank.
- Evaluate how these elements of adaptive space have helped or hindered the transformation process at the bank.
- Recommend future opportunities and new areas of development for Nedbank.



# Old Mutual:

## Defining moments for board leadership



### AUTHORS

Mthombeni, M.  
Pogrud, G.  
Moore, A.  
Hawarden, V.



### DATE:

05/11/2021



### CASE NUMBER:

W24878



### PUBLISHER:

Ivey Publishing



### ISSUES:

general management  
strategy  
organisational behaviour  
leadership



### ABSTRACT

When Peter Moyo was appointed as chief executive officer (CEO) of Old Mutual Emerging Markets (Old Mutual), one of South Africa's largest and oldest financial institutions, in 2017, the chair of Old Mutual, Trevor Manuel, and the Old Mutual board were optimistic, as Moyo seemed like the ideal candidate. However, less than two years into his tenure, Moyo's employment was terminated owing to a conflict of interest and a breakdown of trust between Moyo and the chair and board. From the moment he was suspended, Moyo made the dispute very public, and appeared to be orchestrating a media campaign against Old Mutual and the directors, especially Manuel. A protracted and bruising legal battle ensued, and many corporate governance lessons were learned. It was now incumbent on the board to identify and appoint a new CEO of Old Mutual. Given the local and international environment, and in view of internal and external challenges, they needed to consider what kind of CEO would be appropriate for Old Mutual; what criteria they should set for this crucial position; and what the right timing and communication process would be around the new CEO's appointment.



### LEARNING OBJECTIVE

This case can be used in undergraduate-, graduate-, and post-graduate-level courses; management development programmes; or short executive education courses focusing on accountability, business ethics, corporate governance, crisis management, or turnarounds in a corporate strategy. It allows students to consider how effective boards are run, including through such aspects as recruitment, board teamwork, and the relationship between the CEO and the chair. After working through the case and discussion questions, students will be able to do the following:

- Analyse the case in order to identify drivers of effective board functioning, top management team focus, turnaround execution, and stakeholder communication.
- Evaluate how crisis management strategies and concepts are influenced by traditional and new types of media.
- Gain insight into grey-area decisions among top management team members, especially in the context of an internally derived organisational crisis.

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THE CASE STUDY  
(ONLY AVAILABLE  
ON THE GIBS CAMPUS).

# Rowing South Africa:

## Leadership lessons through sport



### AUTHORS

Hawarden, V.  
Moore, A.



### DATE:

04/02/2021



### CASE NUMBER:

9B20C056



### PUBLISHER:

Ivey Publishing



### ISSUES:

organisational behavior  
leadership  
sustainability



### ABSTRACT

In 2019, the development officer at Rowing South Africa was contemplating how to continue the growth of the sport of rowing in a challenging environment. More funding was needed to attain her mandate of extending the sport to previously unexposed communities. Rowing South Africa operated in a complex setting, but the sport had much to contribute to participants. The benefits of rowing were physical and psychological, personal and professional, and often leading to success in many aspects of life. How could she articulate these benefits to increase participation in the sport and attract more funding to support?



### LEARNING OBJECTIVE

The case can be used in graduate, postgraduate, and executive education programmes focusing on performance management, creating a learning environment for leadership development, organisational behaviour, human behaviour, and team dynamics. The case could also be used in courses on sports management and managing in emerging markets. Students will consider the key personal and team drivers and the enablers of high performance. After working through the case and assignment questions, students will be able to

- identify how performance is built by developing self-efficacy, and identify enablers and barriers to self-efficacy;
- analyse different building blocks to create a learning organisation;
- assess and recommend different learnings for corporate organisations when developing teams and individuals; and
- evaluate the particular challenges facing athletes in developing countries, and how a sport's governing body might respond.

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# Sasol fuel retail franchise: Contextualising entrepreneurship's role in women empowerment



## AUTHORS

Scheepers, C.  
Mathibe, M.



## DATE:

07/07/2021



## CASE NUMBER:

9B21M070



## PUBLISHER:

Ivey Publishing



## ISSUES:

general management  
strategy



## ABSTRACT

In 2018, the owner of a Sasol Limited (Sasol) fuel retail franchise in Pretoria, South Africa, was facing the challenge of how to continue growing her business by retaining her existing customers and offering the products and services they expected. A woman entrepreneur in a male-dominated industry, the franchisee had worked her way up the corporate ladder in the financial services industry and, after being retrenched from her position at a bank, had purchased a fuelling station. She now wanted to gather information on her customers' needs in order to make an informed decision about how to scale the service offerings at her site to increase revenue, but she was unsure as to how to go about gathering this information. Various brands in the service station industry had seen decreased customer visits, and in this competitive environment, it was important to increase her efforts in building loyalty among her service station's customers.



## LEARNING OBJECTIVE

The case is suitable for undergraduate- and graduate-level courses on corporate strategy, marketing, entrepreneurship, and organisational behaviour. It offers background on franchising models and the choices that a woman entrepreneur made over the years to grow her business, helping students gain insight into the challenges faced by women in a male-dominated industry. After working through the case and assignment questions, students should be able to do the following:

- Understand the franchise business model by applying it to the franchise in the case.
- Analyse contextual variables in the empowerment and scaling of women's entrepreneurship.
- Consider various solutions to increase the revenue of a franchise, such as building customer loyalty.

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THIS CASE STUDY



# South African Chefs Association: Maintaining a non-profit organisation



## AUTHORS

Mamabolo, A.  
Lew, C.



## DATE:

05/02/2021



## CASE NUMBER:

9B20M222



## PUBLISHER:

Ivey Publishing



## ISSUES:

general management  
strategy  
sustainability

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THIS CASE STUDY



## ABSTRACT

In February 2020, the president of South African Chefs Association was exploring ways to ensure a sustained revenue stream for the association, which relied primarily on membership fees for survival. As a non-profit organisation, South African Chefs Association had a rich history of representing chefs, enabling them to compete on the international stage, supporting their training and education, and providing members with networking opportunities and a community. The association faced several challenges; most notably, it needed to find an innovative solution to sustainable growth in terms of both membership and revenue numbers and the value created for members. The association's president needed to establish a sense of relevance and community for its members through a range of strategic partnerships and innovative value contributions, ensure its leadership reflected the racial makeup of the country, and reconsider its structure and purpose.



## LEARNING OBJECTIVE

This case is suitable for use in graduate-, post-graduate-, and executive-level courses in strategy and innovation. The case is suitable for students who already have gained a fundamental understanding of strategic growth and innovation. Building on that base, the case focuses specifically on strategic value creation through innovation and partnerships. The case learning can be extrapolated for students in all organisational contexts to understand the principles of designing an approach to engage members and bring about novel revenue streams. It helps students understand the nature of non-profit associations, their challenges, the importance of stakeholders, and the need for innovative value creation. After working through the case and assignment questions, students will be able to

- outline the identity, nature, and purpose of non-profit professional associations, identifying their potential revenue streams and explaining how they can create value for members through partnerships and innovation;
- explain how to create membership engagement and growth in a non-profit organisation;
- evaluate the chosen growth strategy of a non-profit organisation; and
- create an innovative response to the growth challenges faced by a non-profit organisation.

# Sport psychology coaching to align individual and team performance



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## **ISSUES:**

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## **ABSTRACT**

Leanne Redding was the mental skills coach for Maccabi, a professional league soccer club in Johannesburg, South Africa. Redding had worked with the club's players using mental techniques, the ultimate aim being to improve performance. Redding's work was based on the premise of trust, lived values, self-respect and reflection. She believed in a strengths-based approach grounded in sports psychology and aligned with mental contrasting enabled resilience. Her process of holding individual and team sessions helped with sustaining motivation, overcoming limiting fears and encouraging focus on the greater good of the team. The result was Maccabi's promotion to the professional league of soccer. However, not all of her broad stakeholder group had bought into the value of sports psychology coaching. The case explores Redding's process and her belief of the importance and buy-in from all players of the team values which should inform behaviour. The case concludes with Redding contemplating what she should do to gain greater acceptance from the rest of the coaching staff for her work.



## **LEARNING OBJECTIVE**

Upon completion of the case discussion, students will be able to: identify the enablers of a mental skills coaching process and the broad outcomes as a result of a coaching intervention; understand the contributing factors towards creating greater psychological safety in a team and the impact this has on team performance; and identify positive leadership strategies to create an environment in which meaningful work and goal achievement increase engagement.

# The South African public service wage bill deadlock in 2021: Living on the edge



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## ABSTRACT

The COVID-19 pandemic-related restrictions devastated South Africa's economy in 2020 and although the restrictions were generally less damaging than in 2020, the government had to budget for vaccinations and rebuild the economy. Public service unions had just announced that they were demanding an increase of 4% above inflation for their members and that they were preparing for a strike. They were bitter about the fact that the South African Government had withdrawn from the last year of a three-year wage agreement in February 2020 and their members had not received an increase for the two years. These demands and Finance Minister Mboweni's response to them had to consider the structural and cyclical impact on the fiscus and economy.



## LEARNING OBJECTIVE

The learning outcomes are as follows: understand the general objectives of fiscal policy and stakeholders' interests; understand the trade-offs in fiscal policy and the implications of taking a position; and make recommendations based on reasoned judgements about those recommendations.

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