Icfai Business School
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CATALOGUE

LIST OF CASE STUDIES ON

CORPORATE SOCIAL RESPONSIBILITY

IBS Case Development Centre

Who Says there is No Money in CSR?

This case study's focus is on whether it makes any business sense for companies to adopt CSR initiatives .Corporate Social Responsibility (CSR) is the most discussed and debated topic in today's business environment, where companies and ethical consumers believe it improves the operational efficiencies ensuing in win-win model. Whereas critics feel implementation of CSR is against the general interests of the share holders, as a company's main goal must be enhancing shareholders wealth. However, companies incorporating CSR in their business policies intended at improving bottom-line, evolving new business models and competitive advantage, resulting in long term sustainability. Thereby the companies aim at achieving both the goals simultaneously – shouldering social responsibility along with increasing shareholders wealth.

Pedagogical Objectives:

- To analyse whether CSR would increase the bottom-line of the companies
- To debate whether CSR pursuit would enable companies to stumble into new business models
- To debate if the CSR initiatives would yield competitive advantage for corporations

Industry	Not Applicable
Reference	CSR0061
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Case Studies, Corporate Social Responsibility, CSR, Business Sustainability, Ethical Consumerism, Sweat Shops, Eco-Friendly Programme, Environmental Responsibility Policies, Fair Labour Association, Levi-Strauss' Project 'Eureka', Triple Bottom Line, Association of Community Colleges

Tesco's Corporate Social Responsibility Initiatives

Corporate Social Responsibility (CSR), started initially as a voluntary initiative in some companies, later caught on with the corporate world over the last few decades. CSR became a standard best practice as per few countries' corporate governance codes. Many other countries are contemplating inclusion of CSR initiatives as a standard corporate governance practice. It has become a competitive necessity rather than a nicety as once it used to be. The companies saw the benefit and the stakeholders appreciated the initiatives. The intriguing question here is, why a retailer should support CSR initiatives blowing up millions of pounds. Broadly though, companies have to work harder to maintain their reputation and the growth environment in which they do business. This case study broadly addresses this issue taking TESCO, UK's top retailer as an illustration.

Pedagogical Objectives:

This case study is used:

- To understand the relationship between CSR initiatives and Profitability / Bottom-line of the company
- To explore the possibility of CSR as a Competitive Advantage
- To understand and analyse whether CSR initiatives are guided by local (where the company is operating its stores) needs or should a company have umbrella CSR initiatives
- To analyse the CSR initiatives of Tesco over the years and study the patterns thereof

Industry	Retailing
Reference	CSR0060
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Case Studies; Tesco, Retailing, Corporate Social Responsibility (CSR), Corporate Responsibility (CR), Competitive Advantage, Bottom-line, CSR Review Reports, Environmental Policy, Social Policy, Wal-Mart, ASDA, Target

Satyam Computer's 'Gram IT': An Indian IT Giant's CSR Model

India based Satyam Computers which is a leading global consulting and IT service company leverages its core business namely Information Technology to bridge the yawning digital divide between the urban and rural areas. Satyam has integrated its business with in built social values and is a staunch community reformer. Satyam views its socially responsible initiatives as an important strategic aspect for the long term sustainability of the organization. This case focuses on the Gram IT approach, an initiative taken by the Byrraju Foundation, an NGO promoted by Satyam Computers. Gram IT takes business process outsourcing to the educated unemployed youth in villages. It is an initiative that enables rural youth to create wealth by honing their computer and English skills for world class service delivery. Gram IT was such a unique model that it is found near perfect for rural India. For this venture, Satyam bagged the Asian CSR award under poverty alleviation category in 2007. The case examines how this unique technology platform can endure the teething troubles usually associated with growing economies. Has it also given the organization a sustainable competitive edge to its business?

Pedagogical Objectives:

- To comprehend the concept of 'Corporate social responsibility'
- To analyse the significance of sustainable CSR practices by leading corporates in India
- To understand the challenge of execution of CSR initiatives in a rural developing economy
- To analyse the impact of strategic CSR in enhancing the company's bottom line.

Industry	IT (Information Technology)
Reference	CSR0059C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Case Studies; Corporate Social Responsibility; Sustainability; Satyam Computers; Byrraju Foundation; Gram IT; Business Ethics; Poverty alleviation

Fairtrade: Social Responsibility Lessons for the Corporate

Fair trade has evolved over the years as an alternate trade model. Its main objective is to e radicate poverty by empowering the producers and workers who are deprived of profits. With non-profit organisations, other suppliers and traders forming fairtrade organisations, the entire supply chain is committed towards equity in international trade. Globalisation has created markets for fairly traded products across the globe. But, like conventional products, fair trade products experience the threats of market place such as competition, elasticity of demand and supply, etc. Corporate involvement in fairtrade is evident as more and more companies are introducing the concepts of fairtrade in their business. While corporates support an open international trade, fair trade supports equity in international trade. Whether fair trade will have an impact on the corporate social responsibility (CSR) and bring in the balance between social responsibility and for-profit business – are to be seen.

Pedagogical Objectives:

- To understand the concept of fairtrade
- To study the growing importance of CSR in the global business
- To determine the action plans to improve CSR initiatives and if fairtrade

would succeed in making corporates socially responsible.

Industry	Fast Food Industry
Reference	CSR0058C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Fairtrade; Corporate Social Responsibility; Business Strategy; Competitive Advantage; Fairtrade Premium; Community Solidarity; Case Study

UNICEF: Concerns over its Role as a Child Rights Protector

The United Nations International Children's Emergency Fund (UNICEF), whose mission was to augment the lives of children, had as its main source of revenue, donations by various public organisations, governments and public celebrities. This was, however, inadequate. At the instance of the then UN Secretary General, Mr. Kofi Annan, in 2000, UNICEF approached corporates for donations, something it had not done before. Among big corporate names that supported this effort, figured the name of GUCCI, the luxury giant. However, GUCCI's alleged relations with sweat shops in third world countries, posed questions relating to UNICEF's credibility. It remained to be seen as to how UNICEF would be able to balance its need for funds and its credibility standing.

Pedagogical Objectives:

- To understand the purpose, function and activities, and revenue of UNICEF
- To analyse the possible synergies from corporate alliance with UNICEF
- To foster discussion on how public welfare organisations can maintain credibility in the face of resource crunch.

Industry	Community Service
Reference	CSR0057B
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

UNICEF; Child rights protection; corporate philanthropy; Corporate Social Responsibility Case Study; CSR; Goodwill ambassadors; celebrity ambassadors; United Nations; Sweatshops; Gucci

Global Warming and Climate Change(C): Ethical Retailing

Scientists blame growing industrialisation as the biggest cause for climate change. However, companies like Wal-Mart, Toyota, GE, BP, Alcoa, DuPont, Caterpillar, etc., are greening their businesses more than ever. Their green initiatives include CSR, sustainability and ethical retailing. But all these raises hard questions. Do CSR initiatives fit into a business strategy? Are regulations and innovations viable or are they forced on companies?

Pedagogical Objectives:

- To discuss how retail companies green their businesses to combat global warming and climate change
- To discuss challenges in ethical retailing
- To discuss how CSR and sustainable development initiatives turn out to be competitive advantage.

Industry	Not Applicable
Reference	CSR0056
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Corporate Social Responsibility Case Study Myanmar; Unocal; Totalfina; State Law and Order Restoration Council; SLORC; Yadana project; Human rights violations; Corporate social responsibility; Forced labour; Unocal trial; Alien Tort Claims Act; Earthrights International; Myanmar Oil and Gas Enterprise; Universal Declaration of Human Rights; Natural gas

Global Warming and Climate Change (B): The Corporate Response

As global warming alters world environment, businesses too are bracing up for it. Its supporters sit on the boards of the world's influential businesses, from oil to technology. As it threatens physical assets, companies are growing wary about carbon emissions – some have stuck to regulations, while others have switched to green energy sources, carbon sequestration, etc. Yet, tackling climate change is no easy business as it appears.

Pedagogical Objectives:

- To elucidate how businesses are trying to combat global warming implications
- To discuss the role of regulations in reducing emissions
- To discuss the challenges for companies in going green.

Industry	Not Applicable
Reference	CSR0055
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Global Warming; Climate Change; Kyoto protocol; Emission Reduction; Competition; Greenhouse Gases (GHGs); Cost Benefit Analysis; Green Strategies; Corporate Social Responsibility Case Study; Environmental Regulations; Clean Development Mechanism (CDM); Joint Implementation (JI); Ethical retailing; Competitive Advantage; Sustainable Investing

Global Warming and Climate Change (A): Making a Business Case

The Oscar-winning documentary An Inconvenient Truth forecasts the grim situation of our planet: melting ice sheets, huge increases in sea levels, more and stronger hurricanes and invasions of tropical disease, among other cataclysms. Global warming is here to stay and it cannot be sidelined anymore. The world is slowly waking up to its implications. Although these have been reinforced by the scientific community, there is never a single version of the same story. This case study is aimed for students of Corporate Social Responsibility (CSR), environmental studies, ethical retailing. Set at the time when the whole world woke up to the impact of global warming. Nations, governments, international bodies, NGOs, corporations, individuals have all come together to combat the impact.

Pedagogical Objectives:

- To sensitise the business students about global warming implications
- To study the causes of the phenomenon
- To understand the Kyoto Protocol and debate on its mechanisms
- To analyse the developed vs developing nations debate on global warming and solutions for emission reductions
- To understand how globalisation help resolve the issue
- To make a cost-benefit analysis of climate change on companies.

Industry	Not Applicable
Reference	CSR0054
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Global Warming; Climate Change; Kyoto protocol; Emission Reduction; Competition; Greenhouse Gases (GHGs); Cost Benefit Analysis; Green Strategies; Environmental Regulations; Corporate Social Responsibility Case Study; Clean Development Mechanism (CDM); Joint

Implementation (JI); Corporate Response to Global warming

Bottom of the Pyramid Strategy: Business Schools and Companies Explore to Exploit

For large companies, low-income customers don't even figure in their talk - mainly because they are supposed to have poor purchasing power. But management professor C K Prahalad tried to overturn this. Calling the poor as those at the Bottom of Pyramid (BOP), Prahalad is rosy that though they have low incomes, their combined purchasing power is immense. Few companies have entered this market and made profits. But Professor Aneel Karnani disagrees - large companies hardly have any great opportunity in this segment. So the critics suggest they target the emerging middle class instead; and leave the BOP segment to small, midsize and local companies. Along with companies, B-Schools were also taken in by BOP - offering courses on it and the student craze about it. But how far it will benefit the students remains to be seen.

Pedagogical Objectives

The case study helps students:

- Understand the concept of Bottom Of Pyramid (BOP)
- Assess the challenges and advantages to companies from BOP
- Analyse the companies' strategies to target BOP
- Discuss criticism against the BOP theory
- Discuss whether it is going to be beneficial for the students and new recruits to be trained in BOP Markets?

Industry	Not Applicable
Reference	CSR0053
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Bottom of the Pyramid (BOP); Professor C K Prahalad; Professor Aneel Karnani; Strategies of Companies for BOP Market; Corporate Social Responsibility Case Study; BOP Courses in Business Schools; Economic Potential of BOP; Skills for BOP Markets; Critical Success factors; Market Entry Strategies; Challenges for MNCs in BOP Markets

Obesity Concerns: McDonald's Initiatives

McDonald's, an epitome of fast food retailing and American culture, was in a soup during 2002 and lurched in losses for the first time ever in its 50-year history. Aggressive store expansions were just one reason; media and public onslaught, over ailments caused by fast food, was the other. In the backdrop of McDonald's widely published success story, this case study highlights its troubled times and response to the obesity concerns. It did not just alter its menu, but went ahead in encouraging balanced lifestyle among its patrons. For a food retailer, known for fast food with taste and convenience, what would be the implications of focusing on health and nutrition, which are often bland (or perceived to be so)? Can it sustain its profitable growth in the long run with such initiatives? How far can the restaurant be accused for what one eats?

Pedagogical Objectives:

- To discuss the impact of changing consumer preferences and their food consumption patterns on food industry
- To identify and analyse the factors that led to bulging obesity levels and the likely impact on the fast food industry
- To debate whether fast food giants like McDonald's are really responsible for the rising health (obesity) problems
- To reason McDonald's move on focusing towards health and nutrition, when it is more popularly known for fast foods like burgers and fries.

Industry	Fast Food Retailing
Reference	CSR0052
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Corporate Social Responsibility Case Study Myanmar; Unocal; Totalfina; State Law and Order Restoration Council; SLORC; Yadana project; Human rights violations; Corporate social responsibility; Forced labour; Unocal trial; Alien Tort Claims Act; Earthrights International; Myanmar Oil and Gas Enterprise; Universal Declaration of Human Rights; Natural gas

Corporate Social Responsibility: Are the Corporates Alone Responsible?

Corporate Social responsibility is moving beyond philanthropy and it encourages businesses to operate in an economically, socially and environmentally sustainable manner. Ethics and business are guided by diverse principles and corporate social responsibility (CSR) attempts to connect these two concepts. Corporate social responsibility is a business' reciprocal gesture towards society. This case focuses on whether corporates alone can be held responsible for alleviating social evils prevailing in society. It tries to concentrate on whether society will be able to take up responsibility to ensure that benefits of CSR filter down to the target group so that there will emerge a more comprehensive approach to implementing CSR on a wider scale. It also focuses on whether CSR is primarily a subtle but effective strategy to improve the bottom-line of the firm.

Pedagogical Objectives:

- To comprehend the concept of corporate social responsibility
- To discuss the sustainable CSR strategies of corporates
- To discuss criticisms against the CSR activities of corporates
- To understand the role of society in ensuring the implementation of CSR initiatives.

Industry	Conceptual
Reference	CSR0051C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Business Ethics; Corporate Philanthropy; Sustainability; Brand building; Corporate Social Responsibility Case Study; Stakeholders; Shareholders; Triple Bottom line; Criticism of CSR

Coca-Cola's Corporate Social Responsibility in India

With the accelerating pace of globalisation and increasing competition, it becomes inevitable for companies to have clearly defined business practices with a sound focus on public interest. In India, the world's largest beverage maker Coca-Cola Inc. (Coke) was engaged in a number of community-focused CSR initiatives. These initiatives were further accelerated since 2003 following the various allegations and issues such as presence of pesticide residues in its beverages and water resource contamination issues that the soft drink giant faced in India. To address these issues and to rebuild its tarnished brand image in India, Coke engaged itself in a number of environment-focused CSR initiatives, like executing the eKO management system in 2003, under which it preserved local water resources. It also adopted measures to reduce water consumption in its production processes. This case facilitates discussion on whether Coke used CSR as a tool for its sustainability in India or only as a green washing effort to counter its allegations. The case also helps to emphasise the need for adopting ethical values in the business practices of multinationals operating in India.

Pedagogical Objectives:

- To discuss the challenges faced by Coke in India
- To analyse measures taken by Coke to address these challenges
- To examine the rationale behind Coke's corporate social measures in India
- To scrutinize whether MNCs in developing countries use CSR initiatives as a tool for its sustainability or only as a green washing effort?
- To bring out a business model that integrates CSR initiatives in the value charter of a company.

Industry	Beverage
Reference	CSR0050C
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Corporate Social Responsibility; Coke in India; Pesticide Issue; Water allegations issue; Environment Issues; Coke's bottling plants; Carbonated Beverages; CSD; Corporate Social Responsibility Case Study; eKO System; Water conservation; Community and Environment focused CSR; Drivers for CSR in business practices; Sustainability; Coke's CSR initiatives; Green washing

Facebook (A): The Start-up's "Social" Success

The Facebook case series follows the success and strategic dilemmas of Facebook, the world's second largest social networking site. Case (A) is about how it evolved from a US college-goer's portal into a full-fledged social networking site, in less than 3 years. With 52 million unique visitors in 2007, Facebook has seen a 270% increase in its site's traffic than previous year's. This case assesses social networking site's potential to become multi-billion-dollar profit machines and questions students if other players like MySpace and YouTube erred by selling themselves off. This case is an example of a start-up, with a clear value proposition and focused differentiation, which commanded premium pricing. It also analyses Facebook's differentiating factors in a competitive environment and ends discussing its intent to become the 'new Google'.

Pedagogical Objectives:

- To understand the concept of social networking and its emergence as a profitable industry
- To understand the behaviour of social networkers
- To discuss the business model of Facebook and differentiate its key success factors from its competitors
- To analyse the threat posed by Facebook to other companies like Google and debate whether they can in fact become the 'new Google'.

Industry	Social Networking
Reference	CSR0049
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Corporate Social Responsibility Case Study Myanmar; Unocal; Totalfina; State Law and Order Restoration Council; SLORC; Yadana project; Human rights violations; Corporate social responsibility; Forced labour; Unocal trial; Alien Tort Claims Act; Earthrights International; Myanmar Oil and Gas Enterprise; Universal Declaration of Human Rights; Natural gas

Balanced, Active Lifestyles: Another Corporate Social Responsibility Ace from McDonald's?

McDonald's established the corporate philosophy of balanced, active lifestyles in 2003 that was based on three strategic pillars: (1) menu choice; (2) physical activity; and (3) information. The philosophy was further reinforced in 2005 through the 'it's what I eat and what I do I'm lovin' it' campaign. The basic objective of McDonald's initiative was to promote the health and well-being of its guests worldwide. Many felt that it was yet another significant corporate social responsibility initiative undertaken by McDonald's, after it introduced stringent ethical practices in its supply chain, and worked seamlessly towards the conservation of sustainable forests. Apart from these initiatives, McDonald's has also been found to be an active participant in various charitable activities across the globe, through the Ronald McDonald House Charities.

Pedagogical Objectives:

- To study and analyse the various charitable activities undertaken by Ronald McDonald House Charities and their implications
- To analyse the essence of the balanced, active lifestyles philosophy
- To analyse the consistent efforts made by McDonald's to reinforce the active lifestyles initiative.

Industry	Fastfood and quick Service Restaurants
Reference	CSR0048K
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Corporate Social Responsibility Case Study Myanmar; Unocal; Totalfina; State Law and Order Restoration Council; SLORC; Yadana project; Human rights violations; Corporate social responsibility; Forced labour; Unocal trial; Alien Tort Claims Act; Earthrights International; Myanmar Oil and Gas Enterprise; Universal Declaration of Human Rights; Natural gas

US Bottled Water Industry Faces a New Frontier: Special Interest Groups

The US bottled water industry became the fastest growing segment in the US beverage market, with volume of 8.25 billion gallons in 2006 with demand expected to rise further. The growing demand for bottled water led companies to use innovative marketing strategies to attract customers. The prospects that the market offered also fueled increase in production of bottled water, which started to have a negative impact on the environment. Special Interest Groups (SIGs) felt that production of bottled water led to increase in the consumption of natural resources and also an increase in solid waste in the environment. The industry was also criticised for using unethical marketing practices to increase their sales. The case details the competitive scenario and the challenges faced by the industry. It ends on the debate of whether activists would be able to make the general public aware of the drawbacks of using bottled water. It also discusses whether they would be able to influence companies to rethink their strategy and alter their operations to make them more environment friendly.

Pedagogical Objectives:

- To analyse the structure of the US beverages market
- To understand the factors driving demand for bottled water
- To understand the impact of SIGs on a business
- To analyse the challenges faced by the US bottled water industry
- To understand the future of the US bottled water industry in view of the opposition from SIGs.

Industry	Beverage Manufacture and Bottling
Reference	CSR0047A
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Corporate Social Responsibility Case Study; Bottled Water Industry; Special Interest Groups; Industry Dynamics; Industry Structure; Impact of Environmental Issues on the Industry; Global Warming; Nestle', Coke; Pepsi; Cost Drivers; Corporate Social Responsibility

Blood Diamond: A Hollywood Flick Inspiring Business Ethics?

The release of the Hollywood movie, Blood Diamond in 2006 evoked the issue of Blood diamonds that long affected the diamond industry. Since the 1990s, the diamond industry has been affected by the issue of blood diamonds and has taken various steps to counter the damage caused. However, while little success was attained, the movie that dealt with how rebel groups in Sierra Leone sold diamonds to fund their wars against the government put the entire diamond industry under scrutiny once again. While this has forced companies like De Beers' to act ethically, questions remains on how far they can convince the consumers.

Pedagogical Objectives:

- To discuss the impact of movies based on social issues on consumer mindset
- To analyse how such movies are forcing companies to act ethically
- To analyse the measures undertaken by De Beers to address the issue of blood diamonds
- To analyse the impact of the media and entertainment industry in addressing issues related to corporate ethics.

Industry	Entertainment
Reference	CSR0046K
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Blood Diamonds; Conflict Diamonds; De Beers; Hollywood; Kimberley Process (KPCS); 'Forevermark'; Best Practice Principles (BPP); Corporate Social Responsibility Case Study; Sierra Leone; Global Witness; World Diamond Council; Corporate Governance; Black Economic Empowerment (BEE); Namaqualand; Human Rights; Warner Bros. Pictures

Orkut– Google's Social Networking Website

Orkut.com, a social networking site owned by Google, is one of its more successful ventures. It is important for Google that Orkut continues on its growth path. The case discusses orkut's business model, traces its growth path and outlines the challenges faced by the company. By 2006, Orkut has become the 8th most visited site on the Internet. However Orkut got caught in legal troubles in Brazil and received negative publicity in India. This case study discusses the attempts made by Orkut to improve its image and regain its consumer base.

Pedagogical Objectives:

- The case discusses Orkut's business model
- It also evaluates the growth strategies adopted by the company.

Industry	Social Networking Services
Reference	CSR0045P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate Social Responsibility Case Study Myanmar; Unocal; Totalfina; State Law and Order Restoration Council; SLORC; Yadana project; Human rights violations; Corporate social responsibility; Forced labour; Unocal trial; Alien Tort Claims Act; Earthrights International; Myanmar Oil and Gas Enterprise; Universal Declaration of Human Rights; Natural gas

The Rise of Social Networking Websites

As the Internet became a more ingrained part of consumer's lifestyle, consumers were found to spend more time online establishing personal connections via internet phone calls, instant messaging and online forums. This gave rise to new media consumption habits of the consumers and contributed to the rise of social networking websites. Social networking websites like MySpace and YouTube enabled individuals separated by time or distance to establish communities of interest where they exchanged ideas, content, tools, and information in order to enhance the experience of being a part of a community.

The case, while providing an overview of the social networking websites and lifestyle media as a whole, underscored the meteoric rise of the social networking websites and its impact on the society.

Pedagogical Objectives

- To discuss about the rising demand of internet
- To understand the need of social networking websites
- To argue on the pitfalls of social networking websites.

Industry	Internet Content Provider
Reference	CSR0044K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate Social Responsibility Case Study Social networking websites; Lifestyle media; MySpace; YouTube; Millenials; Media convergence; On-line video; Viral marketing; Word-of-mouth; Participatory video advertisements (PVA); On-line advertising; Community-created content; MySpace Music; MySpace Records

Corporate Role in Sustainable Development: A Case of Novartis

A professor in a leading business school was teaching about corporations' role in sustainable development using the example of Novartis AG (Novartis), a leading global pharmaceutical company. Novartis established a foundation, Novartis Foundation for Sustainable Development (NFSD), to discharge its social obligation of contributing towards social development. The case mainly focuses on the NFSD's role in providing access to healthcare facilities to the people in under-developed countries.

The literature on the corporate role in sustainable development, came out with three broad philosophies, namely, Corporations should perform their activities within legally permissible limits and should not use organizational resources for humanitarian activities which would dilute the business objective and in turn, reduce the shareholders' wealth. Corporations should involve in social development with an objective to create future market. Corporations should contribute to the social development as these are social entities, deriving resources and generating profits from the society.

The case provides the students a scope to discuss which philosophy the corporations must follow to contribute towards sustainable development, without hampering their business motives.

Pedagogical Objectives:

- To understand the importance of mission statement in corporation's business philosophy
- To discuss about the methodologies to make appropriate balance between social and stake holder responsibility of a corporation with reference to Novartis.

Industry	Pharmaceutical
Reference	CSR0043K
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate Social Responsibility Case Study;Sustainable development (SD); Corporate social responsibility; Novartis AG; Novartis foundation for SD; Health care facilities; Access to medicine; Social development; Pharmaceutical industry; Micro-health insurance

AMD's Sustainable Development Initiatives

Advanced Micro Devices (AMD) is a leading player in the semi-conductor industry and is slowly attaining a dominant position in the global market. Apart from achieving its business objectives, the company was contributing significantly towards sustainable development programs. AMD has won accolades for its commitment to business ethics and social and environmental issues. Within the perimeters of the company's area of operation, the firm has successfully integrated the basic tenets of Corporate Social Responsibility (CSR). In keeping with its vision of sustainable development, AMD has pioneered a new corporate ethos which has benefited its shareholders, consumers and the economy in general

Pedagogical Objectives:

- To understand business ethics and social and environmental issues
- To discuss AMD's initiatives towards social sustainability
- To discuss AMD's initiatives towards environmental sustainability.

Industry	Semiconductor
Reference	CSR0042K
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate Social Responsibility Case Study Advanced Micro Devices; Sustainable development; Triple bottomline; Environmental sustainability; Social sustainability; Economic sustainability; Corporate social responsibility; Corporate philanthropy; Waste management; Energy conservation; Community development; Greenhouse effect; Workforce development; United Nations? Conference on Environment and Development; World Business Council for Sustainable Development

Fast-Food Retailers in the US: Still Going the Trans-Fat Way?

Despite severe opposition from several health organizations and certain sections of the US population against the use of cooking oils containing trans-fats, fast-food restaurants in the US had been found to continue with the business practice. It had been observed that though the fast-food retailers had been positive about switching to healthier cooking oils, they had failed to implement any strategy in that direction due to certain critical operational constraints. Moreover, they were concerned about the taste of their signature menu items which if got altered might negatively impact their revenues. However, with the New York City's Board of Health's ban, the retailers were supposed to switch to healthier cooking oils and eliminate trans-fats in totality from their menu within a specific time frame

Pedagogical Objectives:

- To study the various ill-effects of trans-fats on the US population in general
- To analyse the various reasons that discouraged the fast-food retailers in offering non-trans-fat menu items
- To debate the reasonability of the time frame proposed to the fast-food retailers to offer non-trans-fat alternatives to their customers.

Industry	Fast Food and quick Service Restaurants
Reference	CSR0041K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate Social Responsibility Case Study Fast Foods; Trans-fat; McDonald's; KFC (Kentucky Fried Chicken); Fried chicken; French fries; Cholesterol; Diabetes; American ethnic groups; Obesity; Kraft Foods; FDA (Food and Drug Administration); Yum! Brands; Lawsuits; Crisco

Internet Censorship: The Ethical Dimension

While many attribute the rising incidences of violence and child abuse to the dangerous content freely available on the Net, censorship is also seen by many as a contravention of their fundamental right to free speech and a violation of democratic principles. Over the years, with the web progressively becoming a more commercialized, controlled and a more corporate medium, there is increased political and corporate pressure to restrict access to 'controversial' material. Despite the Internet's decentralized architecture, many countries implement both legal and technical mechanisms to control the content of the published information on the Internet and their citizens' access to it. Being a topic of social as well as political importance, the issue of Internet censorship is fiercely debated in political and social forums around the world.

Pedagogical Objectives:

- To discuss the pros and cons of internet
- To understand the issue of internet censorship
- To discuss the various legislations carried out to enforce censorship
- To analyse the various methods used for censorship
- To debate on the problems that arise due to censorship.

Industry	Internet
Reference	CSR0040K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords :

Corporate Social Responsibility Case Study Global; Communication; Media; Social responsibility; Ethics; Legislations; Censorship; Freedom of speech; Intellectual liberty; Circumventing censorship; Collateral damage; Censored websites; Cyber terrorism; Methods to restrict Internet access; Fallouts of censorship

The 'Green' Challenge for IT industry

At a consumer electronics show in Las Vegas, January 2005, several participating companies were busy showcasing environment friendly technologies they had developed. EBay announced the 'Rethink' project. Other heavyweights such as Intel, Apple and IBM were busy exhibiting similar environment friendly measures which included recycling facilities for their products. This was in response to the increased awareness among consumers and producers of IT products regarding environmental pollution issues. IT producers were especially being held responsible for creating environmental hazards, by environment protection agencies and independent groups.

The US based Environment Protection Agency (EPA) put more stress on recycling of electronic gadgets, as usage of such items was highly pronounced among people of developed economies. Industrialised nations produced digital equipment on a large scale, but there was not much scope of recycling them. Legislative measures like Waste Electrical and Electronic Equipment (WEEE), and Reduction of Hazardous Substances (RoHS) were enacted to ensure compliance with environmental norms. Apart from environmental concerns, IT companies also faced the prospect of rising energy costs.

The case details about challenges faced by IT companies to innovate and build components that were sustainable and eco friendly, in other words, 'Green'.

Pedagogical Objectives

- To understand the environmental harms due to IT products
- To study the importance of environment-friendly products with increasing climatic threats
- To understand IT industry's role in green-revolution
- To understand challenges involved in IT industry.

Industry	IT industry
Reference	CSR0039A
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate Social Responsibility Case Study Myanmar; Unocal; Totalfina; State Law and Order Restoration Council; SLORC; Yadana project; Human rights violations; Corporate social responsibility; Forced labour; Unocal trial; Alien Tort Claims Act; Earthrights International; Myanmar Oil and Gas Enterprise; Universal Declaration of Human Rights; Natural gas

Yoga: An Upcoming Business in US

Yoga, an ancient system of exercises aimed at integrating body, mind and spirit originated in India around 500 B.C and was practiced by religious gurus since centuries to enhance health and well-being. Around 1870s, Yoga was introduced in US and became popular as an alternative system of medicine by 1980s. By the turn of the century, 18 millions people practiced one or the other form of Yoga and spent around US$3 billion on yoga and other yoga accessories annually in US. The rising popularity made it to emerge as a lucrative business opportunity and led to the rise of many businesses capitalising on Yoga such as Yoga studios, Yoga retreats, Yoga accessories, Yoga magazines and many others. In US, many yoga practitioners even tried to patent and copyright the original ancient practice of yoga. While the rising popularity of Yoga benefited many, it had raised a looming controversy that the ancient practice was being commoditized. The case attempts to discuss the ethical dilemma of commercialisation of ancient practices.

Pedagogical Objectives:

- To analyse the trends in the Yoga industry
- To understand the globalisation of Yoga and its commercialisation
- To understand the challenges faced by the Indian ancient tradition 'Yoga'.

Industry	Health and Fitness
Reference	CSR0038A
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate Social Responsibility Case Study Yoga; India; US; commercialization; commoditization; ethics; health; exercise; spiritual practice; Service marketing; 7 Ps, Bikram yoga; Yoga Ed; Asanas; challenges; opportunity

GE – The Ecoimagination Challenge

The case analyzed General Electric's 'ecoimagination' strategy launched by CEO Jeffrey Immelt in May 2005. It took a brief look at the company's growth strategies in the recent past, particularly under its larger-than-life CEO Jack Welch. It discussed GE's research initiatives, its earlier position with regard to environmental challenges, and the rationale behind GE's shift in position with respect to green technologies. The case also viewed GE's 'ecoimagination' strategy from the 'green is green' perspective, meaning that investing in environmental technologies made economic sense for the company. This case offers scope for discussion in the areas of business strategy and corporate social responsibility. In particular, it opens up possibilities for discussion on the recent debate on whether corporate social responsibility initiatives can be aligned with the profit-making motive of companies.

Pedagogical Objectives

- To understand the importance of having environment friendly image for corporate
- To analyze GE's research initiatives in green technology and its rational in business perspective
- To discuss possibilities of aligning profit objective and CSR initiatives.

Industry	Conglomerate
Reference	CSR0037K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Key words

CSR, Jaffrey Immelt, Ecoimagination, Jack Welch, Green Technology

Colas in India – The Pesticide Residue Controversy

India, with its GDP growing annually at 7.5% and its middle income group's disposable income also increasing, remains a priority market for the colas. In this context, in 2003, following an analysis on bottled water manufactured by the cola companies, CSE, through its lab, PML, had released a report stating that colas contained four toxic pesticides, Lindane, DDT, Malathion and Chlorpyrifos, in quantities far exceeding allowable limits. These pesticide residues, PML reported, could cause cancer, damage the nervous and reproductive systems, cause birth defects and disrupt the immune system.

The cola companies refuted the allegations and confirmed that their drinks are safe to consume and since there is no regulation on pesticide content in soft drinks, they had not violated any law. The controversy led to public awareness campaigns and partial bans, restrictions and seizure of soft drinks from bottlers and stockists. The government constituted a Joint Parliamentary Committee and assured the public that if the drinks were found to be unsafe, the government could even stop their production in the country. The committee found that there were pesticide residues, which were ''unsafe for young, vulnerable sections of Indian population'' and suggested that the government set standards for allowable pesticide content in soft drinks through BIS, its agency for standards, and make them legally enforceable. A committee was formed, and after 20 discussions spread over more than two years, it announced through the BIS' website that the standards were set but yet to be declared. The CSE claimed that the standard setting procedure was stalled by a government initiative and resumed its series of testing in 2006, with widespread collection of samples from various regions and brands of soft drinks from different manufacturing plants.

The result published on August 2, 2006, created a huge furore in the country since it alleged that the soft drinks by the cola companies had more than 37 times of allowable pesticide content in the soft drinks and it was widely spread across the country and different brands. Apart from the regular pesticides, Caffeine and Aspartame, flavoring and sweetening agents in colas were also projected as being addictive and having genetic effects on human beings. Colas strongly denied the allegations and questioned the veracity of CSE's report. They even employed individual testing labs in UK and furnished to the Indian public test reports stating that the drinks were utterly safe. Some states in India have introduced bans and partial restrictions. The Government constituted an expert committee, which after an analysis declared that the report of CSE was inconclusive and not balanced, but affirmed to the country's judiciary that before 2007, it would notify the standards for pesticide content in colas. Sales of colas have dropped but not significantly and the cola companies have run ad campaigns with brand ambassadors endorsing that the drinks were safe.

Pedagogical Objectives

- The case anticipates familiarizing the students with
- The Cola manufacturing process and the market size globally
- The pesticide residue issue in colas
- The harmful effects of pesticide residues
- Effects of flavoring and sweetening agents in soft drinks
- Standard setting procedure and decision making process in India
- Analyzing the possible ways the cola companies and the government can jointly address the issue

Industry	Beverages
Reference	CSR0036C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Key Words

Pesticide residue carbonated soft drinks Coca-Cola Pepsi Center for Science and Environment Ban and Restriction on colas Caffeine Aspartame (Nutrasweet) Cola manufacturing Pesticide residue in water and sugar Lindane, Malathion, Chlorpyrifos, DDT Joint parliamentary committee BIS standards on potable water EU Norms on potable water Carcinogens.

ITC's CSR Initiatives: The Right Way?

ITC Limited (ITC) is one of India's foremost private sector companies having a diverse portfolio of businesses. The company has been undertaking several CSR initiatives over the years and been appreciated for them globally. The case discusses ITC's CSR initiatives in 2006 and focuses on its approach. The company's innovative ways and heavy investments to achieve the 'triple bottom line' are discussed. Was it taking the right initiatives and setting standards to follow?

Pedagogical Objectives

- To discuss the CSR initiatives like water positive, carbon positive and zero solid waste adopted by ITC.
- To discuss the innovative actions it has taken to achieve the triple bottom line and become the world's first corporation to achieve triple green rating.

Industry	Consumer products manufacturers
Reference No.	CSR0035P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

ITC Ltd., CSR initiatives, Global Green Index, Water Positive, Carbon Positive, Zero solid waste, e-chaupal, Chaupal sagar, Rain water harvesting, Water shed management, ITC hotels, Carbon emission, Green Initiatives, Energy conservation, EHS.

Corporate Social Responsibility – The Ikea Way

Ikea has a reputation for low prices and fresh, innovative design. However, it is also keen to develop a reputation for environmental stewardship and sensitivity to social issues. Like most multinationals, Ikea has been plagued with allegations of indirectly using child labor. It sells carpets sourced from India, where suppliers employ children for weaving carpets. Over the years, Ikea has undertaken several initiatives to address the issue, but with limited success.

India's booming carpet belt, which accounts for 85 % of the country's carpet exports and is a supplier - directly or indirectly - for almost every global retail chain, faces a unique problem. Schools set up by foreign companies for former child workers have not had the desired results Unlike Rugmark, a scheme backed by dozens of international companies in which carpets are stamped with a label that "guarantees" that no child labour is involved, Ikea's new project gives no such assurance. In 2000, Ikea launches a unique child labor initiative, which aims at giving financial independence to the poorer women in India's carpet belt. The project also involves educating their children, most of whom are carpet weavers. Though much appreciated by critics and industry observers alike, the long term viability of the project remains to be seen.

Pedagogical Objectives

- The case discusses Ikea's unique anti-child labor initiative, which aims at giving financial independence to the poorer women in India's carpet belt. The project also involves educating their children, most of whom are carpet weavers. Though much appreciated by critics and industry observers alike, the long term viability of the project remains to be seen.
- The case also discusses the growing importance of corporate social responsibility and the impact of child labour on a company's sales and image.

Industry	Furniture
Reference No.	CSR0034P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Child labour, Furniture industry, Corporate Social Responsibility, IWAY.

Bausch & Lomb and the ReNu Crisis

Bausch & Lomb is one of the most reputed and trusted companies in health care and eye care worldwide. The company has had a good record with the safety of its products. In early 2006, though, the company faces problems with one of its products, ReNu MoistureLoc. The product is said to cause a rare but risky infection in the user's eyes. The case discusses the ReNu incident and actions taken by Bausch & Lomb. It focuses on the company's crisis management and repercussions of the incident.

Pedagogical Objectives

- To discuss the crisis that Bausch & Lomb faced in 2006 due to its most popular eye care product ReNu MoistureLoc.
- To discuss the way the company's crisis management team handled the whole issue and the effects it had on the company.

Industry	Health Care
Reference No.	CSR0033P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

Bausch & Lomb, ReNu MoistureLoc solution, Fusarium Keratitis, Eye infection, Lawsuit against Bausch & Lomb, Crisis management, Ronald Zarella, Lens care, Lens cleaning solution.

Ronda 'Water Management' Experiment:Worldwater (Philippines), Inc.

Water resource management was a problem in the Cebu water district of Philippines. Cebu was bidding to become a regional economic centre and the water crisis was hindering its plan. There was anecdotal evidence too of foreign investors backing out of possible investments and ventures in the Cebu metropolitan area due to the threat of an inadequate water supply to meet their production needs. The existing water districts' apathy and lack of incentive to take on the responsibility of managing the water resources induced the Philippines government to call for private sector participation. WorldWater Inc. set up a novel method of water supply and utilisation on an experimental basis in the Ronda municipality, which is showing positive results.

Pedagogical Objectives:

- To discuss the initiative taken by the Phillipines government to invite private sector participation in water resource management for the water crisis affected regional economic centre of Cebu.
- It also discusses the water supply and utilisation project in Ronda municipality by WorldWater Inc.

Industry	Not Applicable
Reference No.	CSR0001
Year of Pub.	2004
Teaching Note	Not Available
Struc. Assign.	Not Available

Key Words:

Worldwater (Philippines), Inc; Water resource management; Municipal water distribution system; Ronda; Aqua Card; Water economics; Aqua Meter; Value chain; Mariano Blanco III; Privatisation; Water experiment; Cebu; Solar powered equipment; Philippines economy; Water pricing

Health Hazards Battles of IBM

Since the late 1990s, IBM had been rattled by legal suits filed by its former employees in California and New York, USA. Most of the plaintiffs sued IBM on the grounds that IBM had knowingly exposed them to harmful chemicals, which had caused severe health problems. IBM defended itself by stating that the health problems of its former employees could have been due to many other reasons as there had been no definite proof that employees in the semiconductor industry were prone to health problems only because of the chemicals used in the industry.

Pedagogical Objective

- To discuss the occupational health hazards in the chip making of the semiconductor industry and how a verdict in favour of the plaintiffs would affect the entire chip manufacturing industry, which operates on similar working conditions, using the same chemicals with analogous potential dangers.

Industry	Computer Hardware Manufacturing
Reference No.	CSR0002
Year of Pub.	2004
Teaching Note	Not Available
Struc. Assign.	Not Available

Keywords

IBM; Semiconductor industry; Computer industry; Chemical effects in chip making; Professional health hazards; IBM and lawsuits; Allegations against IBM; Corporate social responsibility of IBM; Court cases against IBM; Corporate disclosure regulations in the US; Employee health and company obligations; Regulations on professional health hazards; Worker grievances; Workplace safety regulations in the US; Defence of IBM

Unocal in Myanmar: Social Responsibility Battles

Since its inception in 1992, the involvement of major oil corporations like Unocal (USA) and Totalfina-Elf (France) in the Yadana Natural Gas Pipeline Project (Yadana Project) in Myanmar had been mired in controversy. Many non-governmental agencies like EarthRights International (Thailand) had opposed the project, as they feared that it would fund Myanmar's military regime and would add to the woes of the population already suffering abuses at the hands of the military. The Yadana project led to serious human rights violations in the villages of the Tenasserim region of Myanmar through which the pipeline passed. In December 2003, a landmark decision by the Ninth Circuit Court of Appeals, California (USA) enabled the filing of a case against Unocal by the villagers of Myanmar. This case was hailed as the turning point in the struggle for establishing corporate responsibility for human rights violations caused as a direct result of their investments.

Pedagogical Objectives:

- To discuss the motives of Unocal and Totalfina in involving in a controversial project that caused human rights violations.
- To discuss the mandated social responsibility of corporates in the regions, where their investments could trouble the people and environment.
- To discuss how a verdict in favour of the plaintiffs would affect the involvement of corporates in controversial projects.

Industry	Oil and Gas Refining
Reference No.	CSR0003
Year of pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Myanmar; Unocal; Totalfina; State Law and Order Restoration Council; SLORC; Yadana project; Human rights violations; Corporate social responsibility; Forced labour; Unocal trial; Alien Tort Claims Act; Earthrights International; Myanmar Oil and Gas Enterprise; Universal Declaration of Human Rights; Natural gas

Shell's Global Social Responsibility Initiatives

By the turn of the 21st century, corporate social responsibility (CSR) had been gaining rapid importance and Royal Dutch/Shell was one of the first oil companies to weave CSR into its business philosophy. It undertook various projects that aimed at sustainable development of the regions where the company operated. The Shell Foundation was established with an initial endowment of $250 million from the Shell group and was actively involved in various sustainable development projects across the globe. Shell's global initiatives were rewarded with the World Environment Council Gold Medal for International Corporate Environmental Achievement in 2001.

Pedagogical Objective:

- To discuss how commitment to sustainable development turned out to be Shell's competitive advantage and how it would benefit Shell in future.

Industry	Not Applicable
Reference No.	CSR0004
Year of pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Royal Dutch/Shell; Shell; Shell Nigeria; Shell Foundation; Brent Spar; Corporate social responsibility (CSR); Sustainable development; World Environment Council (WEC); Shell's business principles; Importance of CSR; Africare; Shell India; Shell Canada; USAID; Global operations

Paul Newman - At the Vanguard of Business Philanthropy

Paul Newman, a widely acclaimed actor, is also a big name in the grocery business today. Set up in 1982, his company, Newman's Own sells products like salad dressing, popcorn, lemonade and steak sauce in eight countries. What sets the company apart from the rest is the fact that since its inception, 100% of the after-tax profits have gone to several charities in the countries the company operates in. Until November 2003, the company had donated $150 million towards more than 2,000 charities.

Pedagogical Objectives:

- To discuss how the twin factors of high quality and a noble cause behind the business contributed to its success.
- To discuss how Newman's popularity helped the brand achieve popularity fast.
- To discuss whether the success of a cause-based business can generate a palpable trigger effect among other businesses.
- To discuss the future prospects of Newman's Own, since the current generation does not recognise Paul Newman as easily as the older generations.

Industry	Food
Reference No.	CSR0005
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Paul Newman; AE Hotchner; Newman's Own; Nell Newman; Newman's Own Organics; Hole in the wall gang camps; Thomas Indoe; Committee to encourage corporate philanthropy; Business philanthropy

Philanthropy to Corporate Social Responsibility: Coke's Initiatives

The Coca-Cola Company (Coke), the 118-year-old soft drink producer and US-based multinational, has engaged in various philanthropic and social initiatives in the communities where it operates, across the globe. Especially under its 'think local, act local' policy, the company moved from philanthropy to taking social responsibility, which involved greater participation of the company in the improvement of the communities' health, education, and environment.

Pedagogical Objective:

- To discuss the economic benefits of corporate social responsibility, apart from identifying the humanitarian side of the multinational corporate culture.

Industry	Not Applicable
Reference No.	CSR0006
Year of Pub	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Corporate social responsibility; Corporate philanthropy; Coca-Cola Foundation; Environment management system (eKO); Community involvement; Environment and waste management; Work place diversity; 'Think local, act local' policy; Drinking water inspectorate; Food Standards Agency; Clean countryside campaign; The Coca-Cola Company; Bhagidari scheme; JalBhagirathi Foundation; Recycled polyethylene terephthalate (PET) bottling

Sweatshops in Asia: Sportswear Industry in the Makeover

Sweatshops have been an offshoot of industrial economies the world over. The use of sweatshop labour is rampant in the developing countries, where poverty and unemployment are prevalent. Especially, the sportswear industry, which feeds on sweatshops in Asian countries for the production of footwear, apparel and sports equipment. As the exploitation of workers and the violation of human rights in the sweatshops is increasingly condemned, the major companies in the industry - Nike, Reebok, Adidas, and Gap - are heading for a change in their labour policies.

Pedagogical Objectives:

- To discuss the problem of sweatshops from social, economic, humanitarian, ethical, and legal perspectives.
- To discuss the questions of 'ethical shopping' and 'corporate responsibility', through the examples of some companies in the sportswear industry.

Industry	Energy and Utilities
Reference No.	CSR0007
Year of pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Sweatshop labour; Nike, Reebok, GAP, Adidas; Labour policies; Corporate social responsibility; Exploitation of labour; Poverty and unemployment; Ethical marketing; Human rights violation; Sweatshops in Asia; Sportswear industry; 'Dignity return'; Bienester International; Global compact; Developing countries; Outsourcing

Gender Discrimination at Merrill Lynch

Merrill Lynch, one of the largest financial institutions in the world, is maligned with accusations of gender discrimination. The company had to pay millions of dollars in compensation for these claims. By June 2004, it was confronted with two major sexual discrimination claims that may result in payouts of a few million dollars each. These cases seriously questioned the kind of culture in the company as well as the process of claim-resolution. It also caused the company to change some of its policies to curb any further discrimination in the future.

Pedagogical Objectives:

- To discuss the several cases of discrimination, victimisation and unequal treatment meted out to female employees at Merill Lynch over the last few years.
- To discuss the implications of class-action suits that were raised by over 900 of Merrill Lynch employees and the entire process of handling the dispute.
- To discuss whether the changes in policies of the company are sufficient to prevent instances of discrimination and class action suits in future.

Industry	Not Applicable
Reference No.	CSR0008
Year of pub	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Gender discrimination suits; Merrill Lynch; Stephanie Villalba; Women employees; Stowell & Friedman; Hydie Sumner; Mandatory arbitration; New accounts distribution policy

'Cleaning' the Diamond: De Beers' Fifth 'C'

De Beers, the world's largest diamond mining and trading company, has been criticised for trading diamonds from the conflict areas in Africa, and thus indirectly supporting the rebel groups in their wars against the legitimate governments, since the 1990s. To clean its tarnished image and rebuild the confidence of its partners, local governments, regulators and civil society organisations as well as the consumers, the diamond giant has taken up certain initiatives, in the early 21st century.

Pedagogical Objectives:

- To discuss the issue of 'conflict diamonds' from a socio-economic perspective, and the measures taken by De Beers and the diamond industry to curb the trade in conflict diamonds.
- To discuss the Kimberley process certification scheme as a model Corporate Social Responsibility (CSR) initiative, a self-regulatory model for an industry, and a manifestation of the

joint endeavours of the business corporations, civil society, governments, and the UN (United Nations).

Industry	Not Applicable
Reference No.	CSR0009
Year of pub	2004
Teaching Note	Available
Struc.Assign.	Available

Key Words:

De Beers; The diamond industry; The diamond syndicate, cartel; Kimberley process certification scheme; Forevermark; The Diamond Trading Company (DTC); Best practice principles; Civil strife, wars; Conflict diamonds; Angola, Sierra Leone, Liberia; Sightholders; Democratic Republic of Congo; World Diamond Council (WDC); Clean Diamond Trade Act; Corporate social responsibility

The UN Global Compact: Can it Walk the Talk?

The United Nations (UN) Global Compact, an initiative of the UN Secretary General Kofi Annan, is aimed at making globalisation more 'sustainable' and 'inclusive', by bringing the UN, governments, business and society together. It promoted corporate social responsibility, through dialogue and learning among the various stakeholders around the world. However, the proper implementation of the principles of the Compact remained a question, as the Compact did not have any regulatory and enforcement mechanism.

Pedagogical Objective:

- To discuss the nature, purpose, and viability of the Global Compact as an initiative, and the need for more transparency and accountability in its operation.

Industry	Not Applicable
Reference No.	CSR0010
Year of pub	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

The United Nations (UN) global compact; Corporate social responsibility (CSR); Corporate citizenship; Human rights; Labour rights; Anti-corruption; Social-norming code; Nike Inc, ABB Limited, BASF; Hewlett Packard, Pfizer Inc; UN Secretary General Kofi Annan; Globalisation

Japan Inc.: Corporate Social Responsibility Initiatives

Corporate social responsibility (CSR) is gaining momentum in Japan, underlining the triple bottom line of economic, social and environmental sustainability. The Japanese companies, however, laid particular emphasis on environmental protection. Most of them are observed to have integrated environmental consciousness into their business operations.

Pedagogical Objectives:

- To discuss the CSR initiatives of some of the Japanese companies.
- To discuss Japan Inc.'s role in leading the world in CSR activities, with a unique and intuitive approach to environmental conservation.

Industry	Not Applicable
Reference No.	CSR0011
Year of pub	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Japan; Corporate social responsibility (CSR); Sustainable development; Triple bottom line; Socially responsible investing (SRI) in Japan; FTSE (Financial Times and the London Stock Exchange) 4 good Japan; The UN (United Nations) Global Compact; Keizai Doyukai; Nippon Keidanren; Canon, Brother Industries; Toyota; Toppan Printing; Olympus; Zero-waste policy; Environmental sustainability

Environmentally-Conscious Business:Ricoh's Corporate Citizenship

Ricoh Company Ltd., (Ricoh) the leading Tokyo-based manufacturer and supplier of office equipment is one of the most admired companies of the world, especially with regard to its Corporate Social Responsibility (CSR) initiatives. The company has embedded its environmental philosophy in its business operations to become more competitive, even in turbulent economic and market conditions. The kind of environmentalism followed by Ricoh is good not only for the ecology but also for the company's bottom line.

Pedagogical Objectives:

- To discuss CSR as a case for ethics and business.
- To discuss Ricoh's corporate citizenship through environmental ethics.
- To discuss Ricoh's CSR model as a standard for the industry.

Industry	Cocoa
Reference No.	CSR0012
Year of pub	2005
Teaching Note	Available
Struc.Assign.	Not Available

Key Words:

Ricoh Company Ltd (Ricoh); Corporate social responsibility (CSR); Corporate citizenship; Environmental consciousness; Spirit of 'Three Loves'; Three P's balance; The Comet Circle; 2003 World Environment Centre (WEC); International Corporate Achievement; Environmental accounting; Zero-waste policy; Waste recycling; Gold medal for sustainable development; Environmental philosophy; Environmental ethics

International Finance Facility: The Global Marshall Plan?

More than one billion people (i.e., one sixth of the world's population) live in extreme poverty with lack of water, proper nutrition, basic healthcare and the welfare services needed to survive. This is in spite of the fact that various loans and grants have been extended to alleviate poverty. On September 8 th 2000, 152 Heads of State attending the UN's Millennium Summit unanimously adopted Millennium Development Goals (MDGs) taking a collective responsibility to uphold the principles of human dignity, equality and equity at a global level. But the implementation of the goals was hampered due to the shortage of funds. To finance the MDGs, Gordon Brown, the UK's Chancellor of the Exchequer, proposed the setting up of an International Finance Facility, which would aim to increase worldwide aid funding from $50 billion to $100 billion, by issuing bonds that were backed by aid pledges made by donor countries, in the international capital markets.

Pedagogical Objective:

- To discuss the pros and cons of International Finance Facility and its commitment to poverty alleviation.

Industry	Not Applicable
Reference No.	CSR0013
Year of pub	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

UN Millennium Declaration; Heavily Indebted Poor Country (HIPC); Millennium Development Goals (MDGs); International Finance Facility; Poverty alleviation; Official Development Assistance (ODA); Gordon Brown; Marshall

Plan; Multilateral agencies; Securitisation; Global environment tax; Currency transaction tax

Child Labor in Cocoa Industry: Corporate Social Responsibility Initiatives

Child labour, child trafficking and slavery, the widely prevalent practices in the cocoa industry, especially in West Africa, have been largely condemned. While it is still debated whether child labour helps or hampers development of the workers lives, in the early 21st century, the chocolate industry, threatened by ban and boycott of its products, embarked on social responsibility initiatives for stamping out child labour from the industry. This case study portrays some of the initiatives taken by the cocoa industry in conjunction with chocolate manufacturing corporations, governments, and civil society organisations, to eliminate the use of child labour in the cocoa industry. It further leads a discussion on child labour as a socio-economic issue, and corporate social responsibility (CSR) as an issue of business ethics, strategy and competitive advantage

Pedagogical Objectives:

- To discuss the initiatives taken by the cocoa industry in conjunction with chocolate manufacturing corporations, governments and civil society organisations to eliminate the use of child labour in the cocoa industry.
- To discuss child labour as a socio-economic issue and corporate social responsibility (CSR) as an issue of business ethics, strategy and competitive advantage.

Industry	Cocoa
Reference No.	CSR0014
Year of pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Child labour; Cocoa industry; Corporate social responsibility; West Africa; Cocoa farming; The International Institute of Tropical Agriculture (IITA); International Labour Organisation (ILO); The World Cocoa Foundation (WCF); The Harkin-Engel Protocol; International Cocoa Initiative (ICI); Fairtrade Foundation; Hazardous working conditions; The Chocolate Manufacturers Association (CMA); Family labour; Chocolate companies

Gender Discrimination in Corporate America

In spite of the fact that women constitute more than 47% of America's paid workforce, they continue to be discriminated against on the basis of their gender by their employers. Lower pay and fewer promotions for women with similar qualifications and experience, as their male counterparts seem to be the norm rather than the exception. Women employees of world-famous companies like AT&T (American Telephone and Telegraph Company), Wal-Mart, Home Depot and Merrill Lynch have successfully filed gender discrimination lawsuits against their employers. With the increase in the number of such cases, the threat of gender discrimination lawsuits has become corporate America's worst nightmare. These lawsuits have damaged the employer-employee relationship and created an atmosphere of suspicion and distrust between them.

Pedagogical Objectives:

- To discuss the attitudinal and organisational bias faced by women at workplaces and the increasingly lucrative business of filling gender discrimination lawsuit.
- To discuss the efforts as well as the failings of the equal employment opportunity commission (EEOC) in creating a wealthy workplace environment for women.

Industry	Not Applicable
Reference No.	CSR0015
Year of pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Corporate America; Gender discrimination; Female employees; Class Action lawsuits; Equal Employment Opportunity Commission (EEOC); 1964 Civil Rights Act (CRA); Discriminatory pay and promotion practices; Sex discrimination suits; Workplace culture; Discrepancies in pay and promotion; Workplace harassments; Anti-discrimination programmes; Employer-employee distrust; Settlement compensation; Wal-Mart and AT&T (American Telephone and Telegraph Company)

The Threat of Global Warming: A Business Opportunity

The rising concerns about global warming spurred the need for sustainable development, and prompted measures such as the UN Convention on Climate Change and the Kyoto Protocol, which required the industrial countries to curb carbon emissions and pollution of the environment. While there has been a growing debate among the various segments – governments, scientists, businesses, and civil society – over the effects of global warming and the Kyoto Protocol, and the corporate responsibility to protect environment, a consensus has been building up among the business corporations, for environmental protection. The threat of global warming seemed to reinforce the triple bottom line – economic, social, and environmental sustainability - for the business corporations, and provide them with an opportunity to gain competitive advantage.

Pedagogical Objectives:

- To discuss the environment-friendly measures taken up by business corporations in the wake of the threat of global warming.
- To discuss how a threat could provide a business opportunity.

Industry	Not Applicable
Reference No.	CSR0016
Year of pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Global warming; Corporate social responsibility; United Nations Convention on Climate Change; Environmental consciousness; Kyoto Protocol; Green House Gas (GHG) emissions; Environmental sustainability; Environmental activism; Clean development mechanism; Emissions trade; Badische Anilin & Soda-Fabrik AG (BASF); Waste recycling; Toyota Motor Corporation; British Petroleum (BP); Aluminium Company of America (Alcoa)

Philip Morris' Social Responsibility Initiatives: For Whose Good?

In the 1990s, anti-smoking campaigners and health experts accused the tobacco companies of entailing in aggressive marketing practices to promote their 'deadly' and 'addictive' products, misleading the public about the effects of smoking and unethically targeting the teens and the youth. Philip Morris, the market leader in the tobacco industry, was one of the prime targets of the lawsuits filed against the cigarette manufacturers. The lawsuits had a negative effect on the corporate image of the company. Amid the anti-smoking campaigns and lawsuits, Philip Morris took up initiatives to transform itself as a socially responsible company. While the company claimed that its initiatives were a part of social responsibility tasks, experts opined that the company's efforts were designed to generate much-needed positive publicity for the company.

Pedagogical Objectives:

- To discuss the initiatives taken by Philip Morris to reposition itself as a socially responsible company.
- To discuss whether the initiatives taken by the company are a part of social responsibility or a public relations campaign.
- To discuss whether the initiatives taken by the company are a part of social responsibility or a public relations campaign.

Industry	Not Applicable
Reference No.	CSR0017
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Philip Morris; Marlboro; Tobacco lawsuits; Philip Morris' social responsibility; PR (public relations) initiatives; US tobacco industry; John Hill; Anti-smoking campaigns; Master Settlement Agreement; Light cigarettes; Youth smoking prevention programme; BSMG Worldwide; US Justice Department; Corporate image; The Altria Group

Venture Philanthropy: The 'Marketization' of Civil Society?

As the world moved into the 21st century, 'a new golden age of philanthropy' dawned in the form of Venture Philanthropy (VP), which aims at helping the non-profit (civil society) organisations to build their organisational capacity and improve effective performance. Drawing from the venture capital model of the for-profit (private) sector, this new philanthropy is all set to revolutionise the non-profit capital market. It embraces both the policies and practices of the for-profit sector and the principles and missions of the non-profit sector, and operates with a 'Double BottomLine'. This emerging face of philanthropy raised serious concerns, if it would cause free markets to encroach upon the non-profit sector and lead to 'marketisation' of civil society, if it would end Corporate Social Responsibility (CSR) in a PR game, and would hamper the independent, objective functioning of the civil society.

Pedagogical Objectives:

- To discuss the operations of some prominent VP organisations.
- To discuss the nuances of this new model in the non-profit capital market, and its implications for both the civil society and the corporate sectort.
- To discuss several kinds of philanthropies such as traditional philanthropy, and Mahatma Gandhi's concept of 'Trusteeship' for social good.

Industry	Not Applicable
Reference No.	CSR0018
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Venture philanthropy (VP); Corporate social responsibility (CSR); Venture capitalists; Non-profit capital market; Charitable organisations; Philanthropic trusts and foundations; Social entrepreneurship; Self-sustaining philanthropy; Accountability-for-results process; Exit strategy; Professionalisation of non-profit management; Marketisation of civil society; Due diligence exercise; Engaged philanthropy; VP partners and NESsT (Non-profit Enterprise and Self-sustainability Team)

Nick Negroponte's 'One Laptop Per Child (OLPC)' Program: A New Dimension of Public-Private Partnership?

In the hope of providing the children of developing countries with a tool, which would fulfill their educational needs, Nicholas Negroponte launched the 'One Laptop per Child' programme. The programme aimed at manufacturing a laptop for as low as $100. Negroponte hoped that governments of developing countries would buy the laptops in bulk quantities and distribute them for free. But analysts are sceptical about the feasibility of manufacturing a laptop for $100. They are also sceptical about the success of the programme in countries where even proper educational facilities are not available, and questioned the motive behind the move, by the different companies contributing to the programme.

Pedagogical Objective:

- To discuss the 'One Laptop Per Child' programme as a new dimension in public private partnership.

Industry	Not Applicable
Reference No.	CSR0019
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Key Words:

Nicholas Negroponte; 'One Laptop per Child (OLPC)' programme; Massachusetts Institute of Technology; Low cost laptop; Wireless mesh network; Wi-Fi (wireless fidelity) enabled; Open source software; Educational facilities; Budgetary provisions; Public-private partnership

Bill & Melinda Gates Foundation, World's Largest Charity: Philanthropy With A Managerial Approach

Deriving inspiration from renowned philanthropist, Andrew Carnegie, Bill Gates took up charity with a mission to improve the lives of people in the underdeveloped and developing countries. He and his wife, Melinda, established the Bill and Melinda Gates Foundation in 2000 to promote global health and education apart from funding public libraries and under-privileged families of Pacific Northwest in the US (Washington State, and Greater Portland, Oregon). The Foundation has donated millions of dollars for developing vaccines for HIV/AIDS, malaria and tetanus across the world and has granted scholarships to poor students for pursuing higher education. Unlike other foundations, this Foundation has taken a professional approach in managing its charitable activities to add value to its activities by increasing its accountability towards the society at large. However, sceptics question whether Gates would be able to disseminate the benefits of modern science and technology in the developing countries to fulfill the needs of the deprived.

Pedagogical Objectives:

- To understand the initiatives taken up by the Bill and Melinda Gates Foundation to improve health and education of the deprived masses in the developing and the underdeveloped nations
- To discuss how philanthropic missions, when administered with a professional zeal, can rapidly alleviate the conditions of the underprivileged masses across the globe
- To highlight the increasing inclination towards charity among the rich echelons of the society in the developed countries.

Industry	Foundations
Reference No.	CSR0020
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Key Words:

Corporate philanthropy; Charitable organisations in the US; Programme for Appropriate Technology in Health; Humanitarian activities in Africa; Scholarships from Bill & Melinda Gates

Foundation; Objectives of Bill & Melinda Gates Foundation; Top 10 charitable donors in the US

Wal-Mart's 'Corporate Citizenship' Initiatives

Wal-Mart, established in 1962, has grown to become the world's largest retailer by 2005, with a gross profit of $76.7 billion. It has expanded to more than 6,000 stores across the world and is known to offer 'everyday low prices' for its products. But, of late, the retailer has been criticized for its corporate practices. However, Wal-Mart has initiated steps for projecting an image of a good corporate citizen.

Pedagogical Objectives

- To debate whether the criticisms levelled against Wal-Mart are well-founded or is it that size does attract such criticisms naturally
- To discuss corporate citizenship initiatives taken up by Wal-Mart to refurbish its 'bad corporate citizen' image
- To debate whether the initiatives undertaken were sufficient to project the image of a good corporate citizen
- To highlight the importance of corporate citizenship initiatives by companies for their own benefit.

Industry	Retail
Reference No.	CSR0021
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

keywords

Wal-Mart; Corporate citizenship initiatives; Need for corporate citizenship; Corporate responsibility; Wal-Mart's employment practices; Criticisms against Wal-Mart; Human rights standards; Poverty-level wages; Lawsuits against Wal-Mart; Class action lawsuit; Sex discrimination; Health insurance plans; Negative publicity; Rapid response PR (public relations) team; Environmental initiatives

Merck-The Promotion and Recall of Vioxx

Vioxx, one of Merck's top selling drugs, was withdrawn from the market on September 30th 2004. It had become the world's fastest-growing branded prescription medicine for arthritis. The case examines the events that followed from its approval in 1999 to its withdrawal in 2004.

The case highlights Merck's business strategy and how it developed Vioxx as a brand that was promoted extensively through DTCA and changed the entire decision-making model of the prescription drug by encouraging patients to ask their doctors for Vioxx. The case lines up the various clinical studies that were conducted for Vioxx and the way the cardio-vascular risk findings were communicated to the FDA and the public. It also details the impact of the withdrawal on: Merck's goodwill and market position, repercussions on the entire pharmaceutical industry and the counter-measures taken by the company to minimize the impact of this action. The case also discusses whether the withdrawal was a sound decision or Merck could have opted for other alternatives.

Pedagogical Objectives

- To discuss and highlight Merck's business strategy and how it developed Vioxx as a brand
- To detail the impact of the withdrawal of Vioxx on Merck's goodwill and market positioning
- To understand the pharmaceutical industry
- To analyze the counter-measures taken by the company to minimize the impact of its Vioxx withdrawal
- To debate whether the withdrawal was a sound decision on the basis of corporate social responsibility or optinos for other alternatives

Industry	Pharmaceutical Industry
Reference No.	CSR0022A
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

keywords

Business Strategy; Marketing- Branding, Positioning, Direct-to-consumer advertising; Business Ethics

Corporatization of water: The UK experience

The global water market was worth $ 287 billion in 2005, and was expected to be $ 413 billion by 2010, yet it was considered a 'young' industry serving only 5% of the world's population. In 2004, Europe had the world's largest water utility industry, accounting for 42.6% of global value , generating revenues of US$ 257.7 billion. Asia-Pacific was at the second position with total revenues at US$ 136.3 billion and the US yielded US$ 115.8 billion. The European market for the water utilities was expected to grow by 15.5% to US$ 297.6 billion in 2009.

From the late nineteenth century onwards, the water utilities services had been taken over by local authorities and a mixed pattern had developed. In 1974, the service was reorganized. A total of ten unitary regional water authorities (RWAs) were created, each covering a river basin area, each responsible for water quality, water supply and sanitation throughout the area. Thames Water Company was the pioneer in the industry and had faced criticism on many fronts.

By 2005, there were many multinationals in the global water market. The leaders had emerged from Europe. Helped by the liberalization policies of the World Bank and the IMF, these companies became profitable and powerful. According to water analysts, around 51 million people got their water from private companies in 1990 and by 2005; the figure crossed more than 300 million.

The major players in the water industry had a say in policy decisions, were powerful enough to influence multilateral donor agencies and governments, and their names featured in the lists of the global top-performing companies around the globe with revenues matching those of small countries. Analysts expected these companies to control 65-75% of formerly public waterworks in Europe and North America by the year 2020.

The case raises a debate whether to treat water as an economic good or as a natural resource to be made available to the masses. Would corporatization of water be able to balance societal needs with sound financial performance of the water companies?

Pedagogical Objectives

- To debate whether to treat water as an economic good or as a natural resource to be made available to the masses.
- To debate whether corporatization of water will balance societal needs with sound financial performance of the water companies

Industry	Water Utility
Reference No.	CSR0023A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

keywords

Social Responsibility, Business Strategy, Strategic Management, Leader growth strategies, Service, Corporatization, Privatization, Public-Private partnerships

Gap Inc.'s Crusade against Sweatshops

Gap Inc. was a leading international specialty retailer that operated through more than 3000 stores across the world. In 2005, the company's revenues were $16 billion. Though Gap took several initiatives to assist communities in which it operated, it ran into trouble in the 1990s for its factory hiring policy in the third world countries. It was alleged that the factories that produced garments for Gap overlooked basic working conditions and operated like sweatshops. Gap had to face several lawsuits concerning the sweatshop issue. In 1996, it adopted the Code of Vendor Conduct, which laid down the guidelines for hiring factories across the world. It also monitored its factories and made public the findings in its reports, 2003 Social Responsibility Report and 2004 Social Responsibility Report. The reports highlighted Gap's efforts to improve the conditions in its factories. With all these efforts can Gap revamp its tainted image? Would Gap's efforts be a benchmark for the entire apparel industry to follow?

Pedagogical Objectives

- To discuss the social responsibilities of companies that subcontract its manufacturing.
- To discuss how GAP would revamp its blemished image.
- To discuss about other companies that run sweat shops and how those companies maintain them.

Industry	Garment/Retail
Reference No.	CSR0024B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

keywords

Gap Inc., Garment, Apparel, Sweatshop, Social Responsibility, Working conditions, Factory , Image, Benchmark, Saipan, UNITE, Goodwill, Human Rights, Practices, Code of Vendor conduct.

Private Philanthropy in the US: Fashion Statement or Helping Hand?

Over the years, America had earned the recognition of being the most generous nation in the world. The new millennium had seen the number of donors and the size of donations in the US rise dramatically, leading to analysts stating that the US was once again on the threshold of a "new golden age of philanthropy".

Philanthropy was ideally meant to remove the existing inequalities between the rich and the poor. Yet, the real situation in the US, inspite of the increasing generosity of the growing super-rich was far from the ideal. Improper channeling of funds and undefined motives were to a certain extent widening the divide between the rich and the poor.

The situation made one wonder as to whether the US was seeing a "new golden age of philanthropy" or "the failure of philanthropy".

Pedagogical Objectives

- To understand the role of charity/ philanthropy in economic development.
- To draw attention to the deficiencies inherent in the US public policy relating to philanthropy.

Industry	Not Applicable
Reference No.	CSR0025B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

keywords

Philanthrophy, Charity, Volunteer, Wealth, Foundations, Donors, Donations, Venture, Philanthrophy, Civil society, Relegion, Education, Nonprofit, Public Policy, Giving Millionaries

The Body Shop: Ethical Image At Stake? – A Case Study On L'Oreal's Takeover Of The Body Shop

The Body Shop International PLC (Body Shop) is celebrating its 30 years of trading in 2006. Started in 1976 with a single cosmetics store in Brighton, United Kingdom, the company has grown over the period into a substantial global brand retailer. By the end of 2005, Body Shop had 2010 stores serving over 77 million customers per year in 52 different countries across the globe.

Body Shop is an ethically driven company. It promotes nature-inspired cosmetics which are never tested on animals. The company has also initiated Community Trade Programme and recycled and recyclable packaging. It changed the language of business by incorporating the action of social change, especially in human rights, animal welfare and the environment.

On 17th March, 2006, The Body Shop agreed to a £652 million takeover offer by L'Oreal, the French cosmetics giant. L'Oreal was criticized on account of its animal testing policy and use of harmful chemicals in its cosmetics. Hence analysts question whether The Body Shop would be able to retain its ethical image after the takeover.

Pedagogical Objectives

- To portray the ethical image of a company
- To understand the fate of a company in taken over by a company which is unethical.

Industry	Cosmetics and Accessories
Reference No.	CSR0026B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

keywords

Body shop, Anita Roddick, ethics, L'Oreal, cosmetics, natural ingredients, animal testing, community trade, takeover, human rights, jojoba oil, ethical consumer, boycott, Gordon Roddick, Nestle.

Green & Black's (Part B) – Cadbury Takes an Organic Step

In May 2005, Cadbury Schweppes plc (Cadbury) took over the organic and Fairtrade chocolate company Green & Black's (G&B). There were apprehensions whether the takeover would come in the way of the organic and Fairtrade image and commitments of G&B. G&B was the fastest growing confectionery brand. But the acquisition of G&B was not a total surprise to industry analysts, since Cadbury had been associated with G&B since 2002, when it bought a 5% stake in G&B.

In 2002, the U.K. chocolate market was nearing saturation with very little scope for growth. Only niche areas such as premium chocolates and ethically rooted products such as organic and Fairtrade chocolates were faring well. Consumers had become indulgent but ethical consumerism was on the rise. Faced with a cash crunch, G&B was on the look out for ways to finance its expansion and marketing plans. G&B also sought to reposition itself as a mainstream luxury brand and downplay its organic and Fairtrade credentials.

In 2005, Craig Sams (Sams) the founder of G&B was accused of having given in to the lure of money when he sold his share to Cadbury and G&B was taken over by the confectionery giant. Would the two players be successful in deriving the expected synergy out of the deal? Would the deal result in G&B losing its brand identity?

Pedagogical Objectives

- To discuss the Fair Trade Movement in the UK and Europe.
- To discuss the UK chocolate market.
- To discuss Cadbury's acquisition in a market that was saturated and how it would attain synergy.

Industry	Confectionery market
Reference No.	CSR0027B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

U.K. confectionery market, Chocolate market in the U.K. Green & Black's, Fairtrade, Corporate Social Responsibility, Ethical Trading, Craig Sams, Whole Earth Foods, Coca, Ethical markets, Ethical consumerism, Fairtrade Organization, Organic chocolates, Organic foods, Fairtrade chocolates.

Hurricane Katrina: In the Eye of the Storm

Hurricane Katrina with wind speed of 175 mph (280 km/h) was the first Category 5 hurricane as per Safir-Simpson hurricane scale of the 2005 Atlantic hurricane season. It first made landfall as a Category 1 hurricane just north of Miami, Florida on August 25, 2005. Then again on August 29 along the Central Gulf Coast near New Orleans, Louisiana, as a Category 4 storm. Major damages to the coastal regions of the southern states of Louisiana, Mississippi, and Alabama made Katrina the most destructive and costliest natural disaster in the history of the United States.

The officialdeath toll was more than 1,242 and the damage higher than $200 billion. It surpassed Hurricane Andrew as the most expensive natural disaster in U.S. history. Over a million people were displaced — a humanitarian crisis on a scale unseen in the U.S. since the Great Depression .

New Orleans, Southern Louisiana, lay in a wide, shallow bowl 2-10 feet below sea level . Nearly 80 percent of the city was below sea level.It was bounded by River Missisipi on the south, Lake Pontchartrain on the north and Gulf of Mexico on the east. Levees of the river Mississippi and lake Pontchartrain covered 350 miles around the city to hold back the water from entering the city . The storm hit with the fury of a nuclear warhead, and pushed a deadly storm surge into Lake Pontchartrain. This lake was 6 feet (~ 2m) above sea level. The water level rose by 4-5 meters with waves reaching 2 meters above the surge and crept to the top of the massive wall that held back the lake before spilling over. Water from Lake Pontchartrain breached the levees of the 17th Street Canal, the London Avenue Canal and the Industrial Canal before flowing into the city. As the levees failed in five places, the city filled like a bathtub flooding 80 percent of the city.

By the time US President George W Bush touched down at the tormented region, more than just the topography had changed. It was hoped that America had got smarter, more nimble and visionary in the ability to respond to catastrophe, four years after the greatest man-made disaster (9/11) in US history. The hope had shattered. How was it really possible that even after so many commissions and commitments, bureaucracies split up and restructured, emergency supplies stockpiled and pre-positioned, when a disaster struck, the whole newfangled system just seized up and couldn't move?

Should Katrina be remembered as the worst natural disaster or worst response in US history? Or both? – September 12, TIME

Pedagogical Objectives

- To discuss the Fair Trade Movement in the UK and Europe.
- To discuss the UK chocolate market.
- To discuss Cadbury's acquisition in a market that was saturated and how it would attain synergy.

Industry	Not Applicable
Reference No.	CSR0028B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

keywords

U.K. confectionery market, Chocolate market in the U.K. Green & Black's, Fairtrade, Corporate Social Responsibility, Ethical Trading, Craig Sams, Whole Earth Foods, Coca, Ethical markets, Ethical consumerism, Fairtrade Organization, Organic chocolates, Organic foods, Fairtrade chocolates

Green & Black's (Part A) U.K. Chocolate Market: Turning Green?

Green & Black's is the U.K.'s first organic and Fairtrade chocolate brand. In 2002 it has made its mark as the fastest growing chocolate brand in the British chocolate market where the leading players like Nestle, Cadbury and Mars are facing declining market shares. The only areas which were showing double digit growth rates were the niche segments of ethically produced chocolate like organic or Fairtrade brands.

Green & Black's was successfully positioned on the organic and Fairtrade platform since the early 1990s and was achieving good growth rates. But in the early 2000s, the company feels that it is time to reposition itself by downplaying the attributes of organic and Fairtrade. G&B wishes to enhance the emphasis on product attributes such as taste and not just 'worthiness'. Will the company be able to reposition itself as a mainstream luxury brand in direct competition with the established players?

Pedagogical Objectives

- To discuss the Fair Trade movement.
- The UK chocolate market and how G&B could find the next right niche.
- To discuss successful repositioning strategies anda ho G&B could reposition itself.

Industry	Confectionery market
Reference No.	CSR0029B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

keywords

U.K. confectionery market, Chocolate market in the U.K. Green & Black's, Fairtrade, Corporate Social Responsibility, Ethical Trading, Craig Sams, Whole Earth Foods, Coca, Ethical markets, Ethical consumerism, Fairtrade Organization, Organic chocolates, Organic foods, Fairtrade chocolates

Cafédirect (B): "Fair" Success

In 2004, the leading players in the U.K. hot beverages market, Nestlé Corporation and Kraft Foods announced their plans to launch ethical brands. Despite their traditional cynical attitude towards Fairtrade, they had decided to enter the ethical market taking into account the success achieved by Fairtrade products and companies such as Cafédirect. Cafédirect was the fastest growing coffee and tea brand in the U.K. hot beverages market, which had been stagnant since the beginning of the second millennium. While this move by Nestlé and Kraft was an acknowledgement of the success achieved by Cafédirect and its Fairtrade business model, analysts wondered how the company would fare in the face of stiff competition from the well established mainstream players in the market.

Pedagogical Objectives

- To discuss the Fair Trade movement in UK.
- Cafédirect's move into fair trade sourcing and how it increased its sale.
- To discuss about other companies emulating Cafedirect and would they be equally successful.

Industry	Hot Beverages
Reference No.	CSR0030B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

keywords

U.K. Hot beverages market, Tea anad Coffee market in the U.K. Cafedirect, Fairtrade business model, Corporate Social Responsibility, Ethical Trading, Penny Newman, Nestle, Kraft, Ethical markets, Ethical consumerism, Fairtrade Organization

Towards a Cleaner Environment: The UK Emissions Trading Scheme

The Kyoto Protocol (KP), coming into force has resulted in the emergence of emissions trading, a market-based mechanism that is helping the KP signatories to meet emission reduction targets in a cost-effective way. The UK emissions trading scheme (UK ETS), the first of its kind in the world is helping a heterogeneous group of participants gain early experience in emissions trading. This is expected to give them a head start in the emerging global carbon market. The case talks in detail about the emergence of global greenhouse gas (GHG) market, and the launch of UK ETS, as a precursor to the European Union Emissions Trading Scheme. The success of this incentive linked voluntary scheme has helped the UK to reduce its GHG emissions.

Pedagogical Objective

- To understand how the fast changing markets for emission reductions act and how companies are using economic tools to align environmental goals with business goals.

Industry	Not Applicable
Reference No.	CSR0031B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

keywords

Kyoto Protocol, greenhouse gas, Emission trading scheme, global green house gas market, incentive payments, transfer of allowance.

Celebrex and Vioxx: Perils of Direct-to-Consumer Advertising

Till September 2004, Celebrex, a global brand of Pfizer, the world's largest pharmaceutical company for anti-arthritis drugs and Vioxx, a global rival brand of Merck, the world's third-largest pharmaceutical company were doing well all over the world.

These brands occupied the top positions in Direct-to-Consumer Advertising (DTCA) expenditure. Through massive ad campaigns, they created a global brand awareness in a short time. Their communication pitched high on gastrointestinal safety. What these two brands did not talk about was the cardiovascular safety profile. Following the analysis of three-year's data in a post-marketing study, it was shown that Vioxx doubled the risk of heart attack and stroke in patients, who took it for at least 18 months. On 30 September, 2004 Merck announced that, Vioxx would be voluntarily withdrawn by Merck, worldwide.

There was an imbroglio without any clearcut strategy of vindication and revival of the brand image. Had the healthcare companies thought of this peril? Was there any way to recover from the bad case of Public Relation? Was Pfizer's move to continue with Celebrex in the market, a right decision or should it have gone the Merck way? Was massive DTCA, focusing only on the benefits of the drug, a right strategy to increase the company's market share fast?

Pedagogical Objectives

- To elucidate the malpractices of advertising and communication by industry giants
- To highlight the absence of effective crisis communication strategy for brands and industry as a whole

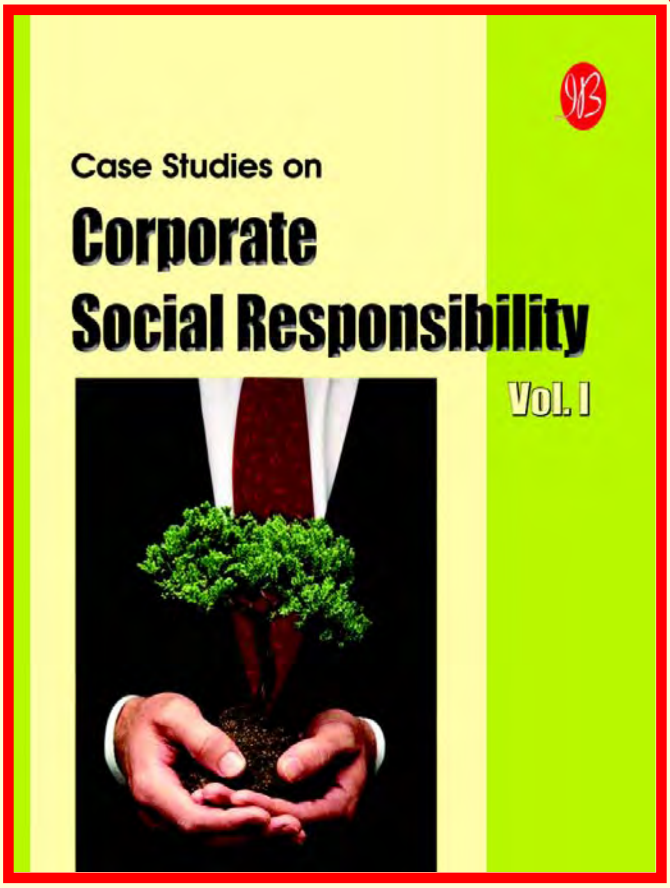
Industry	Pharmaceutical
Reference No.	CSR0032B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

keywords

Advertising, Celebrex, Vioxx, Merck Pharmaceutical, Healthcare, Pfizer Direct to Consumer, Social Responsibility Business Ethics, Crisis Communication, Brand, Public Relations, Prescription Drugs.

The environment in which companies operate prioritises the need to integrate their economic, environmental and social concerns (triple bottom line) with their culture and values, decision-making, strategy-formulation and operations. An organisation needs to follow certain guidelines and principles to ensure that its operations such as corporate governance, human resource management, health and safety, environmental protection and community development are transparent and accountable towards its employees and the society. Corporate Social Responsibility (CSR) is the tool that helps the organisations achieve this. CSR not only ensures that companies follow an ethical approach towards business but also helps sustain that approach. CSR, as in the past, is not confined to corporate philanthropy, but it now includes the company's contribution towards the general public, its employees and the environment. Moreover, non-profit organisations and institutional investors have gained considerable financial clout and the power to influence investor's decisions. The rise in the number of corporate scandals has made CSR vital for companies to maintain a virtuous image in the public and also attract investors who have started giving ethical values as much importance as profitability.

This book contains case studies, which highlight the circumstances under which various companies have integrated CSR into their company values. It also showcases the setbacks that companies faced as a result of their non-compliance with CSR policies. It also brings to light the failure of some companies to raise their image despite adopting CSR, sparking questions regarding the use of CSR as just a PR tool.



Sample Cases

- Child Labor in Cocoa Industry: Corporate Social Responsibility Initiatives
- Health Hazards Battles of IBM
- Japan Inc.: Corporate Social Responsibility Initiatives
- Pharma Majors in Developing Countries: An Extended Corporate Social Responsibility
- Philanthropy to Corporate Social Responsibility: Coke's Initiatives
- Venture Philanthropy: The "Marketization" of Civil Society?