



GLOBAL  
NETWORK  
FOR  
ADVANCED  
MANAGEMENT



# Case Studies

In 2012, a collaboration between the EGADE Business School, Tecnológico de Monterrey, and the Yale School of Management led to the first Global Network case. The authors built their work on Yale's raw case platform, an online environment that allows for a combination of text, documents, spreadsheets, and videos into a single package.

By 2017, a dozen cases had been completed. Eight global network schools have collaborated with Yale. Managing global collaboration has been exciting, and the diligent work of faculty across the globe has led to a unique collection of pedagogical materials. The work was facilitated by a generous donation from the Brad Huang Fund for Innovation in Case Studies as well as other corporate and alumni benefactors.

While the Global Network cases differ from one another, they tend to share one characteristic — the cases view management problems from multiple perspectives. For example in Palm Oil 2016, students examine the problem of deforestation created by palm oil cultivation from the standpoint of a number of companies in the palm oil supply chain, a variety of NGOs, and Indonesian government officials attempting to balance development with sustainability.

As a result, the pedagogical applications for Global Network cases have been broad. These cases have been taught in MBA capstone courses, across multiple class sessions of electives, or as part of a Global Network small network online course (SNOC). A number of these cases have been used in case competitions.

The first five years have provided abundant proof of concept for Global Network cases. We hope the next five years will bring further collaboration and increased utilization of the cases. While cases are typically the product of two or three schools, they can be used by any school in the Global Network free of charge. As usage increases, insights on how the cases can be taught will be shared across the network.

To view all the Global Network cases, please visit [\*\*advancedmanagement.net/cases\*\*](https://advancedmanagement.net/cases).





# IBM CSC

## IBM Corporate Service Corps

Founded in 2007, IBM's Corporate Service Corps (CSC) had become the largest pro bono consulting program in the world. The program promised a triple-benefit: leadership training to the brightest young IBMers, brand recognition for IBM in emerging markets, and community improvement in the areas served by IBM's host organizations. As the program entered its second decade in 2016, IBM was looking for ways in which it could increase social impact while preserving the program's other aspects.

### TEACHING OBJECTIVES

- The case provides students with an opportunity to investigate the interrelationship of corporate social responsibility, leadership development, and brand building.
- From an organizational behavior perspective, the case provides a useful examination of HR systems, teamwork, and cultural intelligence.
- From a marketing perspective, the case describes novel ways corporations can build awareness in new markets.
- From a social enterprise perspective, the case raises questions about social impact measurement, determination of high-impact projects, and strategic alliances.



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EGADE Business School  
Tecnológico de Monterrey

[cases.advancedmanagement.net/ibm-csc](https://cases.advancedmanagement.net/ibm-csc)





# ANT FINANCIAL

## Flourishing Farmer Loans at MYbank

In 2015, Ant Financial's MYbank (an offshoot of Jack Ma's Alibaba company) was looking to extend services to rural areas in China through its Flourishing Farmer Loan program. MYbank relied on the internet to communicate with loan applicants and judge their credit worthiness. Initial tests of the program had proved promising, but could MYbank operate the program at scale? Would its big data and technical analysis provide an accurate measure of credit risk for loans to small customers? Could MYbank rely on its new credit-scoring system to reduce operating costs to make the program sustainable?

### TEACHING OBJECTIVES

The case requires students to consider the operational, financial, and marketing aspects of new fintech (credit-scoring, internet banking) in China.

- From a finance perspective, the case raises questions about how best to assess the credit-worthiness of individual clients.
- From an operations perspective, the case illustrates how new innovations such as credit-scoring can reduce costs for financial services firms.
- From a marketing perspective, the case considers how financing interacts with consumer purchasing.



中國人民大學  
RENMIN UNIVERSITY OF CHINA



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# BANK OF IRELAND

## Wilbur Ross Purchases a Stake

In August 2011, Wilbur Ross, an American investor specializing in distressed and bankrupt companies raised \$1.6 billion to purchase a controlling stake in the Bank of Ireland. The investment came on the heels of the collapse of the Irish banking sector and was considered to be risky by observers of the deal. But Ross saw opportunity in Ireland's long-term future. By the end of 2013, the Bank of Ireland was close to profitability. However, problems remained. What were the major risks imperiling Ross's investment?

### TEACHING OBJECTIVES

The case allows examination of the aftermath of the Global Financial Crisis in Europe on many levels:

- From a macroeconomic perspective, the case allows analysis of the Irish government's strategy in the wake of the collapse of its banking sector and the relative strength of the economies in the euro-zone.
- From a finance perspective, the case forces students to identify risks and understand the challenges of co-investing with the government.
- From an operational perspective, the case describes how a savvy investor in distressed equities like Ross finds and negotiates deals.
- From a leadership perspective, the case examines the leadership of the bank and how it might re-establish its credibility.



UCD Michael Smurfit  
Graduate Business School



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[cases.advancedmanagement.net/bank-ireland](https://cases.advancedmanagement.net/bank-ireland)



BANK  
OF  
IRELAND

WAY OUT

**“I was very impressed with the raw case.  
This was far better prepared and far  
closer to real life.”**

—Wilbur L. Ross Jr. YC '59,  
CEO and chairman,  
WL Ross & Co.





## Creating New Corporate Responsibility Metrics

AXA, a global leader in insurance and asset management, has risen to the top ranks of corporate responsibility (CR) since formally establishing CR as a strategic initiative in 2008. Not content to rest on its laurels, the company sought a deeper integration of CR into AXA's operations. To do so, the CR team would have to identify CR issues of particular concern to the company, examine how addressing these CR issues would add value to the company, and then create metrics that would capture a business unit's success or failure in addressing the CR issues.

### TEACHING OBJECTIVES

The case provides an excellent example of the challenges of making CR a strategic function within a global company.

- From a strategic perspective, the case requires students to identify how AXA's corporate strategy can be helped by various CR initiatives.
- From an operations perspective, the case challenges students to determine the data and metrics that need to be collected in order to measure progress on CR goals.



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[cases.advancedmanagement.net/axa](https://cases.advancedmanagement.net/axa)

**"I liked the case a lot, so did my students! I received a lot of positive feedback from my students! I will definitely use AXA again and highly recommend it to other instructors in the field of sustainability."**

—Rojin Mansouri, Professor,  
McGill University



# SAN MIGUEL

## Expanding the Amaranth Market

San Miguel, a small Amaranth processing company in Huixtla, Mexico, was started as a development project to sustainably employ local residents. Despite the plant's rural location and unschooled workforce, the company pioneered the processing of amaranth into a number of unique products. Though the company yielded a small but steady profit, the plant was operating at only 20 percent of capacity and the organization lacked a coherent marketing strategy. What new markets could the company target and what communications strategy should it employ?

### TEACHING OBJECTIVES

The case provides an opportunity to examine the efforts of a social entrepreneur to build a company over a twenty-year period, illustrating the work force, operational, and marketing challenges involved in that effort. The case focuses on the variety of different channels through which the company could market its products in Mexico and abroad, from the poorest segments to high-end health food stores.

**"The case was complex and challenging... Working on a real world problem and having the opportunity to present our recommendation to the judges in New York, as well as to Dr. Manrique of San Miguel, was the highlight of my MBA experience."**

—Valen Boyd,  
MBA Student,  
Wilfrid Laurier  
University,  
School of Business  
and Economics



EGADE Business School  
Tecnológico de Monterrey



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[cases.advancedmanagement.net/san-miguel](https://cases.advancedmanagement.net/san-miguel)





# PALM OIL 2016

## Business, NGOs, and the Government at Loggerheads over Deforestation

The cultivation of palm oil in Indonesia, while highly lucrative, was proving to be a major source of deforestation. In 2014, the four largest palm oil trading companies signed an agreement to end deforestation not only with their own operations, but also with all of their suppliers. One year later, leading figures in the government of Indonesia were calling upon the companies to withdraw their pledge. What should the companies do? What influence levers should the NGOs use to try to salvage the agreement? And what path should government officials take to try to balance the environment with an interest in development?

### TEACHING OBJECTIVES

This is a rich case that looks at the deforestation problem from a corporate, NGO, and governmental viewpoint, allowing students to see the differing perspectives and strategies.

- From a corporate perspective, the case allows examination of how marketing and supply chain management of various palm oil companies intersect and conflict.
- From a governmental perspective, the case introduces students to the tensions between development and the environment as well as the rights of local populations.
- From a social enterprise perspective, students see how NGOs take different strategies in response to the same problem.



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SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS  
INDIANA UNIVERSITY

[cases.advancedmanagement.net/palm-oil-2016](https://cases.advancedmanagement.net/palm-oil-2016)



# THE BATTLE FOR ENDESA

## Worth E.ON's Energy?



The battle for Endesa, a leading Spanish electricity firm, began when their rival, Gas Natural, submitted a takeover bid. Next, E.ON, the second largest energy company in Germany, topped Gas Natural's offer. However, in the wake of E.ON's bid, the Spanish government implemented sudden changes to its laws that subjected foreign bidders to extra scrutiny and merger conditions. And then, Acciona, a family-owned Spanish construction multinational with close ties to the government, purchased significant shares of Endesa in the open market. Should E.ON raise its bid or adopt a new strategy?

### TEACHING OBJECTIVES

The case allows dissection of a complicated takeover battle, involving a number of bidders from throughout the European Union. The focus is on how national governments influence the market for corporate control and how companies need a nonmarket strategy (in addition to a bidding strategy) if they are going to compete.

# MORE GLOBAL NETWORK CASES



## GOLDEN AGRI Resources and Sustainability

**PERSPECTIVES** Competitor/Strategy, Sustainability

**NATIONAL UNIVERSITY OF SINGAPORE, YALE**

Greenpeace successfully attacked Golden Agri Resources (GAR), the largest supplier of crude palm oil in Indonesia, by targeting their largest customers—Nestle, Unilever, and Burger King—with damaging ad campaigns. GAR's commitment to sustainability won back some of these clients, but it remains to be seen whether their conciliatory approach would satisfy all the different stakeholders in the long term.

[cases.advancedmanagement.net/golden-agri](https://cases.advancedmanagement.net/golden-agri)



## SANTAM Crop Insurance and Climate Change

**PERSPECTIVES** Asset Management, Sustainability

**UNIVERSITY OF CAPE TOWN, YALE**

Santam, the leading short-term insurer in South Africa, was actively pursuing a strategy and associated initiatives to build climate change resilience in South Africa. How could the company increase revenues, decrease costs, or reduce risk to make crop insurance more feasible?

[cases.advancedmanagement.net/santam](https://cases.advancedmanagement.net/santam)



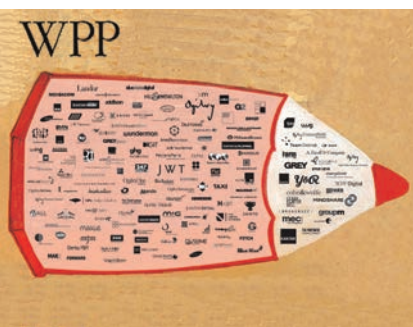
## PEMEX The Ethanol Decision

**PERSPECTIVES** Metrics & Data, Operations, Sustainability

**EGADE TECNOLÓGICO DE MONTERREY, YALE**

Considering the constraints in the economics of ethanol for fuel production, the potential market opportunities for PEMEX (a national oil company), and the climate change commitments for the Government of Mexico, what is the best way forward to make ethanol production a reality in Mexico?

[cases.advancedmanagement.net/pemex-ethanol-decision](https://cases.advancedmanagement.net/pemex-ethanol-decision)



## TEAM DETROIT WPP and Ford Create a New Model for Advertising

**PERSPECTIVES** Competitor/Strategy, Customer/Marketing, Employee/HR, Innovation & Design, Leadership & Teamwork

**YALE**

In 2006, WPP, the world's largest advertising holding company, took the unusual step of merging personnel from five of its agencies to create a single entity to serve its largest client, Ford. Consolidating marketing assets would lead to certain efficiencies, but would this cost savings sacrifice effectiveness?

[cases.advancedmanagement.net/team-detroit](https://cases.advancedmanagement.net/team-detroit)



## WALMART IN MEXICO Investing in Renewable Energy

**PERSPECTIVES** Metrics & Data, Operations, Sustainability

**EGADE TECNOLÓGICO DE MONTERREY, YALE**

A small project yielded a win-win for Walmart de México y Centroamérica (Walmex) and wind farm Electrica del Valle de México's (EVM), prompting the retail giant to consider whether other mutually beneficial opportunities existed for investments in renewable energies.

[cases.advancedmanagement.net/walmart-mexico](https://cases.advancedmanagement.net/walmart-mexico)



# Yale SOM Cases Open to Global Network Partners

Yale SOM is pleased to offer their more than 250 case studies for free to Global Network partners. In addition to traditional “cooked” cases, which follow a linear narrative, Yale SOM extends access to their signature “raw” cases. The raw case is a web-based, interactive case format that allows students to view, search, absorb, and analyze material in a manner reminiscent of actual management practice.

In addition to Yale SOM’s areas of specialization—asset management, healthcare, and sustainability—each case study integrates multiple perspectives and addresses a wide array of topics, such as:

Arts Management	Financial Regulation	Operations
Asset Management	Healthcare	Social Enterprise
Business History	Innovation & Design	Sourcing/Managing Funds
Competitor/Strategy	Investor/Finance	State & Society
Customer/Marketing	Law & Contracts	Sustainability
Employee/HR	Leadership & Teamwork	YPFS
Entrepreneurship	Macroeconomics	
Ethics & Religion	Metrics & Data	

To browse the entire Yale SOM collection, including Global Network case studies, visit [som.yale.edu/casedirectory](https://som.yale.edu/casedirectory).

To learn more about case distribution or to request access to a case, please email [case.access@yale.edu](mailto:case.access@yale.edu).



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Tecnológico de Monterrey



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