



## **BUSINESS STRATEGY AND SUSTAINABILITY**

**Professor Caroline Flammer**

Office: 3351; E-mail: [cflammer@ivey.ca](mailto:cflammer@ivey.ca)

Assistant: Margaret Reffle  
Office: 3315; E-mail: [mreffle@ivey.ca](mailto:mreffle@ivey.ca)

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### **1. MODULE OVERVIEW**

This module focuses more specifically on how business is responding to the aforementioned concerns with an increased commitment to “sustainability” where decisions and actions equitably consider a highly interconnected set of social, ecological, and economic issues across both space and time. The term sustainability has grown increasingly prevalent in corporate boardrooms and on executive agendas. As recent surveys indicate, over 90 percent of executives believe that sustainability issues will be critical to the future success of their business and that their company will employ new technologies (e.g., renewable energy) to address sustainability issues over the next five years.

With this as a backdrop, we set out to explore how business is incorporating sustainability into their business strategy so that it represents an important source of competitive advantage. We begin the second module with an exploration of challenges and strategic opportunities arising from doing business in the global business environment. In particular, we discuss De Beers’ global business strategy and operations in Botswana, Shell’s political involvement in Nigeria, and doing business sustainably in a corrupt environment. We then explore two business models in informal markets, i.e. Honey Care Africa’s sustainable business model focusing on the bottom of the pyramid in Kenya and CEMEX’s social responsibility program in Puerto Rico. In the second part of module 2, we discuss how companies integrate sustainable business practices into their supply chain. We first discuss Y U Ranch’s sustainable business model and explore Starbucks’ strategic opportunities in sourcing sustainably, before analyzing Fiji Water’s marketing approach, and looking into Tetra

Pak's recycling initiative. The last session will give us the opportunity to discuss and give feedback to students' group research projects before wrapping up the course.

## **2. MODULE OBJECTIVES**

- Discuss challenges and strategic opportunities emerging from different business environments.
- Create awareness of how different stakeholder groups affect corporations and develop business strategies for managing these relationships.
- Broaden student perspectives beyond the traditional economic-based perspective to an alternative, more integrated approach to business.
- Explore how companies can integrate sustainability into their core business strategy and operations in order to increase competitiveness.

## **Module 2: Business Strategy and Sustainability**

### **Class and Topic Schedule**

<b>Sustainability: Global Business Environment</b>	
<b>Case / guest / exercise</b>	<b>Topic</b>
11. Botswana: A Diamond in the Rough Note on Conflict Diamonds: Why Are Civil Wars, Like Diamonds, Forever?	Sustainable business in uncertain markets – conflict zones
12. Royal Dutch/Shell in Nigeria (A)	Sustainable business in uncertain markets – political involvement
13. Caselets: Bribery and Extortion in International Business (Abridged) Corruption: The International Evolution of New Management Challenges	Sustainable business in a corrupt environment
14. Honey Care Africa (A&B) Is the Bottom of the Pyramid Really For You?	Sustainable business in informal markets – social entrepreneurship
15. From Patrimonio Hoy to Arte en Concreto: Tailoring a Social Responsibility Program at CEMEX Puerto Rico	Sustainable business in informal markets – corporate social responsibility
<b>Sustainability: Supply Chain</b>	
<b>Case / guest / exercise</b>	<b>Topic</b>
16. Y U Ranch: Strategy and Sustainability in Cattle Ranching (A)	Sustainable business model
17. Starbucks and Conservation International	Sustainable sourcing – environment & securing supply
18. Fiji Water and Corporate Social Responsibility – Green Makeover on “Greenwashing?”	Sustainability & marketing
19. Sustainability at Tetra Pak: Recycling Post-Consumer Cartons	Recycling
<b>Looking into the Future</b>	
<b>Case / guest / exercise</b>	<b>Topic</b>
20. Presentation & Discussion of Students’ Group Projects	Challenges and opportunities for sustainable business

