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Introduction to the Cases¹

According to management luminary Sumantra Ghoshal,² management schools need to reconsider the basic foundations of their management approaches and curricula. Ghoshal asks that business education be much more in tune with societal trends and not just seek narrow goals at the expense of the well-being of the world community. This calls for a broadened understanding of value creation. The following 12 cases deal with this challenge. They describe new patterns of value creation, new alliances and the challenges of dealing with existing paradigms. In this chapter we briefly introduce the cases and their core characteristics.

Managing Multiple Value Creation Processes

The cases open with four cases that examine value creation processes in the context of sustainability. The first is “Seventh Generation: Balancing Customer Expectations with Supply Chain Realities,” written by Mike Russo and Dan Goldstein (University of Oregon). Seventh Generation is a US-based maker of environmentally sensitive household non-durables such as soaps, detergents, paper products, and diapers. Faced with the prospect of being without a product when a contract manufacturer could no longer make its natural baby wipes, the company substituted conventional wipes. But some of the ingredients in these conventional baby wipes proved unacceptable to its customers. The case provides a broad background on the industry in which Seventh Generation competes, and the developing green niche within it. A history of the company’s cir-

- 1 This chapter draws on the case summaries provided by the case authors and reflects the comments of the oikos Case Writing Competition’s Award Committee. Since the reviews are double-blind, no reviewer is cited. The editor is extremely grateful for the extensive reviews provided by the oikos Award Committee (see also Chapter 6.4).
- 2 Ghoshal 2005; see also Mintzberg 2005, Hoffman 2004 and Zell 2005.

cuitous journey to become the leader in its field is then presented, with special reference to the importance of its corporate values to strategy and staffing. The case closes with a meeting to decide what to do about the baby wipes problem. It is an excellent example of the dilemma when companies are caught between consumer expectations and supply chain deliveries. Thus, the Seventh Generation case deals with a problem that is relevant for many producers with “responsible brands.” It is written in a captivating fashion and easy to understand for students, because the products are close to everyone’s daily life.³ It can be used to illustrate and discuss a number of important issues for socially responsible businesses, including building a values-driven organization, questions of environmental differentiation and strategy, communication with customers, and managing sustainability-oriented trade-offs.⁴

Our second case comes from New Zealand and is about a start-up trying to differentiate itself from competitors through sustainability. The case “Phoenix Organic: Valuing Sustainability while Desiring Growth” brings out the multiple tensions of a fast-growing organic beverage company. By May 2004, Phoenix Organic had grown from its bathtub beginnings with its ginger fizz product 17 years earlier to become New Zealand’s leading manufacturer of premium certified organic and natural beverages. It had done so while living up to its founders’ vision of creating “a business that was good for the planet and good for the health of its people.” Yet, despite a growth rate of 25% over the last three years, sales were still only NZ\$6.5 million. Having carved out a strong niche in the New Zealand non-alcoholic beverage industry, the question was how to produce future growth—through new products such as the chai Phoenix had launched, through new channels such as supermarkets, through developing overseas markets such as Australia or Malaysia, or through some combination of all of these strategies? The challenge focuses on how to combine economic growth with the Phoenix philosophy: being good for the planet and also good for people’s health. The Phoenix case explores the challenges of operating a sustainable business.⁵ It highlights aspects of a business with a distinctive niche (organics) strategy and explores the tensions between growth and sustainability. The case was originally written for an undergraduate strategy case competition and has also been used in a postgraduate course on strategy and sustainability. It is suitable for undergraduate and MBA courses in strategy, entrepreneurship, business, government and society, or environmental management. Although the focal business has a sustainability focus, the case provides sufficient information for a regular strategy case analysis to be performed by students who may not otherwise be exposed to sustainability issues in the curriculum in an explicit way.

The third case in this section is written by Murray Silverman (California State University) and Tom Thomas (US EPA): “Kimpton Hotels: Balancing Strategy and Environmental Sustainability.” It captures the strategic repositioning of a hotel chain, founded by Bill Kimpton, an investment banker-turned-hotelier who became a pioneer in the hospitality industry.⁶ By 2005, Kimpton Hotels was comprised of 39 hotels

3 The case is accompanied by an excellent set of video sequences featuring key players of Seventh Generation, available from Mike Russo at mrusso@lcbmail.uoregon.edu.

4 For additional readings on these issues, please refer to Reinhardt 1998 and Tapscott and Ticoll 2003, especially ch. 1, pp. 3-36.

5 See also the Phoenix website at <http://phoenixorganics.co.nz>.

6 See the company website at <http://www.kimptonhotels.com>.

throughout North America and Canada, each one designed to create a unique and exceptional guest experience. While Kimpton was known for designing hotels that reflected the energy and personality of their distinct locations, by 2004 the company's top executives realized that uniting its hotel portfolio under a single recognizable brand could add considerable value. One aspect of the branding effort was to add the Kimpton name to each property, as in "Hotel Monaco San Francisco: A Kimpton Hotel." Another aspect of their efforts to establish the Kimpton brand was the development and rollout to all of their hotels of a major environmental initiative they named EarthCare. EarthCare was built on an already-established commitment to environmental and social responsibility. Their Hotel Triton was a model for the program, as it already included initiatives such as: energy-efficient lighting solutions, low-flow/high-pressure showerheads and sink aerators, and toilets that reduce water use, a linen and towel re-use program, non-toxic, non-allergenic, all-natural cleaning products, low-VOC paints used to paint walls and ceilings, and more. Planned future initiatives went well beyond those in the Triton.

There were two basic ground rules for the rollout: new initiatives couldn't cost more than what was already budgeted for operations and capital improvements, and they couldn't adversely affect customer perceptions or satisfaction.

The case allows students to explore whether there is a "business case" for the EarthCare program as well as posing a number of implementation issues, including: (1) potential resistance by general managers to centralized initiatives; (2) potential resistance by hotel staff to new products and procedures; (3) the possibility that investments might have slower payback period, lower rate of return, and result in intangible benefits; (4) the problem that, for some products, required investments might exceed existing budgets.

The case was developed to be cross-disciplinary and can be included in courses in environmental management, business and society, or strategic management. Because of its focus on a hotel chain's efforts to integrate environmental initiatives into its business, it is tailor-made for environmental management courses exploring the development of an environmental strategy. In terms of business and society courses, the case can be tied into environmental stakeholders and proactive voluntary initiatives at the firm level. In the context of strategic management courses, it offers students a chance to examine the strategic benefits of environmental responsibility initiatives. Cutting across all these courses, the case provides an opportunity to explore the oft-mentioned question as to whether an environmental strategy or initiative has a business case for implementation.

Kimpton Hotels is a well-written case that does an excellent job of integrating business strategy and environmental priorities on an important industry. It works well because it poses a clear business challenge and addresses both the costs and benefits of sustainability and social responsibility. The Kimpton Hotel case frames these issues as part of an overall corporate strategy and also scrutinizes the potential risks associated with environmental programs. It is also a flexible case, since it integrates aspects of strategy, organizational behavior, marketing, and operations management.

A final case on multiple value creation processes is contributed by Magali Delmas (UC Santa Barbara), Monifa Porter, and Erica Plambeck (Stanford University). Their case, "Environmental Product Differentiation by the Hayward Lumber Company," traces the greening of Hayward Lumber Company, a family-owned company based in

California.⁷ As an initial step toward serving an environmentally focused market niche, the firm began selling Forest Stewardship Council (FSC)-certified lumber to meet a growing demand for green building materials in California's central coast market. The company found that, while supplying FSC wood afforded entry into the green build market, horizontal expansion into higher-margin green building materials created a great opportunity for revenue enhancement. The case details the problems of competing certification standards, and the components of Hayward's environmental strategy. It closes with descriptions of several propositions for strategic growth of the firm, to reach stated environmental and sales goals. A three-part video complements the case.⁸ This case can be used to analyze the elements of a competitive environmental differentiation strategy and to examine the value of eco-labels as a competitive differentiator. Similar to the Kimpton Hotel case, it can be also used to investigate synergies between environmental strategy and business strategy. It is intended for use in courses on corporate environmental strategy, business and society, or environmental entrepreneurship.

The case describes a small-business perspective and has sophisticated linkages with strategy and marketing. It is well written and an engaging story, and is also supported by excellent background information.

Innovative Partnership Models

Partnerships between non-governmental organizations (NGOs) and large corporations are on the increase and offer tremendous learning potential for the partners involved. It is interesting to observe that, today, NGOs such as Greenpeace cooperate with multinational corporations such as Coca-Cola.⁹ The two cases in this section focus on partnership models.

The first, "Transforming the Global Fishing Industry: The Marine Stewardship Council at Full Sail?" produced by the Swiss Institute for Management Development (IMD Lausanne), illustrates a partnership between a large NGO with a multinational company in order to develop new institutions for managing global fish stocks. The case states that about three-quarters of the world's commercial marine stocks are fully exploited, overexploited, depleted, or recovering. Over the last few decades, government initiatives to manage this natural resource more sustainably have been rather ineffective. The Marine Stewardship Council (MSC)¹⁰ is a small NGO set up by Unilever and the WWF in 1997 to contribute to reversing the decline in global fish stocks by setting up an eco-labeling scheme. The case study briefly highlights the MSC's history to provide the necessary background on key events and challenges in the past, including the current crisis in the global fishing industry—largely associated with the so-called "Tragedy of the Commons" (catch as much as you can). It offers insights into the launch

7 See <http://www.haywardlumber.com>.

8 Available from <https://www.gsb.stanford.edu/multimedia/Hayward/index.html>.

9 In January 2007, Greenpeace International Executive Director Gerd Leipold and E. Neville Isdell, Chairman of the Coca-Cola Company, presented a joint project on climate-friendly cooling systems at the World Economic Forum 2007. For a deeper analysis of similar phenomena, see Yaziji 2004.

10 For more information please check the MSC website at <http://www.msc.org>.

of the MSC and its early efforts at introducing a functioning market mechanism for sustainable fishing products (no market, no supply, and vice versa).

The key management challenge of this case study is the challenge associated with operating a certification and eco-labeling system acceptable to many different stakeholders: the fishing industry, food processors, retailers, national governments, supra-national institutions, the conservation community, and consumers. As a result of these often conflicting demands and the MSC's failure to recognize the need for reforms, the organization encountered a crisis of credibility.

Since then, through changes, in particular in governance, certification criteria, and communication, the MSC has become more effective. Overall, it can be seen as a "best-practice example" of business-NGO cooperation. At the beginning of 2006, about 5–6% of the total wild edible capture groups were certified according to the MSC standard. More than 300 seafood products in 24 countries bear the MSC eco-label. The case critically examines several remaining key challenges: for example, some NGOs (including Greenpeace) still question the usefulness of the sustainability standard and are calling for a stricter interpretation to more effectively ensure the long-term productivity of the marine environment. On the other hand, certification is still too costly and time-intensive for many actors in the industry. There is also still a clear lack of consumer awareness and demand, although retailers have pushed labeled products into supermarkets. Weaker—and therefore cheaper—labels (for example, from the French Carrefour Group) are emerging. The case concludes that, to date, it is uncertain how the MSC can successfully build scale and a global brand when still facing these barriers.

This case sheds light on the growing importance of certifiable standards and the challenges they face. Standards such as MSC are becoming increasingly important as tools for the self-regulation of environmental and social issues. This case lends itself to a debate in which student groups are assigned different stakeholder interests to think through. Furthermore, the emergence of competing standards provides an opportunity to talk about different company strategies with respect to standards (proactive, defensive, accommodating, etc.).

This case provides valuable lessons that can be transferred beyond the MSC to other environmental or social standards and to other situations in which stakeholder engagement is required. Lessons from this case are relevant to students working in NGO, governmental, and industry settings.

Another perspective on standards development and the cooperation between companies and NGOs is provided by Jens Hamprecht (ETH Zurich) and Daniel Corsten (London Business School) with their case "Purchasing Strategies and Sustainability: The Migros Palm Oil Case." The case describes the launch of a strategy in the field of corporate sustainability which actually went far beyond market demands. It also deals with the firm's capabilities to form and transform rules, norms, and standard models of customers as well as other actors in the market. The case is based on an issue that began to emerge in the Swiss media in 1999: the role of the palm oil industry in the destruction of the rainforest. Given this development in the public debate, the Swiss retailer Migros began to investigate purchasing sustainable palm oil for its products. To increase the legitimacy of Migros's efforts and to gain support by experts, Migros began to collaborate with WWF Switzerland. Jointly, the two parties developed their own standard on sustainable palm oil production. When Migros purchased the first palm oil supplies complying with this standard, the company added fuel to the public debate. It

communicated to the public that the palm oil industry was a problem and that Migros was not contributing to it. Once Migros had gained a reputational advantage for its project, it initiated talks on an industry standard for sustainable palm oil production. Today, this standard gains increasing acceptance in the global consumer goods industry.¹¹

The case has multifaceted aspects and learning opportunities. It explores the difficulties of judging scientific data in the management of corporate sustainability. It illustrates how opinion makers use numbers and statistics to let one and the same issue in the management of the natural environment appear as either dramatically important or irrelevant. And it identifies how a business can respond to the attempts of a competitor to transform institutions. It provides relevant information for students on an important issue and it highlights entrepreneurial strategies for creating institutional change, balancing trade-offs and the challenges of corporate–NGO partnerships.

Sustainability Strategies in the South

Three cases focus on sustainability strategies in the South. While Wolfgang Amann, Ulrich Steger, and Aileen Ionescu-Somers (IMD Lausanne) present “Hindustan Lever: Leaping a Millennium,” a classic base-of-the-pyramid case from a corporate perspective, the second case of John Buffington (UNC Kenan-Flagler) and Ted London (University of Michigan) takes a social entrepreneurship perspective. Finally, Kevin McKague and Oana Branzei (York University), with their case series on City Water Tanzania, highlight the failure of a World Bank Project in Dar es Salaam, Tanzania.

The Hindustan Lever case series centers on a new business model developed by Hindustan Lever (HLL)¹² in order to tap the business and sustainability potentials hidden in rural India and focuses on a win–win partnership with rural, female self-help groups (SHGs). HLL assists these SHGs to access micro-credit, which is usually restricted. Self-help groups buy HLL products and sell them in their villages in a decentralized way, thus creating various opportunities for rural communities: training and income opportunities for women that are otherwise hardly available as well as better living conditions, e.g. through the hygiene products on offer. Section A of the case describes the cornerstones and key decisions in the inception phase of the project. It details the value chain and expected deliverables for the stakeholder groups. Section A stops at the point in time when the entire system has been set up and launched and reveals no insights regarding the actual results. Section B illustrates that performance clearly lagged behind the expectations. Women dropped out of the scheme, sales decreased during the harvest season, and the system risked losing momentum. HLL needed to make a decision whether to patiently wait for the system to eventually take off, or to implement changes to the complex system of interdependent variables and players. Section B points out that innovation alone, as presented in Section A, does not in itself create a

11 See the dynamic development of the membership base of the Roundtable on Sustainable Palmoil (RSPO) at <http://www.rspo.org>.

12 Website: <http://www.hll.com>.

sustainable model. Learning, not reality avoidance, and a careful evolution of the system over time are key success factors. Section C presents the actual changes that were implemented, the quite impressive successes over time, and the vision forward. Within less than a decade, HLL envisages building up a pool of 100,000 self-employed women covering 500,000 villages, and reaching 500 million people. HLL would thus undoubtedly create opportunities for rural women to live in improved conditions, while changing their families' overall standard of living for the better.

The case is a vehicle for discussion and insight on how multinational corporations (MNCs) can radically change their perception of the poor rural sector as a potential customer base and their role in developing economies in general. Instead of seeing themselves as serving only the richer sectors of society with sufficient purchasing power, leaving the poor to governments and NGOs, MNCs can also play a role within this sector. Through innovative thinking and creation of partnerships, new dynamics can be established to boost wealth in these communities, breaking the traditional moulds and boosting growth and development. While many cases have been written outlining great ideas for marketing (with strong local characteristics) and sustainability, this case series moves beyond the presentation of a real-life innovation with only potential and unmeasured enormous effects. The case series emphasizes a key aspect hitherto neglected: the crucial role of learning and adaptation over time in order to make the model last and evolve. It is also very useful as a means for students to better understand India. Along with China, India is currently frequently to be found at the top of managers', educators' and academics' radar screens. This case series sensitizes them in respect to local characteristics and crucial factors for success in this future market. However, one controversial question remains: to what extent is HLL's initiative truly sustainable?

John Buffington and Ted London choose a very different perspective. Their case study, "Building a Sustainable Venture from the Ground Up: TMI's Earth Brick Machine," discusses a number of unique and complex challenges that will be facing the business and non-profit leaders of tomorrow, particularly with regards to the increasing overlap between the business and non-profit sectors. Specific challenges addressed involve operating and marketing in remote areas with scarce resources, venture formation, managing from a distant location, and technology transfer and piracy.

In 2002, The Mountain Institute (TMI),¹³ a non-profit organization, received a patent for a machine that makes environmentally friendly bricks from dirt, allowing for low-cost construction of housing and other structures. TMI saw this technology not only as an environmental win but also as a tool for economic development in the developing countries where it operated, making the machine a true vehicle for sustainable development. Two years before receiving the patent, the organization began initial pilot-testing in Tibet, a market as rugged as its terrain.

This effort resulted in the construction of a number of small cottages and a medical clinic. Encouraged by this initial success, in mid-2002 TMI was poised to launch the technology on a wider scale. To do so, however, the organization saw the need for a deeper understanding of the new "business" challenges it faced. In fact, based on the assumed value proposition of the machine, an idea had been gaining momentum

13 See <http://www.mountain.org>.

within TMI that would take it into new territory: the launch of an independent for-profit venture.

Finally, the City Water Tanzania case series, provided by Kevin McKague (York University) and Oana Branzei (Ivey School of Business), explores the development of a public–private partnership in Tanzania. The first part of the case examines how the Tanzanian government intends to address a pressing deterioration in the infrastructure and services of Dar es Salaam’s Water and Sewerage Authority (DAWASA). The decision process unfolds in the spring of 2002, on the heels of the Cochabamba uprising and increasing dispute over the involvement of the World Bank and the International Finance Corporation (IFC) in other water development projects in Ghana, Mauritania and South Africa. At that time, the World Bank was already sponsoring similar projects in Angola, Benin, Guinea-Bissau, Niger, Rwanda, São Tomé and Senegal, despite some vocal local opposition. Section A’s decision point concerns: (a) the privatization of the utility in line with the ongoing economic reforms; (b) the choice between partnering with an international operator (as required by the World Bank) and local models (government-led or entrepreneurial ventures); and (c) the implications of these choices for Dar es Salaam’s residents, donors, investors, and politicians. Section B describes the Tanzanian government’s privatization of DAWASA. It details the terms of the lease contract with an international operator, City Water, discussing the alternatives that were considered and discarded, the bidding process, and the roles and motivations of the parties. The key questions revolve around: (a) the adequacy of the decision; (b) the responsibility for the next steps; and (c) milestones and metrics to gauge the success of the privatization. Section C provides a dual role-play, casting students in the position of Edward Lowassa, Tanzania’s Minister of Water, and Cliff Stone, a former director of sales for Africa for Biwater and now part of City Water’s management. The two role-plays ask each party to review the progress by May 1st, 2005. Each party reviews their accomplishments and shortcomings, two years after the signing of the lease in February 2003. Section C triggers a negotiation between representatives of the two sides (Lowassa and Stone) and an analysis of their competing expectations and only partial fulfillment of their assumed roles. Section D summarizes the decision of the negotiation: the break-up of City Water Tanzania, and its aftermath, including litigation and forgone opportunities to meet the needs of the local residents. The case series addresses the critical issue of water in a developing country with its economic, social, and environmental implications. It can be used for a critical discussion of privatization and foreign aid (World Bank and IFC).

Responsible Business Models and Stakeholder Tension

The case “Body Shop: Social Responsibility or Sustained Greenwashing,” written by Rajiv Fernando and Debapratim Purkayastha (ICFAI Hyderabad, India), deals with a contemporary strategy pattern: the acquisition of small, innovative but strong brands by multinational companies.¹⁴ It is also about the issue of sustainability rhetoric and

14 E.g. the acquisitions of Odwalla by the Coca-Cola Company or Ben & Jerry’s by Unilever.

greenwashing. In March 2006, The Body Shop International Plc (Body Shop), a retailer of natural-based and ethically sourced beauty products and a long-time darling of sustainable business proponents, announced that it had agreed to an acquisition by the beauty care giant L'Oréal in a cash deal worth £652 million (US\$1.14 billion). The announcement brought in its wake a spate of criticism against Body Shop and its founder, Dame Anita Roddick. The company was strongly associated with Roddick's social activism. Since its inception, it had endorsed and championed various social issues such as opposition to animal testing, developing community trade, building self-esteem, campaigning for human rights, and protection of the planet. Through these initiatives, the company had cultivated a loyal base of customers who shared these values.

L'Oréal, on the other hand, had been severely criticized by activists for allegedly testing its cosmetics on animals and selling its products by making women feel insecure. Moreover, Nestlé owned a 26% stake in L'Oréal and Nestlé was one of the most boycotted companies in the world for its alleged unethical business practices and aggressive promotion of baby milk in developing countries.

Some of Body Shop's critics and customers said that they felt betrayed by the deal as Roddick had previously been vocal in her criticism of companies such as L'Oréal. Some groups called for a boycott of Body Shop's products. However, Body Shop and Roddick defended the deal by saying that the acquisition by L'Oréal would not compromise its ethics; the merger would, in fact, give Body Shop a chance to spread its values to L'Oréal. L'Oréal also announced that Body Shop's values would not be compromised and that it would continue to operate as an independent unit.

This case discusses the reactions of consumers, activists, and CSR experts to the acquisition of Body Shop by L'Oréal. The acquisition throws up some questions such as: Is Body Shop guilty of greenwashing? Does it have the influence to extend its values to L'Oréal? The case also looks into the issue of whether L'Oréal was trying to improve its own image and to buy CSR through this deal.

This case provides a rare opportunity to discuss in the classroom the complexity of hypocrisy in the light of a presumably authentic wish to contribute to the integration of sustainability into business thinking globally. It provides a great opportunity to have a structured intellectual and nuanced debate about Body Shop's ethical challenges—a case and a challenge that often evokes emotional either-you-are-for-or-you-are-against arguments that hinder critical reflection and stop the debate. It is a well-structured case with excellent details about the progress of the company, which serves to provide sufficient insights to avoid a simple pro or anti argumentation.

The case series “Mobility Car Sharing: From Ecopreneurial Start-up to Commercial Venture,” contributed by Kai Hockerts (CBS Copenhagen), describes the development of a social entrepreneurial venture from its cooperative self-help roots in 1987 until 2002. This case aims to help students explore the different challenges the car-sharing entrepreneurs faced while turning their organization from a self-help start-up into a viable commercial venture. Consisting of five separate parts, the case series highlights different managerial issues in each. Although the first four follow a chronological order, teachers may focus only on selected parts. The case can be used in different settings—electives on environmental management, strategy, or social entrepreneurship—but it also has interesting links on aspects of free-riding, collective action, and entrepreneurship. The case can be used to highlight the difficulties environmental niche players face when moving into the mass market. The last section of the case is also very

helpful in illustrating the measurement of environmental impacts. The case introduces critical concepts such as the rebound effect and sufficiency. It is superbly written and has an interesting story on voluntarism versus professionalism. It also portrays in a very good way how business success can contradict with the original principles of an activity.

Wind power has become a major industry but the social acceptance of wind turbines is becoming a major obstacle for its development.¹⁵ Local protests against wind power have added fuel to the debate about the so-called NIMBY (not in my back yard) effect. Robert Letovsky's case "Catamount Energy and the Glebe Mountain Windfarm: Clean Energy vs NIMBY" illustrates this development. It focuses on the environmental and economic consequences of a proposed wind farm in the state of Vermont in the northeastern United States. The project, once fully operational, would supply only a relatively small percentage of the state's overall electricity needs. However, it represents to some an important opportunity in light of concerns regarding global climate change and the emissions associated with fossil fuels. For others, however, the proposed project along the top of Glebe Mountain represents a brutal violation of Vermont's scenic beauty, a threat to the state's crucial tourist industry, and a threat to hikers' and hunters' access to the outdoors. The case gives an overview of the worldwide wind-generated electricity (WGE) industry, reviewing the pros and cons of WGE and focusing on how the industry has evolved in certain countries and US states. The case then reviews the tourist industry in the state of Vermont, and describes both the proposed Glebe Mountain project and the firm proposing the project, Catamount Energy Corporation (CEC). It ends with a description of the consultative process that CEC initiated as it sought regulatory approval of the project and how opposition to the Glebe Mountain project began to mobilize.

Ideally, this case should be assigned after students have had a chance to discuss global energy trends and climate change. The case allows students to explore the ongoing debate over WGE, and the issue of NIMBY, which has impacted several proposed wind farm projects, as well as major projects for other energy sources. Alternatively, the case would work well in a strategic management/business policy course, as it deals with the issue of stakeholder management. Finally, the case could be used in an advanced marketing management/public relations course, as it allows students to evaluate one firm's attempt to build public support for a controversial project.

The case outlines the various groups that have aligned themselves—both for and against—the proposed Glebe Mountain project. These groups include a group of local residents determined to block the project (the Glebe Mountain Group); another group of local environmentalists equally committed to the project (Fairwinds Vermont); the firm promoting the project (Catamount Energy Corporation); local and state governments and regulatory authorities; and media observers from across the state. Other stakeholders who have expressed an interest or who may be affected by the Glebe Mountain project include electricity ratepayers in the state, taxpayers at both the state and local levels, and outdoorsmen's groups. Students can be asked to come up with measures that address each of the stakeholder groups, using an established framework for classifying responses to stakeholder demands.

15 For a comprehensive discussion of the social acceptance of renewable energy innovation, especially wind power, please refer to Wüstenhagen 2007.