Sustainability Management
K4100 Section 001, Fall 2015

Time: Mondays 6:10-8:00 PM
136 Thompson Hall, Teacher’s College (525 W 120th St.)

Professor Steven Cohen
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Course Objectives:

Sustainability management matters because we only have one planet, and we must learn how to manage our organizations in a way that ensures that our planet is maintained. The course is designed to introduce you to the field of sustainability management. This is not an academic course that reviews the literature of the field and discusses how scholars think about the management of organizations that are environmentally sound. It is a practical, professional course organized around the core concepts of management and the core concepts of sustainability.

Each week we will read one or two cases in management and/or sustainability, and some background material designed to help you answer the questions posed at the end of each case exercise. The cases always pose practical issues for decision makers to address—but issues that are best addressed with a firm grounding in the literature of management and sustainability.

The literature and case material we will study this semester are based on lessons learned in government, non-profits and the private sector. However, most of my own work focuses on government and non-profits so this course will emphasize management in public and nonprofit organizations and the role of public policy in sustainability.

In the class you will sign up for one team that will present a briefing in video format on an assigned position for a particular case for which another team will present an opposing view. You will also write four two-page memos according to a specified format. The syllabus includes a schedule for each assignment. There is also a take home final exam.
Schedule

Week 1 (September 16): Introduction to Management, Public Management, and Sustainability Management. **NOTE THE FIRST CLASS SESSION WILL BE HELD ON WEDNESDAY, SEPTEMBER 16TH FROM 8-10pm IN THE KRAFT CENTER, RENNERT HALL (606 West 115th STREET)**

Week 2 (September 21): Internal Organizational Management: People, Work, Money and Information

Week 3 (September 28): External Organizational Management: Strategy and Communications

Week 4 (October 5): The Role of Government in Promoting Sustainability

Week 5 (October 12): Sustainable Manufacturing and Service Businesses

Week 6 (October 19): The Centrality of Energy

Week 7 (October 26): Sustainable Water

*NO CLASS ON MONDAY, NOVEMBER 2*

Week 8 (November 9): Sustainable Food Supply

Week 9 (November 16): Sustainable Cities

Week 10 (November 23): Sustainability Metrics

Week 11 (November 30): Management Innovation and Quality Management

Week 12 (December 7): Outsourcing and Network Management

Week 13 (December 14): A Sustainable Planet and Conclusions

Required Readings

2. Steven Cohen, *Sustainability Management*
3. Steven Cohen, William Eimicke, Alison Miller, *Sustainability Policy: Hastening the Transition to a Cleaner Economy*
12. Case Studies; available in the following locations:

CourseWorks

- “The Problem of Tom”
- “Using Environmental Clean-Up Funds to Replace the Tappan Zee Bridge”
- “Nuclear Power and the Japanese Earthquake of 2011”
- “Understanding Solar Power Adoption in the United States”
• “Mexico City: Opportunities and Challenges for Sustainable Management of Urban Water Resources”
• “Sustainability Planning in NYC”
• “Bike Lanes in New York City”
• “Public Private Partnerships for Green Space in NYC”

Harvard Business School
Purchased Online in our Coursepack at https://cb.hbsp.harvard.edu/cbmp/access/38307345
• “FIJI Water: Carbon Negative?”: Product #: 611049
• “Ford Motor Company: New Shades of Green Through Soy Foam”: Product #: W13467
• “Sustainable Tea at Unilever”: Product #:712438
• “Sobey’s Inc.: A Strategic Approach to Sustainable Seafood Supply”: Product #: W13623
• “Natura Cosmeticos, S.A.”: Product #: 412052
• “Sullivan Container”: Product #: BAB145

Method of Evaluation

1. Individual Case memos – 60%
2. Final exam – 20%
3. Group Case presentation & memo – 10%
4. Class participation (in class and online discussion board) – 10%

Grading Policy

ALL ASSIGNMENTS MUST BE HANDED IN ON TIME. ANY LATE SUBMISSIONS RECEIVE AN AUTOMATIC REDUCTION OF ONE-HALF LETTER GRADE. IF AN ASSIGNMENT IS AN HOUR LATE OR A MONTH LATE, THE PENALTY IS THE SAME.

Cases will be due by 6:10PM uploaded to the Assignments section on Courseworks.

Group Roles

1. Group Manager
   • Develops and submits work plan detailing group responsibilities, outputs and schedules (due 2 weeks prior to presentation – with the exception of Group Cases 1 and 2)
   • Coordinates the group’s work
2. Video Presentation Team (3 or 4 members)
   • Develops presentation materials
   • Presents a 2.5 - 3 minute briefing via Adobe Connect with PowerPoint presentation (1 member)
   • Emails briefing video (URL) to Hayley by midnight Wednesday the week prior to class
     o Group 1 will have until Saturday at midnight to email the video
3. Written Report Team (3 or 4 members)
   • Outlines, researches and writes required memo
   • Each group will take a position for or against the question of the case.
Group Process

1. Groups will be assigned based on enrollment in advance of the first class session. Students that add the course late will be added to an existing group.
2. Identify group roles at first meeting.
3. Present written and oral reports.
4. All class members (other than members of the week’s group case) will post in the Discussion board on Courseworks stating which group option you would choose for the case, and why, by Monday at 9:00am. The Title of the Thread Post should state either “Group A” or “Group B.”
5. In class, both groups will sit in the front row; Group A on the right, Group B on the left.

Week 1: September 16, 2015: What is Sustainability Management? What is Management? What is Public Management?

Reading Assignment:
- The Effective Public Manager: Chapters 1 and 2
- Sustainability Management: Preface and Chapter 1

Week 2: September 21, 2015: Internal Organizational Management: People, Work, Money and Information

Reading Assignment:
- The Effective Public Manager: Chapters 3, 4, 5 and 8.

Video Assignment (provides additional context to week’s case):
- Tappan Zee Bridge Discussion – Fios1 Local News (watch only first 4:30 minutes) Tappan Zee Bridge Discussion - Local News

Participation:
- By 9am on Monday, all students not in this week’s Group Case should post to the Discussion Board on Courseworks stating whether they would choose the option presented by Group A or Group B with a brief comment explaining why.

Group Case #1: “The Problem of Tom” (Available on Courseworks)

This case details the management issues posed by Tom McKenna— a staff person with great technical skills whose personality problems impair his performance in the organization. This case could happen in any organization and it creates the classic problem—what to do with the staff person with excellent technical skills but poor social and/or political skills.

In this case you are Ginny Oliver, a Branch Chief in Navy’s Office of Electronic Communication. Your boss, Gill Garber, has asked you to brief him on the following issues:
1. **Groups A and B**: What are Tom McKenna’s strengths and weaknesses as an employee?
2. **Groups A and B**: Could the problems he created have been avoided? If so, how?
3. **Group A**: Argue that Tom’s performance can be improved going forward, and offer suggestions for how management can facilitate those improvements.
   **Group B**: Argue that Tom’s performance cannot be improved going forward, and suggest an appropriate course of action.

**Individual Case #1: “Using Environmental Clean-Up Funds to Replace the Tappan Zee Bridge”** (Available on Courseworks)

You are a consultant hired by the New York State Thruway Authority to analyze funding options for the New NY Bridge. Part of your assessment will consider the actions by the Public Authorities Board and the EPA regarding the Clean Water State Revolving Fund loan controversy. Consider the following questions in your assessment.

1. Should the Public Authorities Board have approved this loan? Discuss the environmental, financial, and political reasons why or why not.
2. What are the implications of the EPA’s decision to reject most of the loan?
3. What action can the Thruway Authority take to appease criticism of a lack of complete financial plan? Outline concrete next steps in the Authority’s funding plan.

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**Week 3: September 28, 2015: External Organizational Management: Strategy and Communications**

Reading Assignment:
- The Effective Public Manager: Chapters 10 and 11

Participation:
- By 9am, all students not in the Group Case should post to the Discussion Board.

**Group Case #2: “Colombia’s Bus Rapid Transit (BRT) Development and Expansion”** (Available on Courseworks)

Many major cities in Colombia struggle with managing transportation issues arising from growing populations and vehicle use and the development of sustainable public transportation alternatives. Rapidly developing metropolises suffer from highly congested roadways, extreme air pollution, and high rates of road related accidents. In Colombia, these issues stem partly from the over-saturation of independent bus operators, underinvestment in infrastructure and inefficient operations. In 2002, Colombia championed the National Urban Transport Program (NUTP) that revolutionized the public transport system; implementing Strategic Public Transportation Systems (SPTS) and expanding Bus Rapid Transit (BRT) systems in major cities. In the process, Colombia had to overcome a variety of significant barriers. The first BRT system, TransMilenio, was built in Bogotá. It was so successful that it became a model for the rest of the country. TransMilenio helped galvanize support for the national plan to expand BRT systems to 8 other cities in Colombia.
The National Urban Transport Program (NUTP) is considering expanding the BRT system to 5 other cities in Colombia, but smaller in size than where they previously operated (populations less than 600,000). The Transportation Commissioner has asked you, the Deputy Commissioner for Capital Projects, to develop a strategy to build support for this system in those other cities.

1. Groups A and B: What are some of the challenges that NUTP might face in these cities? How are these challenges different from those that were present when NUTP first started?

2. **Group A:** Argue for a strategy that focuses on developing support from major stakeholders, and briefly outline the major components of that strategy.
   **Group B:** Argue for a strategy that focuses on developing support from the public and local community, and briefly outline the major components of that strategy.

3. **Groups A and B:** What are the political and managerial advantages/disadvantages of your strategy?

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**Week 4: October 5, 2015: The Role of Government in Promoting Sustainability**

**Reading Assignment:**
- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapter 2, 3

**Participation:**
- By 9am, all students not in the Group Case should post to the Discussion Board.

**Group Case #3: New York State Systems Benefit Charge** *(Available on Courseworks)*

You work for the Public Service Commission, the group charged with approving the state’s Clean Energy Fund proposal that was submitted last year. Your team is tasked with reviewing the proposal, the public comments, and analyzing the requests put forth in the plan. The following questions need to be considered in your review:

1. **Groups A and B:** What is the role of the government in sustainability? What tools can government employ to support renewable energy and other environmental initiatives?

2. **Groups A and B:** What are the benefits of an energy fund plan that is more market-driven than the more conventional public benefit fund? What are some challenges that may arise?

3. **Group A and B:** Provide some recommendations for metrics that NYSERDA should consider as it develops an investment plan.

4. **Group A:** Argue that the Commission should not approve the plan; take the position that the State should keep the existing structure of the PBF that has proven effective.
   **Group B:** Argue that the Commission should approve the plan; take the position that the new plan provides the state more flexibility to meet its energy targets.
**Week 5: October 12, 2015: Sustainable Manufacturing and Service Businesses**

**Reading Assignment:**
- Sustainability Management: Chapter 2

**Video Assignment (provides additional context to week’s case):**
- Green Life, Ford Motor Company: [Green Life, Ford Motor Company](#)

**Participation:**
- By 9am, all students not in the Group Case should post to the Discussion Board.

**Individual Case #2: “FIJI Water: Carbon Negative?”** (Purchase via Harvard Business School)

Seeking to go beyond global best practices in reducing environmental impacts, FIJI Water, a premium artesian bottled water company in the United States, launched a Carbon Negative campaign that would offset more greenhouse gas emissions than were released by the company’s operations and products. The case examines the controversies surrounding this program as well as the program's impacts on the environment and FIJI Water’s brand image. The company also had to decide how to best manage its relationship with the Fijian government, which recently dramatically increased imposed export taxes, which could limit FIJI Water’s access to water, its primary raw material.

You are a leader of a team of sustainability consultants that have been commissioned by FIJI Water to analyze their Carbon Negative campaign and develop a plan for them to move forward. Analyze the risks for continuing the campaign as well as those associated with the export tax and develop a recommendation to present to the company’s senior leadership.

1. What is the Carbon Negative campaign?
2. Is FIJI Water’s carbon accounting plan misleading to customers?
3. What new strategies can FIJI Water employ considering the lawsuit and all of the negative press coverage it has received?
4. How can FIJI Water negotiate and partner with the government of Fiji on sustainably managing the water resource and improving community relations?

**Group Case #4: “Ford Motor Company: New Shades of Green through Soy Foam”**
(Purchase via Harvard Business School)

Ford Motor Co. developed and commercialized a green technology that replaces a traditional and scarce resource with an abundant bio-material. The use of this technology was successful, and, within the company, the idea of expanding the use of bio-material gained considerable momentum, but implementation and customer acceptance proved to be a challenge. Two members from the company’s research and engineering division are tasked to work together to overcome these obstacles and move the company toward a vision of sustainability that involves more than just fuel economy and cost reduction.
You are the Director of Sustainable Initiatives at Ford Motor Co. and you have been asked to develop a strategy to build on the use of bio-based materials and the success of the soy foam technology. You have been asked to analyze why the soy foam innovation succeeded and develop ideas to continue this sustainability push at Ford. You should answer the question: ‘what’s next’? And outline a plan to achieve it.

1. **Groups A and B:** How did Ford successfully manage the change process required in the implementation of its sustainable initiatives (using soy foam as an example)?

2. **Group A:** Describe a plan where Ford focuses on setting an index price for soy as a way to lead to higher margins and provide evidence for sustainability. Argue that this is the best strategy moving forward.
   **Group B:** Describe a plan where Ford focuses on garnering customer approval and stakeholder legitimacy as a way to push sustainability forward. Argue that this is the best strategy moving forward.

3. **Groups A and B:** What are the advantages and disadvantages of your plan? How can your plan lead to making sustainability a viable component of the company’s long-term business plan?

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**Week 6: October 19, 2015: The Centrality of Energy**

Reading Assignment:
- Sustainability Management: Chapter 3

Participation:
- By 9am, all students not in the Group Case should post to the Discussion Board.

**Group Case Study #5: “Nuclear Power and the Japanese Earthquake of 2011”**
(Available on CourseWorks)

This case study discusses the factors that led to the Fukushima Daiichi nuclear disaster in 2011, when a series of equipment failures and nuclear meltdowns released radioactive chemicals from the power plant, resulting in a level-7 nuclear crisis. The case study chronicles the chronology of the accident and the history of the plant; and it examines Japan’s historical dependence on nuclear power, Japanese nuclear power regulation, and the politics of nuclear power in Japan.

You are the Japanese Minister of Energy, and the Japanese Prime Minister has asked you to form a team to come up with a ten-year energy plan for Japan. He is particularly concerned about the use of nuclear power – on the one hand, the country is heavily dependent on nuclear energy sources, but on the other hand, he does not want to see a second nuclear catastrophe.

1. **Group A:** Present the case for maintaining nuclear power as a primary source of energy in Japan’s energy plan over the next ten years.
   **Group B:** Present the case against reliance on nuclear power plants in Japan’s energy plan over the next ten years.
2. **Group A and B:** How will your position and argument effect greenhouse gas emissions, and how might your plan affect the global energy market?

3. **Group A:** How would you address the criticism that there is too much overlap and connection between political parties, regulators and utility and nuclear companies?  
   **Group B:** Outline your timeline for phasing out the existing nuclear power plants in the country. How will you ensure that energy demand is met and how would new non-nuclear projects be funded?

**Group Case #6: “Understanding Solar Power Adoption in the United States” (Available on CourseWorks)**

Your consulting firm has been hired by the U.S. Department of Energy to work on developing a set of recommendations for strengthening the nation’s federal energy policy. The federal government recognizes that making solar energy cost-competitive is an important part of the national energy policy, but it does not yet know how to get there. In moving from an ‘all of the above’ policy to a real strategy focused on embracing renewables, the Department has been asked to evaluate how federal policy and state policy can complement and strengthen each other. Your firm’s solar policy team has looked to states such as New York and Colorado that have a successful track record with solar energy, in order to generate ideas and a comprehensive set of options to present to federal decision-makers.

1. **Groups A and B:** Discuss the technical and regulatory challenges of solar energy development in the United States. What has the U.S. already done to encourage solar energy use?
2. **Group A:** Make the case that the U.S. should focus on adoption/regulatory challenges and develop federal policies for encouraging renewables use including net metering and community solar policies.  
   **Group B:** Make the case that the U.S. should focus on grid parity/technical challenges and focus on incentives to encourage renewable energy research, development, and manufacturing.
3. **Group A and B:** What are the limitations of the federal government when it comes to energy policy? Discuss how your strategy might address these limitations.

**Week 7: October 26, 2015: Sustainable Water**

Reading Assignment:
- Sustainability Management: Chapter 4  

Participation:
- By 9am, all students not in the Group Case should post to the Discussion Board.
Group Case #7: “Mexico City: Opportunities and Challenges for Sustainable Management of Urban Water Resources” (Available on CourseWorks)

This case study investigates Mexico City’s water supply from "source" to "sink," and explores some local and regional water management issues. However, as the case will make clear, the separation of source and sink is somewhat artificial. Water resources are both a source and sink, as it is not possible to divide this vital common pool resource. For this reason, the case also investigates examples of social conflicts arising from increasing water scarcity. The tension of this relationship is illustrative of a key issue in common pool resource management - the challenge of mediating between multiple and often competing interests. Finally, this study explores some possibilities and initiatives for more sustainable management of water resources.

You are the Deputy Mayor of Mexico City and you have formed a workgroup to draft a proposal to the Mayor recommending a comprehensive water management strategy to meet the City's sustainable water goals set forth in the National Development Plan. Operating within a River Basin Council, the Mayor needs to craft policies that meet the needs of the municipality as well as the region surrounding Mexico City. The Mayor has asked you to address the following:

1. **Group A:** Make a case for decentralization of Mexico City’s distribution and treatment facilities. Discuss tradeoffs involved with your proposed strategy.
   **Group B:** Make a case against decentralization of Mexico City’s distribution and treatment facilities. Discuss the tradeoffs involved with your proposed strategy.
2. **Groups A and B:** What are the political and financial implications of your strategy?
3. **Group A and B:** Who are the key stakeholders involved, and how will you garner their support of your plan?

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**Week 8: November 9, 2015: Sustainable Food Supply**

Reading Assignment:
- Sustainability Management: Chapter 5

Video Assignment:
- Drs. Pedro Sanchez & Cheryl Palm – Agriculture & Food Security Center: SoilDoc Demonstration
- Africa Soil Information Service: Vital Soil

Participation:
- By 9am, all students not in the Group Case should post to the Discussion Board.
**Individual Case #3: “Sustainable Tea at Unilever”** (Purchase via Harvard Business School)

Lipton tea represented the integral piece of Unilever’s “Sustainable Living Plan” unveiled in 2010, which encompassed wide goals for health and wellbeing of their consumers, for reducing environmental impact and to source 100% of agricultural raw materials sustainably by 2020. This would involve a massive overhaul of Unilever’s supply chain for commodity sourcing. For Lipton Tea, this included all tea bags from Rainforest Alliance certified farms in 5 years. Unilever faced two significant challenges: ensuring all of their external agricultural sources were certified, and gaining market advantage for sustainable tea in regions where the sustainability message was less resonant. Unilever CEO Paul Polman believed that such ambitious goals could drive savings, innovation, and differentiation in its products in addition to propelling the company into a future market driven by higher sustainability standards.

Michael Leijnse, global brand director for Lipton Tea had decided to hire your consulting firm to analyze the “Sustainable Living Plan” in order to inform his upcoming presentation at the Unilever annual conference. It has been five years since the launch of Unilever’s “Sustainable Living Plan,” and Leijnse will be meeting with senior executives in order to update them on its progress. You are responsible for preparing responses to some of the questions these senior executives are likely to pose. You can assume they will want to assess the progress of Lipton Tea and how it meshes with the company’s broader objectives. In particular, Leijnse has asked you to address the following issues related to Lipton’s involvement in sustainability:

1. What were the drivers of the “Sustainable Living Plan?” What are the main benefits?
2. Present a strategy that would enable Lipton Tea to reach 100% sustainable sourcing in India. Include a discussion of challenges the company would face, such as marketing challenges, and offer some suggestions for overcoming those challenges.
3. What are the major lessons learned from Lipton that could be applied to other sustainability initiatives at Unilever?

**Group Case #8: Sobey’s Inc.: A Strategic Approach to Sustainable Seafood Supply** (Purchase via Harvard Business School)

By 2013, Sobey’s Inc., one of Canada’s largest food retailers, had initiated a number of programs in order to reduce its environmental footprint and to try to meet the public’s expectations that business would address such sustainability issues as waste management, genetically modified products and food safety. At the top of Sobey’s agenda was to develop a sustainable seafood strategy. While data collection, metric selection, employee incentives and customer education were important parts of this emerging strategy, a key decision which products should we sell or not sell. Some major competitors had announced that they would sell only "certified sustainable" seafood, an approach strongly advocated by well-known environmental organizations. Sobey’s, on the other hand, decided that to abandon uncertified seafood would not only hamper its bottom line but also would eliminate its ability to push the very fisheries that needed more guidance towards better practices. Yet, to continue to sell "red zone" seafood was controversial potentially jeopardizing Sobey’s standing as a leader in sustainable practices - an outcome with significant negative consequences. In this context, the vice-president of sustainability had to implement a sustainable seafood strategy by year’s end.
The vice-president of sustainability at Sobey’s has asked you to prepare a memo to guide his upcoming presentation with the company’s chairman and other members of the executive team. You are responsible for preparing responses to some of their likely questions. You need to convince them that the seafood strategy aligns with the company’s broader objectives. In particular, the vice-president has asked you to address the following issues:

1. **Groups A and B:** Describe Sobey’s strategy in sustainable seafood. Provide a reasoned argument that this initiative is not simply green-washing and PR.

2. **Group A:** Argue that Sobey’s sustainable seafood strategy should remain unchanged, and that it should continue working with ‘red zone’ seafood.
   
   **Group B:** Argue that Sobey’s should change its practices and only source ‘certified’ sustainable seafood.

3. **Groups A and B:** How does your strategy affect the firm’s overall competitiveness?

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**Week 9: November 16, 2015: Sustainable Cities**

Reading Assignment:
- Sustainability Management: Chapter 6
- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapter 5

Video Assignment:
- TED Talk: Amanda Burden - [How public spaces make cities work](https://www.ted.com/talks/amanda_burden_how_public_spaces_make_cities_work)

Participation:
- By 9am, all students not in the Group Case should post to the Discussion Board.

**Group Case #9: “Sustainability Planning in NYC” (Available on Courseworks)**

Mayor Bloomberg launched “PlaNYC 2030: A Greener, Greater New York” in 2007 and formed the Office of Long-Term Planning and Sustainability to implement the plan’s 100+ initiatives across the categories of Energy, Transportation, Water, Solid Waste, Green Buildings, and Climate Change, among others. Working with over 25 city agencies to implement, the plan is based on the idea that environment and economic development are linked, and sustainability must be embedded in a city for it to flourish long-term and attract and retain business and residents. Bloomberg’s successor, Mayor de Blasio, has rebranded and revamped PlaNYC to “One New York: The Plan for a Strong and Just City,” with a new focus on equity and reducing poverty.

You are part of a team working for Antony Shorris, first Deputy Mayor under Mayor de Blasio, and you have been tasked with analyzing the initial reaction to OneNYC and making a recommendation about next steps. The First Deputy Mayor wants to know how to meld issues of sustainability with those of inequality – something that hasn’t been done in other cities. Deputy Mayor Shorris Mayor has asked you to focus on the following questions:

1. **Groups A and B:** Discuss the pros and cons of combining sustainability efforts with other policy efforts, such as inequality, education and poverty.
2. **Group A**: Argue that the administration should still align its sustainability plan with PlaNYC, and offer recommendations on next steps.

   **Group B**: Argue that the administration should distance itself completely from PlaNYC, and provide some strategies on how it can do this while still implementing an effective program.

3. **Groups A and B**: What are the criticisms to the OneNYC plan thus far, and how can the administration address these issues?

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**Week 10: November 23, 2015: Sustainability Metrics**

Reading Assignment:
- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapter 6
- Schwarz, J., B. Beloff and E. Beaver. (2002). “Use sustainability metrics to guide decision-making.” *Chemical Engineering Progress*. (Courseworks)

Participation:
- By 9am, all students not in the Group Case should post to the Discussion Board.

**Group Case #10: “Natura Cosméticos, S.A.”” (Purchase via Harvard Business School)**

A cosmetics company with a strong brand, robust growth in international and domestic markets, and premium price and margins, Natura was consistently rated as one of the preferred places to work in Brazil. Its focus on social and environmental responsibility was a source of innovation; strong employee motivation contributed to the company’s superior productivity and market share gain in Brazil’s cosmetics, fragrances, and toiletries (CF&T) industry. By 2009, Natura’s direct sales business model generated income for over 1 million people in Brazil and Latin America. Natura was the first organization in Brazil to produce an integrated report. Senior leadership was convinced that Natura’s success over the years had been aided by its corporate responsibility and strategy to continuously seek improvements in both financial and nonfinancial (environmental, social, and governance) performance.

You are part of a team reporting to Rodolfo Guttilla, Director of Corporate Affairs for Natura, and he’s asked you to prepare for his meeting with key stakeholders to discuss the future of integrated reporting at Natura. You have been asked to consider the future of integrated reporting for Natura. Please address the following issues:

1. **Groups A and B**: What are the factors that contributed to Natura’s success in its early years of integrated reporting?

2. **Group A**: Discuss a strategy where Natura increases stakeholder participation in the reporting process.

   **Group B**: Discuss a strategy where Natura focuses on web-based technologies to promote the organization’s integrated reporting objectives.

3. **Groups A and B**: How can Natura use integrated reporting to show the connection between financial and nonfinancial performance?
Week 11: November 30, 2015: Management Innovation and Quality Management

Reading Assignment:
- The Effective Public Manager: Chapter 6

Video Assignment (provides additional context to week’s case):
- Complete Streets: It's About More Than Bike Lanes: Complete Streets

Participation:
- By 9am, all students not in the Group Case should post to the Discussion Board.

Individual Case #4: “Sullivan Container” (Purchase via Harvard Business School)

Sullivan Container operates both new industrial steel barrel production and the reconditioning of industrial steel drums and plastic containers in several locations in the United States. The firm operates in an industry with a checkered past, characterized by periods of price fixing and environmental problems. A new management team acquired the firm in 2007 and began revamping manufacturing practices and focusing on environmentally sustainable practices. Faced with the severe economic crisis of 2009, the firm continued to pursue sustainable practices, but now faces growing investment costs for sustainable practices.

General Manager Paul Johnson has hired you as a team of consultants to analyze Sullivan Container’s business model in terms of sustainability practices, value creation, and customers Willingness to Pay. It is your task to present to Sullivan Container’s senior management team a strategy that will increase the company’s sustainability while driving its competitiveness in the industry.

1. Given the industry history, how will building sustainable practices into Sullivan’s business model influence a customer's willingness to pay?
2. Propose a plan for how Sullivan could increase its competitiveness. Be sure to include a discussion of a marketing plan, as well as the exploration of new sustainable practices.
3. What are the costs and benefits to your proposal?

Group Case #11: “Bike Lanes in New York City” (Available on CourseWorks)

Under New York City’s Bike Master Plan, the city plans to add 1,800 miles of new bike paths and lanes to its infrastructure by 2030. This effort seeks to achieve multiple goals including reducing greenhouse gas emissions by encouraging alternate forms of transportation, fighting the obesity epidemic while also making it safer for the existing cycling community. Mayor Bloomberg’s efforts in terms of promoting bicycle ridership in the city have incorporated innovative strategies including the Citi Bike bike-share system, an extensive public outreach campaign, and the Ninth Avenue Bicycle Path, which was the first urban on-street parking-and signal-protected bicycle facility in the U.S. As a result, New York City boasts the largest number of bike commuters as well as the largest supply of bike lanes and paths in the country. On the other hand, the city lags behind many other U.S. cities with the lowest proportion of bike share commuters, the highest cyclist fatality and injury rate and the lowest rate women, children
and senior cyclers. In the summer of 2014 the city decided to work with a new private partner in an effort to expand the program http://www.huffingtonpost.com/steven-cohen/nycs-bike-sharing-the-de_b_5626518.html.

Mayor de Blasio has decided to hold an open forum to discuss the Bike Master Plan’s progress to-date and a plan to move forward with the remainder of its goals. Your team has been asked to make a brief presentation at the beginning of the forum to set the stage for discussion.

1. **Groups A and B:** Briefly discuss the pros and cons of the bike share program the city introduced. How can it be improved?

2. **Group A:** Argue for the continued expansion of bike lanes in the city. Discuss how the city could approach integration of its biking system with existing transportation infrastructure such as the bus and subway systems.
   **Group B:** Argue against the continued expansion of bike lanes in the city. Discuss other priority areas where resources could be spent to improve transportation in the city.

3. **Groups A and B:** What are some funding options for your plan?

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**Week 12: December 7, 2015: Outsourcing and Network Management**

Reading Assignment:
- The Effective Public Manager: Chapter 7

Video Assignment (provides additional context to week’s case):
- “Public Private Partnership for Green Space in NYC”: https://vimeo.com/94678014 (password globalempa)

Participation:
- By 9am, all students not in the Group Case should post to the Discussion Board.

**Group Case #12: “Public Private Partnership for Green Space in NYC” (Available on CourseWorks)**

New York has some of the most highly visited and iconic public parks in the world. But what few of the millions of visitors realize is that many of the most famous green areas, such as Central Park and the High Line, are privately run and largely financed by private donations. It is a model that has been seen by some as an example to be reproduced and by others as a dangerous precedent that creates a two-tier system of well-funded parks in high-income areas, and underfunded parks in poorer ones.

The Parks Commissioner, Mitchell Silver, has asked you, his Deputy Commissioner for Capital Projects, to develop an analysis of public private partnerships (PPPs) with the city’s parks, and to consider how this model might or might not work in lower-income areas.
1. **Groups A and B:** What elements make for a winning public/private partnership? What advantages do they bring to the park? When are PPPs less effective? What are the drawbacks?

   **Group B:**

2. **Group A:** Present the argument for expanding the city’s use PPPs in the park system to lower-income areas. What are some of the challenges you would face?

   **Group B:** Present the argument against using PPPs in lower-income areas, and argue that it would be better to rely on public funding for these park systems. What are some of the challenges you would face?

3. **Groups A and B:** What would be an alternative model to the PPP?

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**DISTRIBUTE QUESTIONS FOR TAKE-HOME FINAL EXAM MEMO**

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**Week 13: December 14, 2015: A Sustainable Planet and Conclusions**

Reading Assignment:
- Sustainability Management: Chapter 7, Conclusions
- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapter 8

**SUBMIT AND DISCUSS FINAL**