

## **Sustainability and CSR Case Study**

**This exercise is to be done as group project.**

### **Background**

The world is changing more rapidly and unexpectedly than ever before as we face global economic, environmental and social challenges that will have profound effect on our future. The underlying message for the planet is clear; we cannot go on indefinitely with business as usual. Business and industry should remain profitable to survive, but they must also face the call to become sustainable in the long run to enable all of us to survive. There is no future but a sustainable one.

### **Task**

Assume you are a team of middle management of a multinational company in one of the industries or service sectors of your choice (preferably engineering or manufacturing firm but if you want other industry sector that is also ok). Your firm is doing relatively well in the industry but wants to keep ahead of competition. It has thought that one way of being competitive is to evaluate the risks and challenges your company will be facing in future and to change course towards sustainable development. However, your firm does not yet know how to go about this and or how the move towards sustainable development would contribute to its overall strategy and performance.

In order to articulate and pursue its interest, your firm formed a team of people drawn from within the organisation. Assume your group is represents this team and you have the responsibility of thinking through the risks and opportunities facing the company and come up with a vision and business plan and present it to the board of directors for their approval and implementation.

How would you go about this assignment as a team? Your thoughts and plan would only be considered and accepted if, and only if, they create real value for the firm. In other words, they need to be sustainable, holistic, realistic, affordable and profitable. You can base your strategies based on the content you have learnt in MM 442/642 course.

### **Presentation Outline**

You are expected to make a 15-minute presentation of your case study and provide a strategic position on the future of your company in terms of risks, opportunities and challenges and the plan of actions you recommend the company to take. Your presentation should consider all aspects of sustainability and corporate social responsibility by addressing and capturing the following questions:

- How does sustainability & CSR apply to the business?
- What are the risks and opportunities?
- What is your strategy?

- What is your implementation plan?
- What are the benefits of adopting the plan?

The overall proposal should address following key areas:

### **Vision**

How would you define sustainability in the context of your company business?

What are the key issues / global trends that will affect the future of your business?

What are the risks or opportunities?

What are the good business reasons that your company will gain competitive advantage in the long run if it adopts sustainability & sustainable development?

### **Strategy / Action Plan**

What strategic stance or strategic initiatives should your company take on sustainability?

What are the priorities for improving sustainability in your company and thus moving towards sustainable development?

How should your company apply the principles of sustainable development and convert them into sustainable business practices and thus shift to a more holistic view of business development?

### **Corporate Social Responsibility**

What should be the priorities in CSR and how they can benefit the company?

### **Written report**

Submit a written report based on this exercise. There is no page limit.

### **Marking**

Presentation - 10 marks

Written report - 5 marks

Total - **15 marks out of 100** for the course

## **Useful Webpages**

### **FujiFilm**

[http://www.fujifilmholdings.com/en/sustainability/report/download/report2015.html?\\_ga=1.96123865.417726437.1462525903](http://www.fujifilmholdings.com/en/sustainability/report/download/report2015.html?_ga=1.96123865.417726437.1462525903)

### **Electrolux**

<http://www.electroluxgroup.com/annualreports/2015/en/sustainability/>

### **Toyota**

<http://www.toyota-global.com/sustainability/features/index.html>

### **Shell**

<http://www.shell.com/sustainability/sustainability-reporting-and-performance-data/sustainability-reports.html>

### **UK Government**

<https://www.gov.uk/government/policies/sustainable-development>

<http://learninglegacy.independent.gov.uk/themes/sustainability/london-2012-sustainability-plan-and-reports.php>

### **CSR Implementation Guide**

[http://www.iisd.org/pdf/2007/csr\\_guide.pdf](http://www.iisd.org/pdf/2007/csr_guide.pdf)

### **Lufthansa**

<https://www.lufthansagroup.com/en/responsibility/news/specials.html>

### **British Airways**

<http://responsibleflying.ba.com/wp-content/uploads/Sustainability-booklet-final.pdf>

### **British American Tobacco**

[http://www.bat.com/group/sites/UK\\_9D9KCY.nsf/vwlivelookupHomePage/HOME?opendocument](http://www.bat.com/group/sites/UK_9D9KCY.nsf/vwlivelookupHomePage/HOME?opendocument)

### **BP**

<http://www.bp.com/en/global/corporate/sustainability/bp-and-sustainability.html>

### **HSBC**

[http://www.hsbc.com/public/groupsite/csr/en/\\_csr\\_overview.jhtml](http://www.hsbc.com/public/groupsite/csr/en/_csr_overview.jhtml)

### **Royal Bank of Scotland**

<http://www.rbs.com/sustainability.html>

