HISTORICAL RESULTS

2019

CONNECTICUT GREEN BANK 2018: FINANCE AND MARKETING AFTER THE RAID

CASE SUMMARY: This case centers on the Connecticut Green Bank, the first green bank in the nation at the time of its founding in 2011. In late 2017, the legislature cut its funding, and the Connecticut Green Bank used innovative financing tools to attract private capital and accelerate the deployment of clean energy in Connecticut.

WINNING TEAMS:
1ST PLACE  Boston University, Questrom School of Business
2ND PLACE  University of Massachusetts Amherst, Isenberg School of Management
3RD PLACE  New York University, Leonard N. Stern School of Business
4TH PLACE  Duquesne University, Palumbo-Donahue School of Business
5TH PLACE  University of Michigan, Stephen M. Ross School of Business

2018

MARINA BAY SANDS

CASE SUMMARY: The case is centered on Marina Bay Sands (MBS), a luxury resort hotel in Singapore. Attracting 45 million visitors annually, MBS’s leadership hoped to become a symbol of sustainable enterprise by becoming more resource efficient in their operations and facilities, while also providing user experiences that specifically reflect a commitment to sustainability.

WINNING TEAMS:
1ST PLACE  New York University, Leonard N. Stern School of Business
2ND PLACE  University of Denver, Daniels College of Business
3RD PLACE  Duquesne University, Palumbo-Donahue School of Business
4TH PLACE  The George Washington University, School of Business
5TH PLACE  Wilfrid Laurier University, Lazaridis School of Business & Economics
**2017 IBM CORPORATE SERVICE CORPS**

**CASE SUMMARY:** The case is centered on IBM’s global pro bono consulting program, Corporate Service Corps (CSC). IBM valued this program for three reasons: the leadership development opportunities for their employees, increased brand recognition in emerging markets, and the opportunity to improve communities through the host organizations. The CSC had become the largest corporate assistance program in the world.

**WINNING TEAMS:**
- **1ST PLACE** Northwestern University, Kellogg School of Management
- **2ND PLACE** Duquesne University, Donahue Graduate School of Business
- **3RD PLACE** New York University, Leonard N. Stern School of Business
- **4TH PLACE** University of Jyväskylä, School of Business and Economics
- **5TH PLACE** Boston University, Questrom School of Business

**2016 COFFEE 2016**

**CASE SUMMARY:** This case is centered on Andrea Illy, the CEO of his family's coffee company, illycaffè. As a passionate connoisseur of coffee, Illy’s dream was for the market for coffee to transform into one similar to the market for wine, where there would be an appreciation for the finest coffee, reflected in what customers are willing to pay, and how growers, roasters, and baristas would be compensated fairly for their expertise.

**WINNING TEAMS:**
- **1ST PLACE** Wilfrid Laurier University, School of Business and Economics
- **2ND PLACE** University of Denver, Daniels College of Business
- **3RD PLACE** University of Oxford, Said School of Business
- **4TH PLACE** Concordia University, John Molson School of Business
- **5TH PLACE** Villanova University, Villanova School of Business
2015 AXA: CREATING THE NEW CR METRICS

CASE SUMMARY: This case centered on AXA, a French-based global leader in insurance and asset management. By 2014, the company had become a leader in corporate responsibility (CR) as well, and doubled down on their commitment by transferring the CR team to a new department which integrated CR into the core of business and led to a reconsideration of how CR would be monitored and measured going forward.

WINNING TEAMS:
1ST PLACE Wilfrid Laurier University, School of Business and Economics
2ND PLACE Northwestern University, Kellogg School of Management
3RD PLACE University of Iowa, Henry B. Tippie School of Management
4TH PLACE University of Denver, Daniels College of Business
5TH PLACE The George Washington University, School of Business

2014 SAN MIGUEL: EXPANDING THE AMARANTH MARKET

CASE SUMMARY: The case centers on an amaranth-processing company in the out-of-the-way Mexican village of Huixcazdha, called San Miguel de Proyectos Agropecuarios. Despite the plant’s rural location and unschooled work force, the company had pioneered the processing of amaranth into a number of different and unique products and played a significant role in the development of the small community in which it was located, transforming the place into a “rural utopia” over the preceding 28 years. But in spite of its nutritional qualities and pleasant taste, the amaranth market had never really taken off in Mexico or in rest of the world, and San Miguel wished to put together an improved marketing strategy and optimize the company’s offerings and distribution channels, while not compromising the values that had guided the company and its relationship with its workers and community.

WINNING TEAMS:
1ST PLACE Wilfrid Laurier University, School of Business and Economics
2ND PLACE Duquesne University, Donahue Graduate School of Business
3RD PLACE University of Iowa, Henry B. Tippie School of Management
4TH PLACE Boston University, School of Management
5TH PLACE The American University in Cairo, School of Business
GOLDEN AGRI RESOURCES AND SUSTAINABILITY

CASE SUMMARY: This case centers on Golden Agri-Resources (GAR), a company who at the time was at the forefront of the palm oil boom, holding an array of assets throughout the entire palm oil value chain. Meanwhile, environmentalists grew concerned with the environmental effects of the production of palm oil. GAR would lose their contracts with Nestlé, Burger King, and Unilever over these concerns. GAR eventually met with Greenpeace, an environmental NGO, and came to an agreement that would guide the operations of the company, without contributing to deforestation. The agreement was hoped to set a precedent for other companies to follow, but in 2013, obstacles remained, and GAR maintained many stakeholders, who sometimes were at odds in what they wanted or expected from GAR.

WINNING TEAMS:
1ST PLACE New York University, Leonard N. Stern School of Business
2ND PLACE Baruch – CUNY, Zicklin School of Business
3RD PLACE Duquesne University, Donahue Graduate School of Business
4TH PLACE University of Denver, Daniels College of Business
5TH PLACE Villanova University, Villanova School of Business

WALMART DE MÉXICO: INVESTING IN RENEWABLE ENERGY

CASE SUMMARY: This case centers on Walmart de México’s sustainability initiatives, which had led them to become a leading retailer in the sustainability space. Following the successful purchase of a wind farm which allowed them to guarantee electricity at below the rates charged by Mexico’s state-controlled utility, Walmart de México was considering ways that the project financing structure might be further adapted to allow Walmart de México to participate in and benefit from other sustainability projects, while remaining in concert with Mexico’s electricity grid and rate-making structure.

WINNING TEAMS:
1ST PLACE University of Denver, Daniels College of Business
2ND PLACE Temple University, Fox School of Business
3RD PLACE University of Notre Dame, Mendoza College of Business
4TH PLACE University of Massachusetts Amherst, Isenberg School of Business
5TH PLACE Curtin University, Curtin Graduate School of Business
2011

TRINA SOLAR: EXPANDING IN THE UNITED STATES MARKET

CASE SUMMARY: This case is centered on Trina Solar, a Chinese manufacturer of photovoltaic modules (or solar panels). By the end of 2010, Trina Solar had been growing through European markets, but Trina’s competitors had been expanding their presence in the United States, and the company needed to decide how much to invest in their own U.S growth. They considered many branding strategies for the U.S. market, opening a manufacturing facility in the United States, as their competitors had, and increasing B2C channels. At the same time, Trina Solar had to exercise caution with the politically-charged risks around U.S. – China trade, and many analysts had suggested that there was already an oversupply of solar panels relative to market demand.

WINNING TEAMS:
1ST PLACE  Wilfrid Laurier University, School of Business and Economics
2ND PLACE  Villanova University, Villanova School of Business
3RD PLACE  ESADE Business School
4TH PLACE  Baylor University, Hankamer School of Business
5TH PLACE  IESA

2010

TATA: LEADERSHIP WITH TRUST

CASE SUMMARY: This case centers on the Tata Group, an Indian multinational enterprise. It explores connections between Tata’s profitability (which was especially interesting from 2008-2009, as the world was experiencing a recession, yet they topped economic value creation charts) and its corporate social responsibility and corporate sustainability efforts, built on a long history of commitment to their community. While the economic downturns had dampened social and environmental investing from other companies, the Tata Group actually doubled down on their CSR and CS efforts.

WINNING TEAMS:
1ST PLACE  Case Western Reserve University, The Weatherhead School of Management
2ND PLACE  University of Notre Dame, Mendoza College of Business
3RD PLACE  New York University, Leonard N. Stern School of Business
4TH PLACE  University of Jyväskylä, School of Business and Economics
5TH PLACE  Northwestern University, Kellogg School of Management