

# CROSS-BORDER COFFEE BREAK

In collaboration with **The Case Centre**

DEVELOPING LOCALLY-RELEVANT  
CASE STUDIES FOR AFRICA





**Vision:** For the developing world to have the management (and entrepreneurial) talent it needs to generate prosperity

**2003**



**100+ schools**  
**50+ countries**

**Mission:** To improve access to quality, locally relevant management (and entrepreneurship) education for the developing world

# 100+ Schools in 50+ Countries



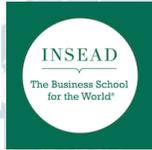
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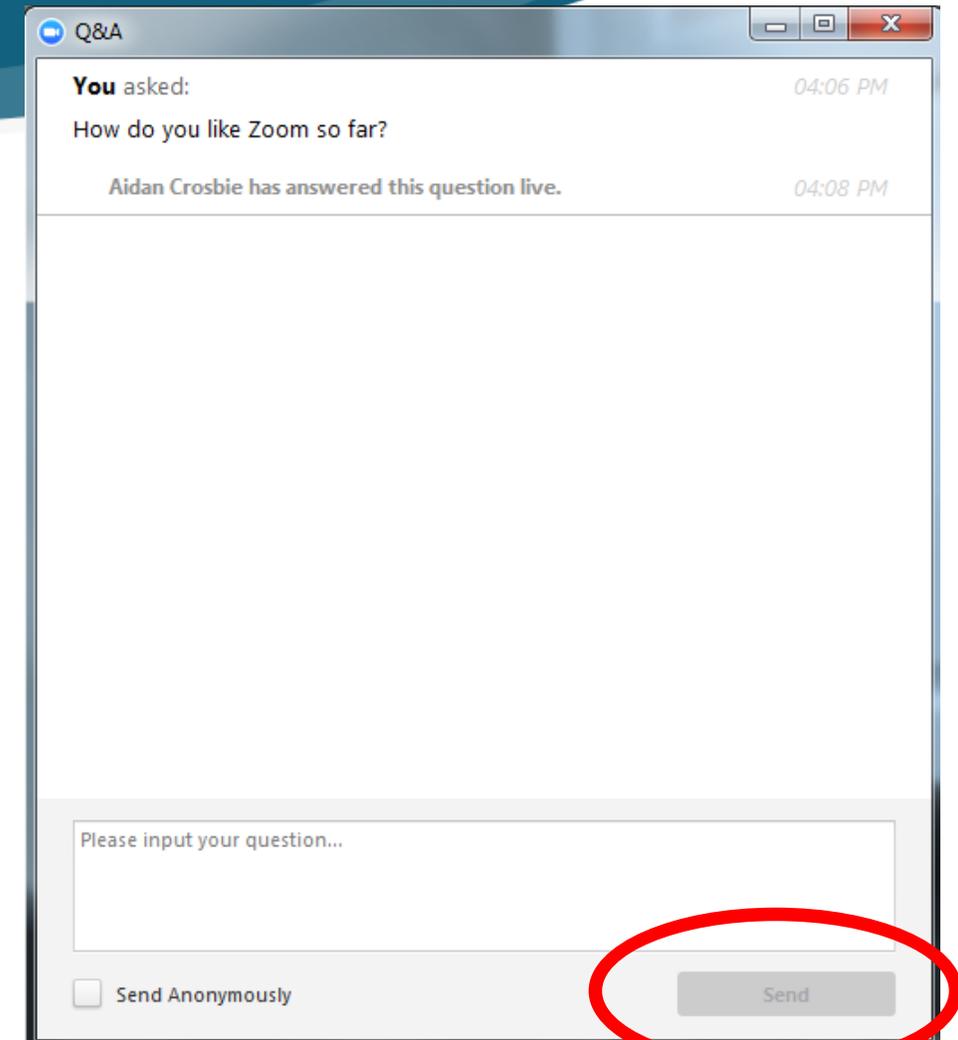
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More info: [gbsn.org](http://gbsn.org)

# HOW TO SUBMIT A QUESTION ON ZOOM



# PRESENTERS



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# THE AFRICAN BUSINESS DATA AND CASE STUDIES (DACAS) PROJECT



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*Dean of the School of Business and Social Sciences at  
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# 1. THE PROBLEM

## African Business Case Studies today

- Most African business schools use U.S.-focused business case studies from Harvard and other Ivy League schools.
- There are not enough African focused business case studies in the market today.
- Students in African business schools are not learning how to solve or debate the daily challenges of local or regional SMEs and companies.
- Students may get the misguided idea that business opportunities are only outside of Africa.
- Context is everything. Local content is a powerful teaching tool for developing problem-solvers among African business students.
- Most entrepreneurs and investors in Africa don't have access to good local business data to make sound business and investment decisions.

# 1. THE PROBLEM

## African Business Case Studies today

- Some case studies focusing on African businesses exist:
  - Case studies are written in South African universities like UCT/Bertha Centre, in collaboration with Harvard Business School Alumni Club
  - Case studies are also being created at Lagos Business School and a few other top business schools in Africa.
  - Some case studies are focused on social enterprises that tackle serious and large-scale issues like housing, health, water and sanitation.
  - The Association of African Business Schools has a list of case studies. Many date back to 1990s.
- **HOWEVER:**
  - Most case studies written in Africa are about Ghana, Nigeria, Kenya and South Africa.
  - There is limited global access to existing case studies housed at local universities in Africa.

# 1. THE PROBLEM

## Harvard Case Studies Statistics

- Harvard has 49,283 cases, articles, simulation, briefs, online courses on its website, including those from about 50 partner sources.
- The main case studies can be broken down by continent: North America (10,287), Europe (3,008), Asia (5,423), South America (679) and Africa (596).
- Of the 596 African case studies, the breakdown is: South Africa (171), Kenya (67), Nigeria (58), Ghana (33), Zambia (19), Uganda (16).
- Cote d'Ivoire had six case studies, with two new cases in 2019 having to do with the cocoa industry.
- The cost for most case studies on the Harvard site is \$7.46 each.
- There is another business case study website called Ivey Cases. It contains 36,828 cases with only 83 dedicated to the African continent

## 2. WHY IS THIS A PROBLEM WORTH SOLVING?

We have a responsibility to African business students, who deserve to know the opportunities and challenges of local SMEs and businesses so that they can use this knowledge to become problem-solvers and action-oriented entrepreneurs and leaders.



# 3. THE SOLUTION: DACAS

The creation of the Center for Knowledge Production and Academic Innovation in Africa at International University of Grand Bassam (IUGB)

**The African Business Data and Case Studies (DACAS) Project.**



[iugbfoundation.org](http://iugbfoundation.org)

# 3. Description of DACAS

DACAS is a Pan-African project that seeks to develop and disseminate business case studies and data from local SMEs and large corporations started and operating in Africa to improve business education and inspire the next generation of entrepreneurs.



# 3. Description of DACAS

## Why is Case Study Instruction Important?

- Case teaching approach is widely used in business and management education
- Case-study method of teaching:
  - Increases students' critical thinking and problem-solving skills, higher-order thinking skills, conceptual change, and their motivation to learn
  - Links theory to practice and increases students' self-confidence
  - Is engaging and adds realism to class because case studies can be about failures and successes alike.
  - Has beneficial impact on important aspects of the learning process (in particular, time-organization and interpersonal skills development)
  - Is a more effective approach for teaching oral communication skills

# 3. Description of DACAS

## **Topics of Interest for Case Writing**

- Adoption and Use of Information Technology
- Entrepreneurship and Innovation
- Business Management and Strategy
- Risk management and Planning
- Human Resources Management
- Customer Relationship Management
- Products Design and Marketing
- Accounting and Taxation
- Operations and Supply Chain Management
- Business Environment and Competition
- Political environment
- Legal environment of Business
- Financial Management and Capital Investment
- Informal Sector

## 4. How to Create the largest database of business cases for Africa

- Choose six business schools from key African markets/regions (Casablanca or Tunis, Abidjan or Dakar, Lagos or Accra, Nairobi or Kampala, Lusaka, Douala or Yaounde, Johannesburg or Port Louis) to partner with
- Select professors and other experts from all over the world, with a specific focus on the U.S. and Africa, to form a committee of trainers and advisors
- Use the committee to create case study development and research workshops throughout the six schools
- Research and write 200 actual case studies in five years, using primary and secondary sources

## 4. How to Create the largest database of business cases for Africa

- Collect African business data and market information to aggregate for research purposes
- Design an online platform to centrally store all case studies, no matter the source, and to disseminate and engage on matters related to case study development and teaching best practices
- Use this online platform to share African business market data
- Encourage the holders and creators of existing case studies to use our platform as the central repository

# 5. BENEFITS OF DACAS

## **The market innovation**

- Broad and comprehensive set of case studies from key African markets/regions
- Increased accessibility – either free or paid per case study/limited time usage/no need to download
- Aggregation of other case studies and the creation of centrally located case study repository
- An influx of new business data in key markets
- French and English case studies
- Case study research and development capacity-building activities for interested schools
- Mobile-based accessibility
- Showing that there are business leaders and entrepreneurs throughout Africa running SMEs and large companies

## 6. Other Future Activities of the Center

- Bring together African Francophone and Anglophone academics working in business education
  - Create a platform for professors and researchers to work together on issues related to entrepreneurship and private sector development
  - Share best practices in business education
- Collect, store and disseminate African business data for investors
- Develop case studies at the intersection of political science, institutional development and policy, which affect SMEs and large corporations in emerging economies
- Create a business model that is self-sustaining after five years

# 7. FUNDING NEEDS

We will need **\$250,000 each year** for this project **over a period of five years (total \$1,250,000)**. The money will fund the creation of the center which will achieve the following objectives:

- The selection of partner schools across **six key markets** (Casablanca/Tunis, Abidjan/Dakar, Lagos/Accra, Nairobi/Kampala, Lusaka/Douala, and Johannesburg/Port-Louis)
- The selection of professors and experts to serve as committee members, trainers and consultants
- The hiring of researchers, writers and professors to write 200 case studies
- The collection of data and market information
- The convening of a set of business schools and companies for testing, dissemination, marketing, improvements and idea generation
- The creation of an online platform to disseminate the case studies and engage on best practices
- Administrative cost for IUGB as the academic partner where the Center will be located
- Administrative cost for IUGB Foundation (key administrator and manager of the project)
- **WE WILL IMPACT 250,000 BUSINESS STUDENTS**

### **Amini Kajunju**

IUGB Foundation

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[www.iugbfoundation.org](http://www.iugbfoundation.org)

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[www.iugb.org](http://www.iugb.org)

Thank You!  
Questions?

[www.iugb.edu.ci](http://www.iugb.edu.ci)

# The Case Centre: supporting case writers



## Case workshops

Open and customised case writing workshops held worldwide.

[www.thecasecentre.org/workshops](http://www.thecasecentre.org/workshops)



## Case writing scholarships

For unpublished case writers. Financial award, feedback, and a free workshop place.

[www.thecasecentre.org/scholarships](http://www.thecasecentre.org/scholarships)



## Case writing resources

Videos and articles providing practical tips, tricks and guidance on case writing.

[www.thecasecentre.org/CaseWritingResources](http://www.thecasecentre.org/CaseWritingResources)

## Case Focus Journal



# CASE FOCUS

The Journal of Business & Management Teaching Cases

*Middle East and Africa Edition*

A journal publication outlet for high-quality, peer reviewed teaching cases, with a focus on management and business situations in the Middle East and Africa (MEA) region.

**Issue 2 submission deadline: 31 August 2020**

[www.thecasecentre.org/CaseFocusJournal](http://www.thecasecentre.org/CaseFocusJournal)



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# CALL FOR PROPOSALS

2020 Annual Conference *Beyond Business and Borders*

11-13 NOV, 2020 | Miami, FL



MIAMI HERBERT  
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**DEADLINE: 31 MAR 2020**

Coming up...

# CROSS-BORDER COFFEE BREAK

BUSINESS SCHOOLS AND THE  
CORONAVIRUS

Dan LeClair  
GBSN CEO



**MAR 10, 2020**

**NEW YORK (EST): 4 AM & 1 PM**

**LONDON (GMT): 9 AM & 4 PM**

**BEIJING (CST): 4 PM & 1 AM**

**SYDNEY (AEDT): 7 PM & 4 AM**

**SAN FRANCISCO (PDT): 1 AM & 10 AM**

TO REGISTER VISIT:  
[GBSN.ORG/EVENTS](https://www.gbsn.org/events)

