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Cases, slices of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist’s place and suggest business strategies, tactics, and solutions.

New Cases

Accenture Development Partnership (A)
Gib Bulloch, founder of Accenture Development Partnerships (a social venture within Accenture), must gain buy-in and grow the unit within the firm. Yet the future of the venture is in question due to a leadership transition at Accenture. A decision must be made about its separation from, or integration with, the rest of the firm. INSEAD #INS663

Axel Springer and the Quest for the Boundaries of Corporate Responsibility (Abridged)
As publisher Axel Springer AG moves into digital news, it considers its responsibility for digital devices and by extension the conflict minerals that are extracted for devices’ production. This case helps students consider where a company’s ethical responsibilities begin and end. European School of Management & Technology #ES1561

Barrick Gold Corporation: Perfect Storm at Pascua Lama
Barrick Gold Corporation seeks to practice responsible mining but attracts protests nonetheless. This case examines a situation in which corporate social responsibility seems to be in conflict with the company’s core business operations. Students must consider creative solutions. INSEAD #INS672

Betting Private Capital on Fixing Public Ills: Instiglio Brings Social Impact Bonds to Colombia
In July 2012, 3 Harvard Kennedy School graduates bought one-way tickets to Medellin, Colombia, to launch a nonprofit startup called Instiglio. Their idea: to bring social impact bonds to Colombia and other low-to-middle-income countries. Harvard Kennedy School #KS1003

BMVSS: Changing Lives through Innovation One Jaipur Limb at a Time (Abridged)
Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS) is the Indian not-for-profit provider of a legendary low-cost prosthesis—the Jaipur Foot—and other mobility-assisting devices. Known for its patient-centric culture and focus on innovation, BMVSS has assisted over a million differently abled people in its 44-year history. Harvard Business School #115009

BRAC in 2014
By 2014, Bangladesh-based BRAC was the largest NGO in the world. The organization’s holistic approach to alleviating poverty included education, agricultural development, healthcare, community empowerment, and microfinance. The case examines BRAC’s evolution and business model. Harvard Business School #715414

Case Flash Forward: Whole Foods: Balancing Social Mission and Growth (2011)
This short Case Flash Forward provides an update on Whole Foods Market since 2011, including significant developments, current executives, key readings, and basic financials. It serves as a supplement to “Whole Foods: Balancing Social Mission and Growth” (#410023). Harvard Business School Baker Library #6071
Deborah Cullinan and Yerba Buena Center for the Arts
Having transformed Intersection for the Arts into a thriving, arts-based nonprofit focused on community engagement, social entrepreneur Deborah Cullinan tackles a new challenge as executive director of San Francisco's Yerba Buena Center for the Arts.

DePaul Industries in 2012: Financing Growth in a Social Venture
When a bank denies a mortgage loan to DePaul Industries—a group dedicated to finding employment opportunities for the disabled—CEO Dave Shaffer sees it as yet another example of a financial institution misunderstanding DePaul’s hybrid social venture nature, namely its integration of social welfare and economic goals.

Envirotif International: Cracking the BoP Market
To help reduce indoor air pollution, Envirotif International developed and marketed a high-performance cookstove to Base of the Pyramid (BoP) households in India. But despite significant marketing investments, sales were disappointing. Students can analyze Envirotif’s performance and suggest alternative strategies to improve sales.

Expanding Health Insurance to Millions: Learning from the Oregon Health Insurance Experiment
After decades of inconclusive studies, the Oregon health experiment finally gave economists and policymakers rigorous evidence on how access to health insurance affected access to health care, and ultimately influenced the health of the population.

Fighting Childhood Pneumonia in Uganda
Having agreed to donate $10 million toward reducing childhood pneumonia, a group of global stakeholders hoped that a successful strategy in Uganda could be a model for interventions elsewhere in the world. As he prepared for a meeting with the donors, USAID's David Milestone considered how best to invest the $10 million.

Fish Friendly Farming: Water, Wine, and Fish—Sustainable Agriculture for a Thirsty World
This case provides a history of the California Land Stewardship Institute’s (CLSI’s) Fish Friendly Farming program, with a particular focus on the CLSI director’s ability to create networks and collaborations between farmers and regulators. Students examine an innovative model for cooperative public-private environmental stewardship.

Gilead: Hepatitis-C Access Strategy (A)
Gilead must decide how to price and market its innovative new Hepatitis C drug in developing countries. The company has earned accolades for expanding access to HIV/AIDS medicines largely through generic licensing. Should Gilead replicate that strategy for the Hepatitis C pill? Harvard Business School #515025

Green Gold—an Innovative Sustainable Mining Scheme
This case is about the challenges involved in generating economic, social, and environmental value in a social venture. The Green Gold Corporation sought to improve the living conditions of miners in an economically depressed region of Colombia through traditional gold mining. Students analyze the Green Gold business model and its economic and environmental impact.
Heineken—Brewing a Better World
Dutch brewer Heineken seeks to closely integrate its long-term sustainability approach with its corporate strategy. The company set ambitious 2015 and 2020 sustainability targets in 6 pillar areas. This case examines Heineken's efforts. *Harvard Business School #715022*

Humanitarian Assistance/Disaster Relief: What Can We Learn from Commercial Supply Chains?
There are many challenges to organizing speedy and efficient supply operations after unpredictable natural disasters. How should one measure the performance of a humanitarian assistance supply chain? Can disaster relief supply chains learn from commercial supply chains? *Harvard Business School #615003*

LaborVoices: Bringing Transparency to the Global Supply Chain
Social entrepreneur Kohl Gill founded LaborVoices in 2010 to allow workers in supplier factories for major brand companies to use mobile phones to share information about factory conditions. *TN North American Case Research Association #NA0327*

Made By Survivors: Business Solution for a Social Problem
The case tracks the creation and growth of a social enterprise, Made By Survivors. It covers developing a business solution to a social problem, evolving a business model for growth under uncertainty, and scaling up a business with social and economic goals. *TN Babson College #BAB271*

More Citizens Connect
Boston’s Citizens Connect was the first big-city mobile 311 app in the U.S. Having received funding to scale the app across the state, 2 public entrepreneurs face open questions about how best to expand and what their decisions will mean for the future of Citizens Connect. *Harvard Business School #315075*

New York City’s Teen ACTION Program: an Evaluation Gone Awry
This case explores a failed impact evaluation for a promising after-school program in New York City. In 2 videos that accompany the case, officials discuss how unforeseen circumstances and strategic flaws caused the evaluation to go awry. *TN Harvard Kennedy School #HKS896*

Organic Growth at Sonnentor
The case highlights the role of “embedded sustainability” in the success of Sonnentor, an organic food production company in Europe. Students discuss how socially and environmentally responsible behavior can form the basis of a company’s competitive advantage. *TN Ivey Publishing #W15038*

San Francisco, 2015 #tech #inequality
In 2013, protestors blocked a Google commuter bus in San Francisco. They were angry about economic inequality in the city and the perceived role of tech companies in problems such as a disappearing middle class, increased homelessness, and a departure from the unique values of San Francisco’s past. This case explores what role business can or should have in addressing economic inequality. *Harvard Business School #315076*

The Sustainability Accounting Standards Board
In 2014, the Sustainability Accounting Standards Board had just brought former New York City Mayor Michael Bloomberg on as chairman of the board. Founder and CEO Jean Rogers was struggling with how best to ensure the nonprofit’s financial sustainability while pushing for broad acceptance of its nonfinancial accounting metrics. *TN Harvard Business School #414078*
Theaster Gates: Artist as Catalyst for Community Development
This case describes the work of Theaster Gates to revitalize the South Side of Chicago. As an independent philanthropist and artist, Gates has engaged in “creative placemaking”—which aims to improve a locale through arts and cultural activities. Students discuss Gates’ next steps and how he could scale his efforts.  
[Haas School of Business #B5815]

Walmart: Segmenting Social Impact
This case provides a sample of Walmart’s social engagement activities and asks students to categorize each as philanthropy, corporate social responsibility, or creating shared value.  
[Harvard Business School #715435]

The William Caspar Graustein Memorial Fund: Catalyzing Networks and Collaboration
Under the leadership of David Nee, the William Caspar Graustein Memorial Fund was guided by the idea that improving outcomes for Connecticut’s children involved many stakeholders working toward a common goal. The Fund used a different model of distributed decision-making, networks, collaboration, and community engagement to achieve success.  
[Haas School of Business #B5811]

Yara International: Africa Strategy
Leading fertilizer producer Yara International demonstrates the concept of creating shared value through the Southern Agricultural Corridor of Tanzania (SAGCOT) initiative, which brought together multiple organizations to enhance agricultural development in rural regions.  
[Harvard Business School #715402]

Popular Cases

FIJI Water and Corporate Social Responsibility—Green Makeover or “Greenwashing”?  
In the context of the great marketing success of the FIJI brand, this case focuses on how the company has responded to a number of corporate social responsibility issues, including measurement and reduction of its carbon footprint, responsibilities to stakeholders, and the Fiji government’s concerns regarding taxation and transfer pricing issues.  
[Ivey Publishing #909A08]

Governance and Sustainability at Nike (A)
Two members of Nike’s executive team must decide what sustainability targets to propose to the CEO and the board of directors’ corporate responsibility committee. The case outlines Nike’s approach to environmental and social concerns from its origins in the 1990s through the development of a sustainable business and innovation strategy in 2009.  
[Harvard Business School #313146]

IKEA’s Global Sourcing Challenge: Indian Rugs and Child Labor (A)
A newly appointed product manager learns that a German TV documentary is about to be broadcast showing the use of child labor at one of IKEA’s rug suppliers. This comes as a surprise less than a year after the company added a clause to its supply agreement strictly forbidding any use of child labor.  
[Harvard Business School #906414]

“Excellent teaching and learning experience for me and the students.”  
— Review on the HBP for Educators web site*
Merck & Co., Inc.: Addressing Third-World Needs (A)
Merck researchers stumbled upon the idea of transforming an animal drug into a human treatment for river blindness, a disease affecting 18 million—mostly poor—people worldwide. Should the company devote critical resources to developing the drug, knowing that it would yield little financial return?  

“Here is an example of how to generate profits while serving the bottom of the pyramid with a model that can be transferred to other countries and potentially other industries beyond healthcare.”  
— Review on the HBP for Educators web site*

Narayana Hrudayalaya Heart Hospital: Cardiac Care for the Poor (A)
Dr. Devi Shetty founded his innovative Bangalore heart hospital with the intention of delivering cutting-edge medical care for a fraction of the typical cost. After only 4 years, it had become one of the largest heart hospitals in the world.

OpenIDEO
OpenIDEO, an experimental offshoot of the world’s leading design firm, has successfully leveraged an online community of thousands to help solve social issues. Realizing the importance of a collaborative digital environment, the CEO works to integrate the OpenIDEO concept into the more traditional parent company.

PSI India—Will Balbir Pasha Help Fight AIDS? (A)
Population Services International, committed to curbing the HIV/AIDS epidemic in India, was considering a new approach—a provocative mass media campaign featuring a fictional character named Balbir Pasha. Students explore how organizations can bring about sustained behavior change in a target population through marketing efforts.

Starbucks and Conservation International
Starbucks and Conservation International support small coffee farms that protect endangered habitats, which also provides an alternative market for coffee producers who are in economic crisis. Now Starbucks faces pressure from nonprofits in the fair trade movement to raise prices. The company must reexamine its alliance with Conservation International and evaluate new coffee procurement guidelines.

Timberland: Commerce and Justice
The management of Timberland, a well-developed and value-centric business, faces 2 challenges: how to measure the impact of social justice activities and how to export values-based strategy abroad. The resulting commerce and justice strategy demonstrates how strategic alignment can provide the critical resources needed for a successful social responsibility program in a for-profit company.

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MULTIMEDIA CASES

Now available online, multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments. Premium Educators can see a Free Trial of each case online.

Burt’s Bees: Balancing Growth and Sustainability
Through video segments that detail Burt’s Bees’ transition from small rural Maine shop to acquisition by the Clorox Company, students learn about the leadership challenges of balancing sustainable business practices with fiscal growth objectives. #410704

Mibanco: Meeting the Mainstreaming of Microfinance
Students explore the nature of microentrepreneurs and the microfinance market in Peru. This multimedia case also demonstrates how Mibanco attracts and retains clients, balances efficiency and risk management in its loan portfolio, and works to build an organization capable of sustaining rapid growth. #310701

The Nehemiah Strategy: Bringing It to Boston
Contains both a digital print case and supplemental media that illustrate the challenge of implementing an affordable housing initiative in Boston. #304082

Pura Vida Coffee
Two Harvard Business School graduates start an Internet business with a charitable mission: they intend to sell gourmet coffee over the Internet to support an outreach ministry in Costa Rica. #303051

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ARTICLES

Articles from Harvard Business Review and other renowned journals provide up-to-the-minute ideas from the best business thinkers.

New Articles

Green Innovation Games: Value-Creation Strategies for Corporate Sustainability
Environmental issues are pressuring many senior corporate executives to rethink how they manage and grow their businesses. But most businesses are still struggling to infuse their management agendas with principles of sustainability. The authors’ findings offer several guidelines for managers who face these challenges. California Management Review #CMR583

Improving Private Sector Impact on Poverty Alleviation: A Cost-Based Taxonomy
There is a confusing variety of terms used to describe private sector efforts to alleviate poverty, including corporate social responsibility, social enterprise, base of the pyramid, impact investing, not-for-loss business, and corporate philanthropy. This article uses economic theory to develop a cost-based taxonomy of such initiatives. California Management Review #CMR586
Leadership Forum: Sustainability Now!
In this article, senior executives from Novo Nordisk, Virgin Group, Johnson & Johnson, and Tim Hortons provide dispatches from the front lines of their companies’ sustainability efforts. Rotman Management Magazine #ROT255

The Power of Coordinated Action: Short-Term Organizations with Long-Term Impact
In recent years, a new breed of temporary organization has emerged to tackle some of the world’s most difficult problems. These short-lived organizations can build capacity, assemble relevant capabilities, deploy effectively, and then shut themselves down. Rotman Management Magazine #ROT251

Profits at the Bottom of the Pyramid
For firms targeting the bottom of the economic pyramid, a steady flow of profits from manageable ventures can pave the way for later investments in more ambitious socially beneficial projects. The authors of this article have developed an “opportunity map” to help companies design ventures that match their resources and financial expectations—as well as generate profits. Harvard Business Review #R1410G

Reaching the Rich World’s Poorest Consumers
In this article, the founder of Grameen Bank and his coauthors describe how 5 leading companies, working through the not-for-profit Action Tank, have developed “social business” models to serve the bottom of the pyramid in France. Harvard Business Review #R1503B

Sustainability in the Boardroom
Although sustainability and corporate responsibility are important to the long-term success of many companies, these issues get short shrift in most boardrooms. To address this gap, Nike’s board created a dedicated corporate responsibility committee. Such a committee could be useful to other companies’ boards in a number of different ways. Harvard Business Review #R1407G

The Truth about CSR
There is increasing pressure to demand that every corporate social responsibility (CSR) initiative deliver business results. The authors argue that this is asking too much of CSR and distracts from its main goal: to align a firm’s social and environmental activities with its business purpose and values. Harvard Business Review #R1501B

Two Keys to Sustainable Social Enterprise
The authors argue that successful social ventures all focus on changing 2 features of an existing system—the economic actors involved and the enabling technology applied. This allows the ventures to create sustainable financial models that can permanently shift social and economic equilibria. Harvard Business Review #R1505G

Organizations with social missions are under growing pressure to track and demonstrate their impact. The authors draw on several cases to build a performance assessment framework based on an organization’s mission, scale, and scope. California Management Review #CMR570

Teaching Note Available
Popular Articles

Creating Shared Value
Companies can bring business and society back together if they redefine their purpose as creating “shared value”—generating economic value in a way that also produces value for society by addressing its challenges. Authors Michael Porter and Mark Kramer explain that firms can do this in 3 ways: by reconceiving products and markets, redefining productivity in the value chain, and building supportive industry clusters near their locations. Harvard Business Review #R1101C

“Best article that clarifies how sustainability can be embedded in strategy.”
— Review on the HBP for Educators web site*

How Great Companies Think Differently
Corporations often focus on maximizing short-term profits at the expense of workers, the environment, and society. Rosabeth Moss Kanter argues for a different approach. She defines 6 facets of an enduring institutional logic that can form the building blocks of a more sustainable competitive advantage. Harvard Business Review #R1111C

Lofty Missions, Down-to-Earth Plans
Too many nonprofits rely on their core mission to guide their program delivery decisions. They miss 2 critical intermediate steps: formulating an operational mission and devising a strategy platform. Acting without a clear, long-term strategy can stretch an agency’s core capabilities and push it in unintended directions. Harvard Business Review #R0403J

A New Approach to Funding Social Enterprises
By treating charitable donations as a form of capital that seeks social, not financial, returns, organizations can tap traditional sources of funding. With these efforts, social enterprises could create a larger universe of investors than that of conventional businesses. Harvard Business Review #R1201K

Path to Corporate Responsibility
In the 1990s, protesters railing against sweatshop conditions made Nike the global poster child for corporate ethical fecklessness. Author Simon Zadek details Nike’s subsequent path through the 5 stages of corporate responsibility, offering valuable insights to executives grappling with the challenge of managing responsible business practices. Harvard Business Review #R0412J

Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility
Approached strategically, corporate social responsibility generates opportunity, innovation, and competitive advantage for corporations—while solving pressing social problems. Michael Porter and Mark Kramer advise pioneering innovations that create distinctive value for a company and society. Harvard Business Review #R0612D

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Books

The Big Pivot: Radically Practical Strategies for a Hotter, Scarcer, and More Open World
The mega challenges of climate change, scarcity, and radical transparency are profoundly changing “business as usual.” This book provides 10 crucial strategies for leaders and companies to win in this new environment.
Three course outlines available: hbsp.harvard.edu/syllabi.
Available as an eBook. Harvard Business Review Press #16554

This book is a road map for intrapreneurs seeking to reshape their companies into drivers of change. Drawing on lessons from social movements and successful intrapreneurs, the authors offer tools for creating positive social change within organizations.
Available as an eBook. Harvard Business Review Press #11057

Conscious Capitalism: Liberating the Heroic Spirit of Business
In this book, Whole Foods Market cofounder John Mackey and Conscious Capitalism, Inc., cofounder Raj Sisodia argue for the inherent good of both business and capitalism. Featuring some of today’s best-known companies, they illustrate how these 2 forces can—and do—work most powerfully to create value for all stakeholders.
Available as an eBook. Harvard Business Review Press #10845

Harvard Business Review on Greening Your Business Profitably
This book offers 10 inspiring and useful perspectives on how to simultaneously protect the earth and the company’s bottom line. Students will learn best practices and ideas for turning sustainability into competitive advantage.
Available as an eBook. Harvard Business Review Press #10326

The New Capitalist Manifesto: Building a Disruptively Better Business
Author Umair Haque advocates a new set of ideals designed to foster a more conscientious, accountable, and sustainable form of capitalism.
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The Solution Revolution explores a burgeoning new economy where players from across the spectrum of business, government, philanthropy, and social enterprise converge to solve big problems and create public value.
Available as an eBook. Harvard Business Review Press #11558
Creating Successful Business Models: Lessons from Social Entrepreneurship
In this chapter, the authors examine the 3 primary categories of social enterprise business models and discuss the challenges and opportunities of each.
From The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World, #8028BC

A Different Way to Formulate Your Business Strategy: Seven Tenets of a Strategy for Sustainability
Sustainability expert Adam Werbach examines cautionary tales of companies that were supposedly “built to last” but were really not sustainable after all. Werbach describes a different approach to formulating a strategy that places long-term thinking at the core of the endeavor.
From Strategy for Sustainability: A Business Manifesto, #3421BC

Irrational Tastes and Bottomless Soup Bowls: Our Unconscious Eating Habits and What They Tell Us about the Pitfalls of Free Markets
Free markets operate under the assumption that human beings make rational choices about consumption. Some market enthusiasts have gone so far as to contend that even obesity is a lifestyle choice and, therefore, society should leave people alone to determine their optimal waistlines. Author Peter Ubel, however, argues that it is actually the interaction of modern markets with genetics and social factors, and rational with irrational behavior, that has created the obesity epidemic.
From Free Market Madness: Why Human Nature Is at Odds with Economics—and Why It Matters #3940BC

Setting Your North Star and Initiating the TEN Cycle: The Tools for Implementation—Incorporating Sustainability into Your Core Business
In order to be effective and profitable, a company’s sustainability efforts must serve core customer needs and reflect core business goals and values. Firms must develop general objectives—what the author calls “North Star” goals—to guide the whole organization toward executing a strategy for sustainability.
From Strategy for Sustainability: A Business Manifesto, #3423BC

Tapping Financial Resources: Lessons from Social Entrepreneurship
This chapter explores some of the more interesting trends in resource mobilization for social and environmental ventures, spotlighting various entrepreneurs and their lessons learned.
From The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World, #8027BC

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— Simulation review from Harvard Business Publishing for Educators web site*

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- Cleveland Turnaround (A): Responding to the Crisis 1978-88 #796151
- Nature Conservancy #303007
- Starbucks and Conservation International #303055
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