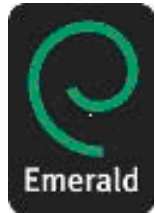
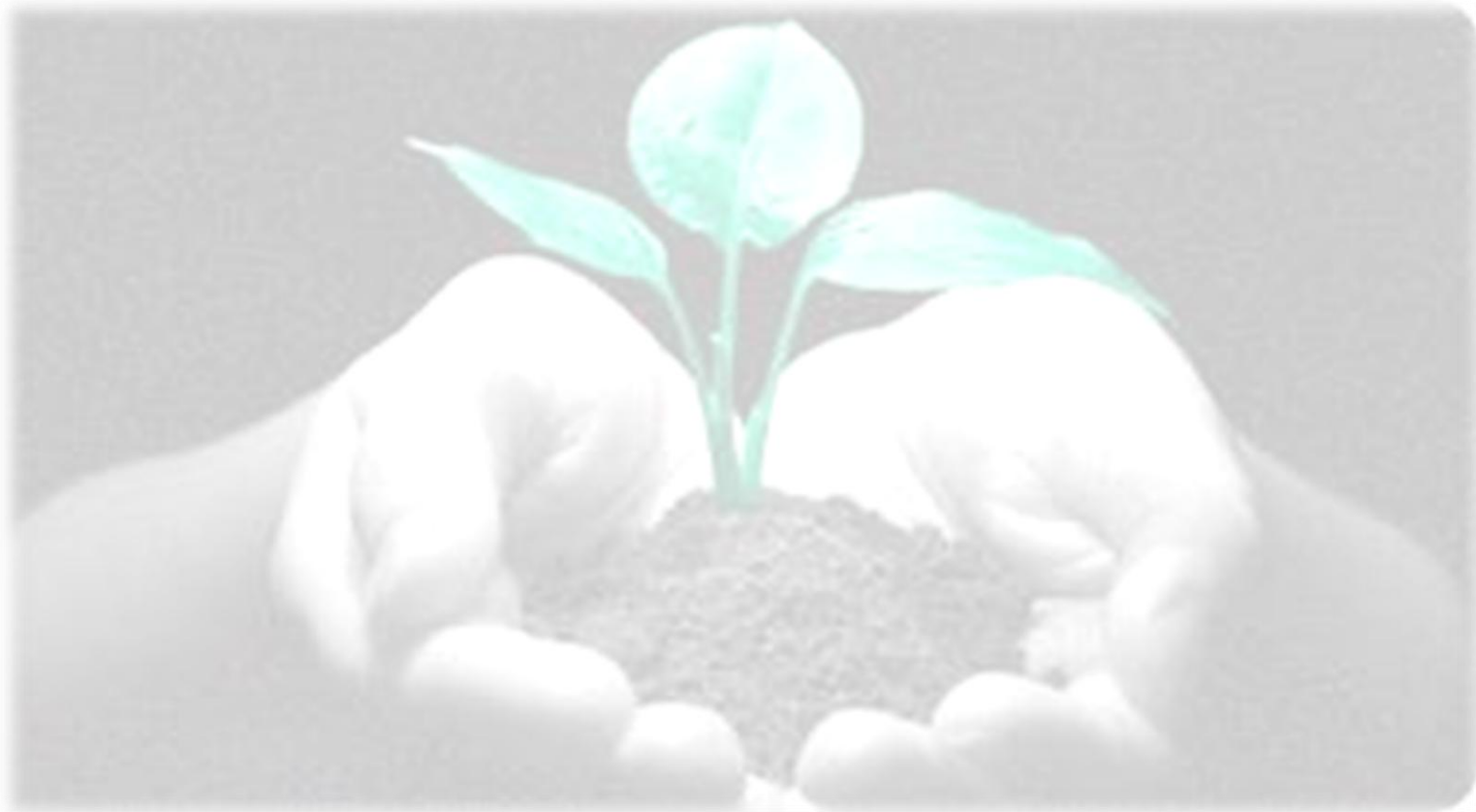


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Rethink: corporate social responsibility at Si.mobil

Author(s): Dietmar Sternad
 Subject area – Corporate social responsibility (CSR), marketing/branding, strategic management.
 Study level/applicability – The case can be used in master, MBA and executive programs in courses on the following topics: CSR; strategic management; or strategic marketing.
 Case overview – The case describes the CSR initiatives at the Slovenian mobile phone [Read more](#)
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Teaching Notes for: Rethink: corporate social responsibility at Si.mobil

Dietmar Sternad

The case begins with Dejan Turk, CEO of Slovenian mobile phone operator Si.mobil d.d. and Tamara Valenčič, the company's Corporate Communications and HR Director, making the last preparations for a top management meeting, in which the company's further strategic direction and in particular its future positioning on the market would be discussed ([Table 1](#)).

To get a clearer picture of the company and its industry, a brief overview of the development of Si.mobil from difficult beginnings in the late 1990s through growth, international alliance, and several brand adjustments to becoming a stable number two in the Slovenian mobile telephony market is then provided, along with information about the company's approach to sales, distribution and marketing.

The main part of the case is devoted to Si.mobil's approach to social responsibility, with the two pillars of taking care of employees and taking care of the environment. The history of corporate social responsibility (CSR) thinking and action of Si.mobil's management (including the effect of management changes) are described first, followed by a more detailed account of the company's main environmental initiative: "Re.misli" (Slovene for "Re.think") was developed as a company-wide program based on the idea that every single person can positively contribute to making a difference for the natural environment. The main protagonists describe the process of initiating, developing and communicating the initiative, as well as the individual actions taken (like, for example, mobile phone recycling actions, actions of cleaning the immediate environment, actions to raise environmental awareness of employees and their children, actions to limit the use of natural resources in the company, or setting up a fund to protect the quality of water in Slovenia).

The outcome of the environmental initiative for the company was twofold. On the one hand, Si.mobil gained a lot of public recognition including winning several prizes. On the other hand, direct business effects of the initiative could not yet be determined.

The business environment in Si.mobil's industry had recently turned more adverse. New entrants and very aggressive pricing strategies heated up competition. As the pressure on margins substantially decreased for mobile operators, they turned their attention to possible new businesses like mobile content applications, a field which was also heavily contested not only within the mobile phone industry, but also by global players from the internet and technology industries.

In a strategy meeting, Si.mobil's top management set out to discuss the strategic challenges that the company was facing, trying to find ways out of the potentially deadly price war and commoditization spiral. Specifically, the discussion in the management meeting revolved around how Si.mobil can position itself in the market, how it can find a sustainable USP and whether and if yes, how the company's CSR initiatives can play a significant role therein.

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Acknowledgements

This case study has been disguised and the bank name is fictional to protect confidentiality. Disclaimer. This case is written solely for educational purposes and is not intended to represent successful or unsuccessful managerial decision making. The author/s may have disguised names; financial and other recognizable information to protect confidentiality.

Abstract

Subject area – Islamic financial instruments, financial analysis, financial decision making.

Study level/applicability – Undergraduate Finance and Business.

Case overview – This case highlights the financial decision making by the UAE Islamic Bank, regarding an investment with Towers company. It focuses on considering the appropriate Islamic mode of financing and computing the relevant financial ratios to make the right decision.

Expected learning outcomes – This case can be used to teach Islamic financial instruments, financial analysis and financial decision making.



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