

1. Title of the Case Study

Unlocking Organic Growth in a Constrained Economy: Food Manufacturers in South Africa

“How can food manufacturers unlock organic growth in a constrained economy while remaining profitable and sustainable? “

2. Background Information

Tiger Brands operates in South Africa's food and beverage industry, a sector facing affordability and quality challenges. With rising cost of living, increasing unemployment, and consumer pressure for reasonably priced, high-quality products, manufacturers must innovate while maintaining profitability and sustainability.

3. The Challenge

How can food manufacturers unlock organic growth in a constrained economy while remaining profitable and sustainable?

Students should address:

- Should manufacturers prioritize cost-cutting or innovation?
- Can sustainability coexist with affordability?
- What innovative ideas can companies leverage?

Students must explicitly address:

- *Cost-cutting vs. innovation: trade-offs, short-term vs. long-term impact.*
- *Sustainability + affordability: circular economy, waste reduction, local sourcing, energy efficiency.*
- *Innovations to leverage: e.g., fortification for nutrition, pack-size/price architecture, digital direct-to-consumer, collaborative procurement, precision QA, AI demand forecasting, lean manufacturing.*

Required Thinking Points

- *Cost-cutting vs. innovation*
- *Sustainability vs. affordability*
- *Innovative ideas company can leverage*

4. Constraints

- Budget limitations for innovation and marketing.
- Regulatory compliance for food safety and sustainability.
- Consumer purchasing power and price sensitivity.

- Limited time frame for implementation (short-to-medium term).

5. Data Provided

Students may use:

- South African economic indicators (cost of living, unemployment rates).
- FMCG industry reports.
- Tiger Brands annual reports and sustainability disclosures.
- Market pricing and household penetration data.

Some data will require the student to search on the net.

Case Study Marking Rubric

Criterion	Description	Points
A. Problem Framing & Context	Defines problem clearly, uses South Africa context, explains key terms, identifies stakeholders	20
B. Evidence & Data Use	Integrates credible data, properly cited, supports arguments	20
C. Strategic Analysis	Deep analysis using frameworks; covers cost-cutting vs innovation, ethics, sustainability, innovations	25
D. Recommendations & Implementation	Provides 2–3 actionable strategies with KPIs, timelines, risks, and feasibility	20
E. Communication Quality	Structure, clarity, academic tone, visuals, citations; presentation delivery and Q&A handling	15
Bonus	Local examples, original modelling, stakeholder engagement	+5
Total		100