

CASES IN SUSTAINABILITY

Applications and Approaches

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July 2025



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This casebook arises from the assignments submitted by Master of Science students in the course “Sustainability Strategy” offered at the National University of Singapore (NUS) Business School.

Published by the School’s Centre for Governance and Sustainability (CGS), this casebook represents the culmination of students’ work in applying strategic sustainability concepts to real-world scenarios.

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Preface

In a prior report of our “Cases in Sustainability” series, we mentioned sustainability being a core concern for businesses and organisations worldwide. Seven months into 2025, sustainability reporting regulations have become more prevalent, validating our opinion on the growing importance of sustainability.

To further students’ sustainability knowledge, NUS Business School offers the course “Sustainability Strategy”. It examines key concepts and applications of sustainability, particularly its integration with strategic analysis and innovation.

Anchored on the Economic, Environmental, Social and Governance (EESG) dimensions, the course develops the business case for sustainability and its relevance for consumers and investors. The course also addresses market regulations, international agreements, reporting standards, carbon management and entrepreneurial sustainability.

The eight cases in this report illustrate how real-life firms approach sustainability, analysed using concepts taught in class. Students worked in teams to research and write the case based on general guidance from the instructor. They were encouraged to choose an Asian firm or a global entity with operations in Asia. By way of synthesis, the businesses analysed are based on their economic type.

Market Application Operational Approach	Production-Based	Service-Based
Supplier-Oriented	NVIDIA	DBS
	Wilmar	Temasek
User-Oriented	Schneider Electric	Banyan Group
	Unilever	Grab

We can analyse corporate sustainability strategies through two interconnected dimensions: **operational approach** (production-based or service-based) and **market application** (supplier-oriented or user-oriented). **Production-based organisations**, such as manufacturers or resource-intensive industries, prioritise direct environmental impacts