

Social Intrapreneurship at Natura (Parts A, B and C)

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This is part of a case series. The case on Priscila Matta focuses on the role of social intrapreneurship in relation to organisational change and to community relationship management in Natura, the largest cosmetics company in Brazil and a corporate responsibility leader. Focusing on the complexity stemming from a regulatory process relevant to the Ekos product line, the company's most prominent and innovative brand, it illustrates the difficulties of organising supplier relationships with a traditional community in the northeast of Brazil. Ekos builds on the rich Brazilian biodiversity and culture, requiring Natura to share the benefits obtained from the access to genetic heritage and associated traditional knowledge with those communities who supply such resources, according to the law. This case has been designed specifically for MBA and Executive MBA audiences. The best use of the case is in programmes on sustainability management, corporate social responsibility and social innovation. Because it is action- and decision-focused it is recommended that the case is used in the second half of the courses when participants have the necessary background to link sustainability / CSR to innovation and intrapreneurship. However, the case might also be used to challenge students right at the beginning of the course and to encourage them to want to learn more about sustainability and CSR in a competitive context.