



Audencia

**L&T REX #33**

**“ Case Studies: from the genesis to  
course animation ”  
Collection Case Centre.**

**24/06/2025**

# 1. Global Vision and Starting Point

**Key recommendation:** *Start by defining a clear global vision for the case study.*

- It's essential to identify **major contemporary challenges** (e.g., digitalization, ethics, sustainability) from the beginning.
- This vision should be aligned with the **school's strategic priorities** (e.g., Audencia's focus on sustainability/CSR).
- The **core problem** (e.g., digital responsibility, gender inequalities, digital transformation) should emerge naturally from this reflection.

## 2. Key Stages and Timing

Mark Samuel highlights a **structured process** with multiple phases:

1. **Identifying the business need:** understanding real-world corporate challenges.
2. **Relevance to students:** ensuring it engages and educates.
3. **Data collection:** using research, professional experiences, interviews, or internal company data.
4. **Story creation:** building a credible narrative context.
5. **Writing:** a first draft may take a week, but the final version often requires 1–2 months including feedback and testing.
6. **Publication:** aligning with Case Centre requirements.
7. **In-class animation:** always think ahead about how the case will be taught.

## 3. Power of Storytelling

**Storytelling** is a core pedagogical tool:

- It brings the case to life and enhances student engagement.
- Use of **fictional characters** (e.g., "Carole" or "Julia") helps guide students through the problem.
- Fosters immersive, realistic situations where **students must resolve a challenge**.
- Facilitates role-plays, debates, and simulations.

## 4. Teaching Note Tools

Mark Samuel emphasizes the importance of providing **practical tools** for the instructor:

- **Clear learning objectives** (typically 4 to 6).
- **Multiple teaching strategies** (e.g., exams, project-based work, oral presentations, annotated summaries).
- **Ready-to-use tools and data** (e.g., GLOBE/Hofstede scores, matrices, statistics).
- **Progressive questioning**: start with general questions and lead to specific analysis.
- **Guidance for the instructor** on each question, with references and theoretical pointers.

## 5. Student Feedback Loop

- Cases are **tested with students** to refine clarity and impact.
- Teachers should **gather and act on feedback** regarding ambiguity, engagement, and pedagogical effectiveness.

## 6. Strategic Alignment and SDGs

- Case studies must be **strategically aligned** with the school's focus areas and include a **sustainability component** (linked to the SDGs).
- For example, the presented case explored cultural and environmental issues tied to digital transformation in the Middle East.



## 7. Practical Aspects: Permissions and Publication

- When using real or sensitive data, it's **crucial to obtain written consent** (“release request”) from the company.
- The letter format is flexible but must explicitly grant publication rights.

## 8. Final Tip: Flexible Teaching Use

The case can be used in various formats:

- As an **exam**.
- As a **final project**.
- As a **debate or structured classroom discussion**.
- The key is to prepare for **progressive engagement**, with increasingly complex questions and layered resources.



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*Thank you for your attention.*

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**NEVER  
STOP**

**DARING**

"  
*Cultiver l'audace,  
toujours et à tout âge,  
croire en soi, se lancer, innover,  
apprendre de ses échecs,  
se relever et recommencer.  
S'engager avec et pour les autres,  
agir en manager responsable,  
respectueux et bienveillant,  
impacter positivement la société.*

*L'audace nous grandit,  
élargit notre horizon,  
nourrit notre imagination  
pour mieux transformer le monde.*

"