

Case Title: Better World Books and the Triple Bottom Line

Unique ID: MHE-FTR-030-1259927628

REV: February 26, 2015

Abstract: Better World Books (BWB) was founded as a for-profit “B corporation” committed to a triple bottom line of financial, social, and environmental performance. Early success with an innovative business model leveraging social entrepreneurship allowed BWB to grow revenues to over \$80 million in 2014. BWB now faces challenges expanding further while sustaining their social-entrepreneurship business model. BWB currently faces such issues as narrow margins, shrinking supply, low brand awareness, and even copycat competitors. Chief Executive Officer Mike Miller must decide how to handle these issues in a way that keeps BWB competitive in the crowded used-book industry and also creates value for all of BWB’s stakeholders.

Concepts: Stakeholders, Mission/Vision, Strategic Planning, Competition, Internal Analysis, Competitive Advantage, Branding, Social Responsibility, Business Strategy, Operations, Innovation, Technology, Organizational Culture, Organizational Structure, Strategic Leadership, Sustainability, Ethics

Context:

- Protagonist: Mike Miller, CEO
- Country: USA
- Sector: Retail (books)
- Company Employee Count: 365
- Company Revenue: \$83 million
- Ticker Symbol: N/A (private)
- Case Year End: 2015

Teaching Note: Available