



FEDERATION OF CANADIAN SECONDARY STUDENTS
FÉDÉRATION DES ÉLÈVES DU SECONDAIRE AU CANADA

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Climate Policy Case Study: Ultra Hair Care

You are the Executive Director of Ultra Hair Care, a national chain of specialty hair-product stores with 24 locations. They sell a range of shampoos, conditioners, and hair styling products, both from their own line of products and those of other brands. Their main clients are middle-class millennials. Through increased media exposure, the public has become increasingly aware of the harmful environmental effects of cosmetic products, especially in terms of plastic packaging, transportation emissions, and irresponsible sourcing. Through careful analysis of market trends, executives of the company are urging the brand to move in a more sustainable, environmentally-friendly direction.

Through the COVID-19 pandemic, Ultra Hair Care has been losing market share to larger brands that are offered in more locations and are more established in the market. It has experienced an unprecedented low profit margins across almost all of its locations over the past three years. To grow its clientele, attract more returning customers, and reduce its environmental impact, Ultra Hair Care would like to target a more niche market: the sustainable and ethically sourced hair care sector— a growing sector that can improve their business.

You are meeting with the majority shareholder of Ultra Hair Care (judge) to discuss a restructuring of company values to include climate protection as a priority. Ultra Hair Care is looking to keep its current user base as well as expand to the younger generation of environmentally conscious people. While Ultra Hair Care does not have a large budget for adapting eco-friendly solutions, executives are open to methods of green financing and consulting climate policies to support these changes.

The majority shareholder wants you to develop a strategy to reduce Ultra Hair Care's negative environmental impact by implementing environmentally-conscious decision making, as well as communicate this solution to the public.

Performance Indicators

- Define the concept of sustainability and its importance in today's society.
- Connect the concept of sustainable business goals and models to the problem faced in the case.
- Suggest ideas for change that are applicable to the business.
- Identify and consult relevant climate policies to integrate into strategic planning.
- Use research to justify the feasibility of the business model.
- Determine the potential impacts of implementing the plan, both benefits and drawbacks.
- Create and connect a change management plan to the context of this business.

The story, all names, characters, and incidents portrayed in this production are fictitious. No identification with actual persons (living or deceased), places, buildings, and products is intended or should be inferred.