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The Leading Electronics Green Movement: How to engage every client?

Antonio Marqués
Mike Rosenberg

To those who recognize that we must change to remain the same.
To those who dream of a better future while trying to invent it.

After all, tomorrow is another day

As 2024 came to an end, Javier Jimenez, CEO of Leading Electronics Iberia, felt a mixture of deep satisfaction in the impact that he and his company had achieved, but also a deep sense of unease. That November, an isolated high-level depression (IHD) had hit eastern Spain, causing over 200 deaths. An IHD is a meteorological phenomenon in which a cold air mass becomes isolated at high altitudes, leading to significant atmospheric instability and resulting in heavy rainfall and severe storms. Climate change has made these events more likely and intense. According to a study by World Weather Attribution (WWA), the IHD of Valencia was 12% more intense due to global warming.

Jimenez pondered:

> It's still not enough. I am already sixty years old, and time is running out. What more can we do with Leading Electronics? Our strategy must have sustainability as a fundamental pillar. How can we effectively involve more companies and mobilize individuals to contribute to the Green Movement's ecosystem regeneration projects while reaffirming that the Green Movement is a good business practice?

He scheduled an extraordinary meeting with his executive committee to discuss their environmental strategy and what else they could do.

This case was prepared by Antonio Marqués, research assistant, under the supervision of Professor Mike Rosenberg. April 2026.
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Javier Jimenez

After studying law at Universidad Complutense de Madrid, Jimenez went on to do his MBA in Houston and then got his start in marketing and sales, first in a local bank and then for a leading international dairy food manufacturer with a long history in Spain. At that company, Jimenez worked in the emerging channel of large format stores and then used that experience to move into consumer electronics for the leading European brand in 1996. He moved up the ranks, becoming director of marketing and then senior business manager for the TV business in Spain and Portugal at a time when the company was one of the leaders in the market.

By 2005, flat-screen TVs had entered the Spanish television market and produced a scramble among the different manufacturers for leadership in the segment. Leading Electronics, for example, had established a joint venture with Jimenez's firm to produce the TVs.

In 2005, Jimenez switched to become the head of Leading Electronics' consumer electronics business in Spain and steadily advanced, becoming vice president of the company in 2012 under its Taiwanese president. In 2013, he was again promoted and was sent to Australia, where he became president and CEO of the company's Australian subsidiary. In 2015, Leading Electronics decided to merge its operations in Spain and Portugal and brought Jimenez back to his native Madrid to run the new Iberian unit.

Known as a demanding manager with a deep knowledge of channel dynamics, Jimenez led the unit to become one of the company's most successful international operations.

Path dependence

Leading Electronics Iberia

Leading Electronics is a large Taiwanese conglomerate resulting from a series of mergers in the 1980s. In recent years, Leading Electronics has become Taiwan's eighth largest company, undertaking a wide range of activities. The company is organized into many business areas, which are grouped into several divisions. For example, the company manufactures batteries for electric vehicles within its chemical division and commercializes them via its vehicle components division, which is one of five businesses in the electronics division. The other electronics businesses are home appliances and air solutions, home entertainment, gaming, mobile communications, and business-to-business (B2B).

Leading Electronics has been commercializing its products and services in Spain and Portugal for twenty-five years and has 242 people working in the region, with sales in the order of $900 million (see Exhibits 1 and 2). By 2018, the company was leading the appliance market in both countries, had a very strong position in air conditioning, and was considered best in class in television thanks to its unique technology. Leading Electronics had a patented approach that allowed TVs to have real black in their pixel matrix, producing sharper images. Its game console business was also gaining market share against well-entrenched international companies. The newest area of business in the region for Leading Electronics is solar panels for homes and small to medium-sized businesses. This branch of the business was launched in 2013.

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Taking a long, hard look back

Reflecting deeply on where the company had come from, Jimenez found inspiration in the citizens of a Leading Electronics neighboring country: South Korea. In the mid-1950s, South Korea was recovering from the devastation of the Korean War and social chaos. Economic development and urbanization were minimal, with a GDP per capita of just $79 in 1960. Timber resources and firewood were scarce, and the nation lacked the capacity to promote forestry or convert agricultural lands into forests because the cold winter and poverty forced Koreans to cut down trees for firewood to keep warm. The situation was so extreme that the country was practically deforested. Despite these challenges, natural vegetation recovery began after the war with a tree-planting initiative.

The South Korean government took significant steps in the mid-1960s, declaring illegal logging a serious crime and implementing strong forest protection policies. During the 1960s, 1.4 million hectares of forest were planted, laying the groundwork for rapid recovery in the 1970s (see Exhibit 3). The substantial increase in forest stock began in the early 1970s, facilitated by natural regeneration and the widespread use of fossil fuels, which reduced the demand for firewood.

From 1955 to 1970, the forest area increased by a factor of 1.7, but the average growing stock level decreased by 18%. The root causes of deforestation, such as illegal logging and slash-and-burn agriculture, were still prevalent. It was in the 1970s that South Korea saw a real forest transition, with increases in both forest area and growing stock, driven by economic growth, urbanization, and effective reforestation policies. More than 11 billion trees were planted.

Unknowingly, besides reforesting their forests, they taught the world a lesson: the transformative power of individuals is unstoppable and incalculable. South Korea's forest transition is a story of resilience and effective government–citizen action.

In conclusion: If we can convince the users, we can truly make a difference. Exclusively top-down approaches will not solve the problem; the real challenge in sustainability lies in engaging and empowering individuals. South Korea's forest transition exemplifies this, showing that coordinated government action combined with widespread citizen participation can lead to remarkable environmental recovery.

A storm at sea

Before the summer of 2017, Javier Jimenez thought little about the natural environment and climate change, although he did know it was an issue and that the world would have to do something about it sooner or later. His point of view was transformed by a difficult situation he and his family faced while on vacation on a 42-foot sailboat off the island of Formentera. Jimenez was an avid sailor and had been chartering sailboats for his family for several years.

That summer, he was on the boat with his wife, sister, and three children when the satellite system issued a storm warning, and the weather began turning a little rough. Accustomed to such storms, Jimenez thought he would simply stay put at an anchorage they had found the night before on a beautiful small bay on the coast.

The advantage of sailing in the Spanish Balearic Islands is that sailboats can moor in small inlets that are almost inaccessible by land. Jimenez knew the boat was well anchored and could withstand the kind of summer storms that were normal on the islands. Jimenez's wife and sister,

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