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FOUR PAGE CASES

- ***Economics*** **Augusta Training Shop: Snowflakes** **1**
 - *Microeconomics*
 - *Nonprofit management*
 - *Managerial accounting*
 - *Pricing and output decisions*
- Alisia Holsey, Kelsey Lathrop, Dantavious Whitaker, and Simon Medcalfe,* Augusta University [James M. Hull College of Business, Summerville Campus, Allgood Hall N125, 1120 15th Street, Augusta GA 30912-0004. smedcalfe@augusta.edu]
- Audrey Murell was the Executive Director of the Augusta Training Shop, a nonprofit organization that provided jobs for individuals with disabilities. Workers had been making craft snowflakes from reed for a couple of years. While attending a trade show Audrey was asked by a wholesaler if she could give a 50% discount. It suddenly dawned on her that she did not know how much it cost her to make the snowflakes. The case places students in Audrey's role so they may calculate the cost per snowflake and then consider possible pricing and output strategies, including offering the discount. Students analyze how their answers may differ between a nonprofit organization and a profit maximizing firm.
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- ***Services Marketing*** **This is Not What I Saw on HGTV...** **5**
 - *Service Quality*
 - *Customer Satisfaction*
 - *Customer Expectations*
 - *Customer Relationships*
- Mary Dana Laird* and James J. Zboja, The University of Tulsa, and Jeffrey B. Paul, Oklahoma State University [800 South Tucker Drive, Tulsa, Oklahoma 74104-9700, mary-laird@utulsa.edu]
- An angry customer with a laundry list of complaints has just stormed into a local home staging company. The owner is unavailable, so her assistant must try to salvage the customer's service experience. Using the gaps model of service quality, the assistant (and students) must recognize service quality issues, explore the imbalance between what was promised and delivered, and attempt to manage a disgruntled customer. Complicating matters, the assistant has been given limited authority and must appease the customer without making her boss look unprofessional.

FIVE PAGE CASES

- **Strategic Management**
 - *Industry Analysis*
 - *Decision Making*
- Walk Away from *The Walking Dead*? Shentel and the AMC Renewal Decision** 9
- Scott Gallagher,* James Madison University, and Chris Kyle , Shenandoah Telecommunications [MSC 0205, Harrisonburg, VA 22807, gallagsr@jmu.edu]
- After six months of negotiation the Vice President for Programming at Shenandoah Telecommunicaitons (Shentel), a rural telecommunications company, is preparing to make a final recommendation on renewing their distribution agreement with AMC Networks. AMC currently produces and distributes the extremely popular show, *The Walking Dead*, and has used that show's success to demand not only a significant increase in fees, but also requiring cable operators to also carry additional AMC channels. Given the low profitability of cable TV distribution and Shentel's strategic direction and capacity limitations could it be time to walk away from *The Walking Dead*?
- **Compensation**
 - *Total Rewards*
 - *Human Resources Management*
 - *Organizational Behavior*
- 2G Robotics: Designing a Compensation Plan that Pays Off** 15
- Karen MacMillan* & Stephen D. Risavy, Wilfrid Laurier University [75 University Avenue West, Waterloo, Ontario, Canada, kmacmillan@wlu.ca]
- The owner of a robotics company needs to make a couple of important decisions regarding his company's compensation plan. First, one of the owner's valued employees has approached him with a request for a pay increase and thus, the owner needs to decide whether to grant the raise as well as how to approach the meeting with the employee. Second, the owner is considering instituting an 'employee trust' (i.e., an organization-level reward plan that would provide a payout to employees in the event that the company is bought out by a larger organization). Overall, the owner needs to consider his employee compensation plan as a whole and decide whether his current compensation system is helping him to achieve the company's goals.
- **Strategic Management**
 - *Strategy Implementation*
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 - *Customer Relationship Management*
 - *Corporate Culture*
- Telect, Inc. and the 30 Year Ride: Edgy or Over the Edge? {Abridged Version}** 21
- John J. Lawrence*, University of Idaho and Anubha Mishra, Rider University [Department of Business, 875 Perimeter Drive, MS 3161, Moscow, ID 83844-3161, jjl@uidaho.edu]
- It was November of 2011. Wayne Williams, Telect's CEO, has proposed that he and the company's CFO, Stan Hilbert, spend more than a month riding around the country on their Harley Davidson motorcycles visiting the company's customers in honor of the company's upcoming 30th anniversary. Wayne wanted to take the ride to personally thank the customers who had helped the company reach this milestone and to showcase the firm's product offerings. Stan was concerned that the ride

could backfire and be misinterpreted by both the company's customers and employees, eroding rather than enhancing these relationships. The students are put into the shoes of the CFO and must decide whether or not to support the ride, and then how to craft a strong argument to either convince the CEO to change his mind about the ride or convince the company's board of directors to support the proposed ride. [This is an abridged version of a case by the same name published in Volume 35, Issue 1 of the *Case Research Journal*. The original case is 12 pages long; the abridged version is 5 pages long.]

SIX PAGE CASES

- *Marketing*
- *Pricing*
- *Consumer Behavior*
- *Value*

The WORKS Gourmet Burger Bistro

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Eric Dolansky* and Bruce Miller, Brock University [1812 Sir Isaac Brock Way, St. Catharines, Ontario, Canada, L2S 3A1, edolansky@brocku.ca]

In October 2014 Bruce Miller, Chief Marketing and Development Officer and co-owner for The WORKS Gourmet Burger Bistro was considering changes to the structure, level, and presentation of his restaurants' prices. The WORKS was the premiere full-service burger restaurant chain in Ontario and had been the fastest growing full-service restaurant business in Canada in 2013, posting 50% year-over-year growth. In the four years Miller and his partners had owned The WORKS they expanded from five locations in one city to 26 locations across Canada. During that time, however, Miller had not altered prices in any significant way and was facing increasing costs of beef as well as a lack of clarity amongst his target segment as to what The WORKS was and what it offered.

- *Entrepreneurship*
- *Entrepreneurial Finance*
- *Cash Flow*
- *Social Entrepreneur*

Rwanda Trading Company: Facing a Cash Flow Crisis

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Marlene M. Reed* and Kendall Artz, Baylor University, [One Bear Place #98001, Waco, TX 76798-8011, Marlene_Reed@baylor.edu]

This case is about a for-profit social enterprise in Rwanda (RTC) which purchases coffee beans from coffee growers in the country, roasts the beans and exports them to other countries. The primary goals of the company were twofold: (1) Have a positive impact on the poorest of the poor in the country; and (2) To be profitable. RTC has been able to achieve these goals since its founding by working with the Rwandan coffee growers on a multi-year agricultural training program. All had gone well until the spring of 2016, when a German company named SRO which owned such coffee companies as Peet's Coffee & Tea and Green Mountain decided to change the terms of its contract with RTC. A provision in the contract RTC signed with SRO was that their company would carry 180-day receivables. This created a serious cash flow problem that could threaten the good work RTC had been able to perform with the Rwandan coffee growers.

- **Change Management**
- *Training*
- *Leading Change*

A Change for Drill Sergeants?

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Karen E. Boroff,* Seton Hall University, Russell P. Lemler, Seton Hall University and the United States Army, and Alexander Boroff, United States Army [400 South Orange Ave., South Orange, NJ 07079-2646, karen.boroff@shu.edu]

US Army Officer Captain Richard Swift was the newly-appointed commander of a 100-person Basic Combat Training unit, whose mission was to train brand new enlistees in the Army. Swift sensed malaise within his team of instructors, called drill sergeants, who led the majority of the training. He wanted to increase the sergeants' professionalism and motivation, and believed a special training workshop offered by consultants would be a start. In April 2016, after the workshop's conclusion, Swift received the consultants' raw data as compiled from the pre- and post-survey instruments completed by his drill sergeants. Swift had to combine his own expertise as a "middle manager" Army officer with the workshop data to effectively lead change and improve the operation of his unit.

- **Career Management**
- *Psychological Contract*
- *Role Ambiguity*
- *Upward Communication*
- *Job Crafting*
- *Role-Making*

A New Team at Tier1 Coaching and Development, Inc.

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Laurie L. Levesque,* Suffolk University and Andrew S. Cheng, Apple, Inc. [73 Tremont St. Boston, MA 02108-2770, LLevesque@suffolk.edu]

Drew Nault, an employee of Tier1 Coaching and Development, Inc., was hired just after the company experienced a complete turnover in employees including its managing co-founder. The other co-founder had been hands-off, but stepped up to run the firm and hire a whole new team. The old jobs were replaced with new ones that capitalized on the new hires' mix of skills and experience. Nault's job merged operational responsibilities with program management. Over time, he was increasingly asked to justify his time allocation and articulate the added value of his work. The case concludes with him realizing he urgently needed to develop an action plan to resolve confusion and address the owner's growing concern over his role and contributions.

SEVEN PAGE CASES

- **Marketing Strategy**
- *Marketing Ethics*
- *Brand Management*
- *Business & Society*
- *Customer Relationships*

CORE Foods: To Withdraw or Not to Withdraw CORE Meals?

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Saroja Subrahmanyam*, Saint Mary's College of California, and J. Tomas Gomez-Arias, California State University, Stanislaus [1928 Saint Mary's Road, Moraga, CA 94575-2715, ssubrahm@stmarys-ca.edu]

CORE Foods was faced with the decision of whether or not to withdraw \$100,000 worth of its main product, CORE Meals, from its distributors and retailers. CORE Meals were meal replacement nutritional bars made from high quality, minimally processed plant-based ingredients with no added preservatives. After the company switched to a new supplier for one of its main ingredient, some customers complained about a spicy after-taste. The

after-taste was not a health issue warranting a mandatory product recall, and withdrawing the products would come at a high cost to the brand and/or the bottom line. What were the alternatives and what actions should Core Foods take that would be in keeping the company's ethos as well as maintain its financial viability.

- *Non-profit Management*
- *Strategic Management*
- *Generational differences*
- *Industry foresight*
- *Strategic partnerships*

Planning to Engage the Millennial Generation at United Way Suncoast 59

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Jamie Renee was the Chief Development Officer of United Way Suncoast (UWS), which was the regional chapter of United Way for the four counties of the Tampa Bay region. Her organization had an evidence-based strategic plan in place, was well-regarded in the region, had loyal corporate partners and was managing its budget well. However, her longer-term vision of success was quite cloudy. UWS was having much more trouble engaging with Millennials than with any other generation of stakeholders. Based on research that United Way had conducted, and on other sources, Jamie knew that Millennials had unique patterns of giving and volunteering to charities. The difference was not significant while Millennials were low wage earners, but if the pattern continued, it could have serious implications for the future of United Way. She wanted to develop more engagement with Millennials as donors, volunteers, and employees.

PEDAGOGICAL PRELECTIONS

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Membership Application Form