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FIVE PAGE CASES

- ***Strategic Management***
- *Industry Analysis*
- *Decision Making*

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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*

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*
- *Strategic Leadership*
- *Customer Relationship Management*
- *Corporate Culture*

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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 **27**

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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 **33**

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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.

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