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**North American Case
Research Association
56th Annual Conference
Orlando, Florida
October 8 – 10, 2015**

Conference Proceedings



NACRA 2015

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NACRA 2015

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Plenary Session

**President and Chief Operating Officer
Rosen Hotels & Resorts, Inc.**

Mr. Harris Rosen

Thursday 5:00 to 6:00 p.m. Sand Lake Room

Harris Rosen is president and COO of Rosen Hotels & Resorts and is Florida's largest independent hotelier. Founded in 1974, Rosen Hotels & Resorts currently features a collection of seven Central Florida hotels offering a total of more than 6,300 guest rooms, approximately six percent of the Central Florida inventory.

Born and raised on New York City's lower eastside, Rosen received a bachelor's of science degree in 1961 from the School of Hotel Administration at Cornell University. Rosen began his career at the Waldorf Astoria in New York City as a convention salesman. He continued with the Hilton Hotel Corporation occupying various management positions in some of the larger Hilton hotels. Rosen then joined the Post Company of Dallas as Director of Hotel Operations. He left the Post Company after several years to join the Disney Company in California as Director of Hotel Planning. He was intimately involved in the design and development of the Contemporary Resort Hotel and the Polynesian Village Hotel both of which opened at Walt Disney World in Orlando in October of 1971.

In 1974 Rosen left Disney to purchase the 256-room Quality Inn on International Drive in Orlando. Today, with 728 rooms it is the second largest Quality Inn in the chain. On May 15, 1987 Rosen completed the first phase of his 640-room Comfort Inn Lake Buena Vista. On September 13, 1991, the 800-room Rosen Plaza opened its doors as the first convention hotel within the Rosen Hotels & Resorts family. In October 1995, Rosen opened the 1,334-room Rosen Centre, the company's second convention hotel. Both hotels bookend the West Building of the Orange County Convention Center.

Approximately twelve years ago, Rosen acquired 250 acres directly east of the 1.5-million sq. ft. expansion of the Orange County Convention Center. On this site he developed his newest property, the 1,500-room Shingle Creek which opened in September 2006. The resort has approximately 445,000 sq. ft. of meeting space and includes a multitude of resort amenities.

In 2002, Rosen donated a 20-acre site at the foot of Rosen Shingle Creek and \$10 million to the University of Central Florida (UCF) to develop the Rosen College of Hospitality Management at UCF. The college opened in January 2004. Rosen's philanthropic endeavors include a continuing multi-million dollar commitment to the nearby disadvantaged neighborhood of Tangelo Park, Florida.

NACRA 2015 CONFERENCE EVENTS AND MEETINGS

Thursday, October 8

Time	Location	Meeting/Participants
7:00am to 6:00pm	Sand Lake Foyer	NACRA Registration, guest tickets etc.
8:30am to 11:45am	St. John's 28	Lawrence Fellowship Recipient Workshop (by invitation only)
10:00am to 11:45am	St. John's 34	NACRA Board Brunch Meeting (NACRA Board)
12:00pm to 4:00pm	St. John's 30/31	Newcomer (Embryo) Workshop
12:30pm to 4:00pm	St. John's 28	Cases in French
2:00pm to 3:00pm	Sand Lake Foyer	Newcomer Workshop Coffee Break
4:00pm to 4:30pm	Sand Lake Foyer	Newcomers Welcome (Everyone is Invited)
4:30pm to 5:00pm	St. John's 34	Track Chair Meeting with John Gamble and Sally Baack (Track Chairs & Co-Chairs)
5:00pm to 6:00pm	Sand Lake Room	Opening Plenary/Keynote Speaker: Mr. Harris Rosen, Rosen Hotels & Resorts, Inc. Introduction by: Dr. Abraham Pizam, Dean, Rosen College of Hospitality Management.
6:00pm to 7:00pm	Conway Courtyard	Reception; Welcome Remarks by John Gamble, Dean, Texas A&M University – Corpus Christi
7:00pm to 9:00pm	Conway Room	Dinner

Friday, October 9

7:00am to 8:00am	Sand Lake Room	Breakfast
7:00am to 4:00pm	Sand Lake Foyer	NACRA Registration (may be closed at meal times)
8:00am to 12:00pm		Case Roundtables
	St. John's 26	Accounting/Finance/Economics
	St. John's 27	Cases in Spanish
	St. John's 28	Entrepreneurship/Small Business/Family Business
	St. John's 29	Processes, Projects, & Technologies
	St. John's 30	Social Entrepreneurship & Sustainability

	St. John's 31	Marketing/International Business
	St. John's 32	Organizational Behavior/Human Resources
	St. John's 33	Corporate Governance & Ethics
	St. John's 34	Strategy and Policy
9:30am to 10:30am	Sand Lake Foyer	Coffee Break
12:00pm to 1:30pm	Sand Lake Room	Lunch and Case Research Journal Awards
1:30pm to 4:00pm	St. John's 34	Cases in French
		New Views Sessions
1:30pm to 2:25pm	St. John's 28	<i>Case Teaching: Choices and Tradeoffs</i> Jeff Shay, Washington & Lee University Sally Baack, San Francisco State University Armand Gilinsky, Sonoma State University
1:30pm to 2:25pm	St. John's 30	<i>Double Impact Case Research</i> Janis Gogan, Bentley University
2:30pm to 3:25pm	St. John's 28	<i>Writing Publishable Teaching Cases</i> Bill Naumes, University of New Hampshire Peggy Naumes, University of New Hampshire
2:30pm to 3:25pm	St. John's 29	<i>Compact Cases: Improving Student Teaching in the Classroom</i> Rebecca Morris, Westfield State University Gina Vega, Organizational Ergonomics
2:30pm to 3:25pm	St. John's 30	<i>Case Journal Rankings</i> Randall Harris, Texas A&M – Corpus Christi
3:30pm to 4:25pm	St. John's 28	<i>The Process of Getting Your Case Published in a PRJ: The Editors' Perspectives</i> Joe Kavanaugh, Sam Houston State University Armand Gilinsky, Sonoma State University John Lawrence, University of Idaho Chris Cassidy, Sam Houston State University Gina Vega, Organizational Ergonomics
3:30pm to 4:25pm	St. John's 30	<i>Truths and Fallacies Regarding Learning in Case Role Plays, Live Cases, and Experiential Exercises: The Case of "Helping the Hungry"</i> Kay Keels, Coastal Carolina University Marilyn Taylor, UM, Kansas City

4:30pm to 5:30pm	St. John's 34	CRJ Editorial Board (by invitation only)
6:00pm to 6:30pm	Transportation Lobby	Bus Ride to Universal City Walk & Margaritaville
6:30 pm to 9:30pm	Margaritaville	Reception & Dinner

Saturday October 10

7:30 to 8:30am	Sand Lake Room	Breakfast, 2015 Conference Awards and NACRA 2016 Las Vegas Promotion
9:00am to 12:00pm		Case Roundtables
	St. John's 26	Accounting/Finance/Economics
	St. John's 27	Cases in Spanish
	St. John's 28	Entrepreneurship/Small Business/Family Business
	St. John's 29	Processes, Projects, & Technologies
	St. John's 30	Social Entrepreneurship & Sustainability
	St. John's 31	Marketing/International Business
	St. John's 32	Organizational Behavior/Human Resources
	St. John's 33	Corporate Governance & Ethics
	St. John's 34	Strategy and Policy
	St. John's 25	Cases in French
9:30am to 10:30am	Sand Lake Foyer	Coffee Break
11:00am to 12:00pm	St. John's 34	Case Research Foundation Board Meeting (Board only)
12:00pm to 1:30pm	St. John's 32	Advisory Council Meeting (NACRA Past Presidents only)
12:00pm to 1:00pm	St. John's 34	Lawrence Fellows Debrief (by invitation only)
12:00pm to 1:00pm	St. John's 33	Track Chair Debrief and 2016 Planning with Sally Baack and Cynthia Ingols
1:30 to 4:00pm	St. John's 30/31	NACRA Board Meeting & Lunch (by invitation only)
6:00 to 9:00pm	Wekiwa 5	NACRA Board Dinner (by invitation only; ticket necessary)

NACRA 2015

Rosen Shingle Creek Resort

October 8 – 10, 2015

Program Committee

John Gamble, Chair

Sally Baack, Co-Chair

Sally Baack and Susan Sieloff, Newcomer Workshop Co-Chairs

Kay Guess and Lynn Southard, Registration

Angie Dick, Program Design

Christian Ratterman, NACRA Web Site

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Josep Cano

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Josep Franch

John Gamble

Jorge Gonzalez

Gina Grandy

Cynthia Ingols

Joan Ramon Mallart

Vi Narapareddy

Grace O'Farrell

Marlene Reed

Susan Sieloff

Javier Silva

Bobby Waldrup

NACRA 2015

Newcomer (Embryo) Workshop

Thursday October 8th, Noon to 4:00 p.m.

St. John's 30/31 (Second Level)

Track Chairs

Sally Baack, San Francisco State University

Susan Sieloff, Northeastern University

This session is designed to give new and aspiring case writers a deeper understanding of case research and writing. Topics focus on the process of case research, including managing your site location, background interviews and research in the field, and preparing to submit your work to conferences, textbooks and journals.

Mentors

Mentors are experienced case writers who advise authors of embryo case-lets regarding how to move forward from an interesting case idea and initial thoughts about the case learning objectives and an applicable theoretical foundation, to a publishable case and useful instructor's manual.

We gratefully acknowledge the insights and assistance provided by this year's mentors:

Chris Cassidy, Sam Houston State University

Bambi Douma, University of Montana

Tim Edlund, Morgan State

John Gamble, Texas A&M University – Corpus Christi

Janice Gogan, Bentley University

Anne Lawrence, San Jose State University

John Lawrence, University of Idaho

Vi Narapareddy, University of Denver

Grace O'Farrell, University of Winnipeg

Marlene Reed, Baylor University

Kathy Savage, Northern Arizona University

Linda Swayne, University of North Carolina Charlotte

NOTES:

- When the RIP Workshop ends at 4p.m., the **Newcomer's Welcome** will be in the Sand Lake Foyer.
- At 5:00pm, the Opening Plenary/Keynote Speaker Harris Rosen will be in the Sand Lake Room.
- After the Opening Plenary, move to the Conway Courtyard for the Welcome Reception at 6 p.m., with opening remarks by Dean John Gamble (Texas A&M University – Corpus Christi).
- Dinner will be served in the Conway Room at 7 p.m.
- Newcomer Workshop participants are strongly urged to attend the Friday afternoon New Views presentation by Bill and Peggy Naumes on Writing Publishable Teaching Cases (Friday, 2:30pm to 3:25 p.m.)

NACRA 2015 Newcomer (Embryo) Workshop

Thursday October 8th, Noon to 4 p.m.

St. John's 30/31 (Second Level)

Author/s	Case Title
Sofia Esqueda	Kepén® Tea & Salads
Bela Florenthal	Interior Craft Inc.: Expansion into New Markets and Development of Online Presence
Grace O'Farrell	Research Lab Rat inside Future Shop versus Best Buy
Shahir Kassam-Adams	African Risk Capacity: Sustainable Self-Reliance
Lynn Kendall	Woodland Distributing
J. Lee Brown	Accelerators: Effective Management is a Competitive Advantage in a Virtual
Rita Van Fossen	Disrupting the Status Quo: Uber's NYC Quest to "Connect Riders to Drivers"
John Tichenor	Just One More Penny Per Pound? A Case Study of Publix Supermarkets and the Coalition of Immokalee Farmworkers' Fair Food Program
Karen Hallows & Susan White	UrsaNav: The Power of the Bear
Catherine Ravix	Branding a Touristic Destination: The Case of Val Thorens Ski Resort
LaVerne Higgins	Optimization for the Search Marketer
Manuel Pereya Terra	Campana II Valuation in Argentina
Alina Chircu	The Value of Corporate Social Responsibility: Manitou Group's REDUCE Initiative
Rosalee Sawyers	Local goes Global: -The Case of Island Grill a Jamaican Brand
Michelle DeMoss	Going Green at the Proximity Hotel
Simon Medcalfe + 2 co-authors	Augusta Training Shop
Margaret Lucero & Robert Allen	The Busy Chef at Front Range Supermarket
Janet Rovenpor	Is it Over for Uber? Labor Challenges in the On-Demand Transportation Networking Sector
Anupam Mehta	Groupon Inc.-Striving To Move On
Tia Quinlan-Wilder & Michele Cunningham	Nepali Earthquakes: How Should Nepali Tea Traders Help?
Patricia Lontoc & Rico Angtuaco & Dennis Yuan	MESO Impact Finance: Caught in the Middle?
Therese Sprinkle	Cloning Dr. Dharma: When Should a Medical Practice Consider Franchising?
Danielle Stewart & Paul Golding	Uncomfortable Bedfellows: Merger of Two Police Forces
Rosalie Harms	"You Can't Cure Stupid"

Matthew Reidenbach	Heartland Payment Systems: Cybersecurity Impact on Audits and Financial Statement Contingencies
William Schneper	Pebble Technology Corp
Scott Sherman	GM Insider Changing GM Culture

NOTE: *Newcomer Workshop participants are strongly urged to attend the Friday afternoon New Views presentation by Bill and Peggy Naumes on Writing Publishable Teaching Cases (Friday, 2:30pm to 3:25 p.m.)*

NACRA 2015

Paul R. Lawrence Fellowship Workshop

Thursday October 8th, 8:30am to 11:45am

St. John's 28 (Second Level)

Session Chairs

Anne Lawrence, San Jose State University

Peggy Naumes, University of New Hampshire

The Paul R. Lawrence Fellowships are awarded to distinguished early-career academics who are interested in developing their skills in case teaching, research, and writing. Doctoral students and faculty who were in their first three years of a tenure track appointment were eligible to be considered for a Paul R. Lawrence Fellowship. Selected recipients were given travel support and an invitation to attend the Paul R. Lawrence Fellowship workshop. This year's recipients were selected from an outstanding pool of applicants from around the world. The Paul R. Lawrence Fellowships are sponsored by the Case Research Foundation.

2015 Fellowship Recipients

Lisa Facey-Shaw, Lecturer, University of Technology, Jamaica

Michael M. Goldman, Assistant Professor, University of San Francisco

Shahir Kassam-Adams, Doctoral Student, University of Virginia

Teidorlang Lyngdoh, Doctoral Student, Indian Institute of Management – Kozhikode

Jeffrey B. Paul, Assistant Professor, University of Tulsa

Simon Pek, Doctoral Student, Simon Fraser University

Karin Schnarr, Assistant Professor, Wilfrid Laurier University

Arpita Srivastava, Assistant Professor, XLRI-Xavier School of Management

Yael Zemack-Rugar, Assistant Professor, University of Central Florida

NOTES:

- *Lawrence Fellowship Recipients will be attending the Newcomer (Embryo) Workshop from 12-4pm in St. John's 30/31.*
- *The Newcomer Welcome is from 4:00pm to 4:30pm in the Sand Lake Foyer*
- *At 5:00pm, the Opening Plenary/Keynote Speaker Mr. Harris Rosen will be in the Sand Lake Room.*
- *After the Opening Plenary, move to the Conway Courtyard for the Welcome Reception at 6 p.m., with opening remarks by Dean John Gamble (Texas A&M University – Corpus Christi).*
- *Dinner will be served in the Conway Room at 7 p.m.*

New Views Presentations and Panels

Friday Afternoon, Oct. 9th

1:30 – 2:25 pm St. John's 28

Case Teaching: Choices and Tradeoffs

Jeff Shay, Washington & Lee University

Sally Baack, San Francisco State University

Armand Gilinsky, Sonoma State University

1:30 – 2:25 pm St. John's 30

Double Impact Case Research

Janis Gogan, Bentley University

2:30 – 3:25 pm St. John's 28

Writing Publishable Teaching Cases

Bill Naumes, University of New Hampshire

Peggy Naumes, University of New Hampshire

2:30 – 3:25 pm St. John's 29

Compact Cases: Improving Student Teaching in the Classroom

Rebecca Morris, Westfield State University

Gina Vega, Organizational Ergonomics

2:30 – 3:25 pm St. John's 30

Case Journal Rankings

Randall Harris, Texas A&M University – Corpus Christi

3:30 – 4:25 pm St. John's 28

The Process of Getting Your Case Published in a PRJ: The Editors' Perspectives

Irfan Ahmed, Sam Houston State University

Armand Gilinsky, Sonoma State University

John Lawrence, University of Idaho

Chris Cassidy, Sam Houston State University

Gina Vega, Organizational Ergonomics

3:30 – 4:25 pm St. John's 30

Truths and Fallacies Regarding Learning in Case Role Plays, Live Cases, and Experiential Exercises: The Case of "Helping the Hungry"

Kay Keels, Coastal Carolina University

Marilyn Taylor, University of Missouri, Kansas City

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Note: Living NACRA Past Presidents constitute the NACRA Advisory Council.

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Vijaya Narapareddy	University of Denver
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Armand Gilinsky	Sonoma State University
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*J. David Hunger	Iowa State University
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*Leon Megginson	Mobile College

*deceased

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Immediate Past President	Kathryn Savage, Northern Arizona University
President-Elect	Randall Harris, Texas A&M University – Corpus Christi
Vice President Programs	John Gamble, Texas A&M University – Corpus Christi
Vice President Programs-Elect	Sally Baack, San Francisco State University
Vice President Case Marketing	Rebecca Morris, Westfield State University
Vice President Communications	Gwyneth Edwards, HEC Montreal
Vice President Membership	Open

Appointed Officers

Secretary/Treasurer	A. Kay Guess, Samford University
Editor, <i>Case Research Journal</i>	John Lawrence, University of Idaho

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Mexico (ALAC)	Martha Corrales, Tecnologico de Monterrey, Guadalajara
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Southeast (SECRA)	Susan Peters, Francis Marion University
Southwest (SWCRA)	Joseph Kavanaugh, Sam Houston State University
West (WCA)	Chris Cassidy, Sam Houston State University

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Gina Grandy, University of Regina
Susan Sieloff, Northeastern University

Appointed Members

Newsletter Editor	Open
Webmaster	Christian Ratterman, Mountain View, California

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Advisory Council Chair	William Naumes, University of New Hampshire (retired)
Advisory Council Vice Chair	Tim Edlund, Morgan State University

Accounting, Finance and Economics

Track Chair: Bobby Waldrup, Loyola

Roundtable Location: St. John's 26

Table		
	Jaskiran Arora Durga Prasad Kulbir Singh Vishwanath S R	RESTRUCTURING AT SUZLON ENERGY LTD.
	Misbah Tanveer Choudry	BAIDARIE: ENHANCING WOMEN EMPOWERMENT THROUGH MICROCREDIT FACILITY
	Carolyn Conn Amy Burnett	THE HOUSTON ASTRODOME: EIGHTH WONDER OF THE WORLD?
	Carol J. Cumber Kunsoon Park Jamie O'Brien	RENT A COOP
	Mahendra Gujarathi	DIAMOND FOODS, INC.: A COMPREHENSIVE CASE IN FINANCIAL ANALYSIS AND VALUATION
	Atherine Lee Paul Golding	FROM TELEMARKETING TO CYBERSCAMING
	Anupam Mehta Karuna Lulla	KUWAIT FOOD COMPANY (AMERICANA) – FINANCIAL ANALYSIS
	Robert Patterson	YOUR OWN BEESWAX
	Andreas Schueler	DAIMLER & TESLA
	Rai Shailendra	MUMBAI TRANS HARBOUR SEA LINK: PROJECT FINANCING THROUGH PPP
	Choudhry Tanveer Shehzad	ESHAN AND ENIGMATIC ECONOMICS
	Melissa Strom Brian Lane	VECIMA NETWORKS INC.: WORTH THE INVESTMENT?
	Fazal Jawad Syed Choudhry Tanveer Shehzad	MILLAT TRACTORS LIMITED: A SHARIAH COMPLIANT INVESTMENT OPPORTUNITY
	Manuel Pereyra Terra	THE EVALUATION OF AN ARGENTINEAN AGRICULTURAL COMPANY UNDER THE ECONOMIC GROWTH CHALLENGES IN EMERGING MARKET.
	Susan White	COMMUNICATION SOLUTIONS? TIME TO LEAVE

RESTRUCTURING AT SUZLON ENERGY LTD.

Jaskiran Arora, BML Munjal University, India
Durga Prasad, T A Pai Management Institute, India
Kulbir Singh, Institute of Management Technology, India
Vishwanath S R, Shiv Nadar University, India

Case Objectives and Use

The case can be used to teach graduate students of business parity conditions in an international finance course, design of capital structure and dangers of financing high technology ventures with foreign currency denominated convertible bonds in an advanced corporate finance course and the mechanics of debt restructuring in a corporate restructuring course. It can also be used to teach an integrated approach to valuation and financing in a valuation course. The case is also suitable for an executive audience.

The case objectives are:

- Critically analyze a debt restructuring
- Develop an appreciation of the interaction between financing strategy and business strategy
- Undertake an analysis of parity conditions in international finance with the objective of exploiting arbitrage opportunities to source cheaper capital
- Critically evaluate the rationale for foreign currency convertibles

Synopsis

The case highlights the ambitious growth strategy of Suzlon, a global wind energy company headquartered in India. In 2007 Suzlon announced the acquisition of REpower of Germany, a leading wind turbine manufacturer. It issued zero coupon and coupon bearing foreign currency (US Dollar) convertible bonds (FCCB) amounting to \$760 million to finance the acquisition. These bonds were listed in Singapore. Due to deteriorating business conditions the company experienced a sharp decline in profitability and stock price resulting in a debt overhang. At the same time, the Indian Rupee depreciated from INR 44/US\$ to INR 55 /US\$ leading to losses on largely unhedged, foreign currency coupon payments. The company had to restructure its debt to escape bankruptcy. Since convertible bondholders did not agree to restructure the terms of the instrument, the company had to turn to senior lenders in 2012 to restructure debt. The case asks students to critically analyze the causes of financial distress, the company's financing strategy and decide whether they, as lenders, would restructure debt. Eventually Suzlon had to sell off REpower to reduce leverage.

The authors developed this disguised case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, October 8-10, 2015, Orlando, FL. All rights are reserved to the authors and NACRA. © 2015 by Jaskiran Arora, Durga Prasad, Kulbir Singh and Vishwanath S R. Contact person: Vishwanath S R, Shiv Nadar University, Greater Noida, India svishy@gmail.com

BAIDERIE: ENHANCING WOMEN EMPOWMENT THROUGH MICROCREDIT FACILITY

Misbah Tanveer Choudry, Lahore University of Management Sciences

Case Objectives and Use

Importance of academic literature on gender-based topics has increased substantially during the last decade. For example, the International Training Centre of the International Labor Organization, under its project titled Gender Equality and Non-Discrimination, encourages dissemination of relevant knowledge across various platforms. Gender-based topics are increasingly being covered in curriculums of Masters in Business Administration (MBA), along with other graduate degrees in Social Sciences. In addition, as this case study has been written keeping in view two other perspectives of NGOs in consideration, financial costs and M&E, it can be used for a variety of target audience. Specifically, this case study can be used for:

- Audience concerned with financial costs of NGOs
- Audience concerned with social impact
- Audience concerned with monitoring and evaluation of NGOs

Synopsis

Baidarie, a Non-Government Organization (NGO), acting as a Micro Finance Institution (MFI), is focused on providing microcredit facility to aspiring female entrepreneurs in the Sialkot district in Pakistan. Ms. Hina Naureen, President of Baidarie, contemplated a significant funding opportunity, when she heard that 50 percent of the loans under Prime Minister's Youth Program's (PMYP's) were held for women. She had also come to know that an organization could apply for multiple loans on behalf of different individuals. Ms. Naureen thought that this was particularly useful for women residing in Baidarie's operational areas. An evidence regarding successful Baidarie's operations required to be submitted to the PMYP office in order to apply for funds. For this purpose, a research team was hired. The team evaluated and assessed the impact of Baidarie's operations by collecting primary data through survey based research. This case presents the findings and analysis performed by this team, after providing a brief overview of the microfinance sector of Pakistan as well as of Baidarie's credit policy. Based on this background, this case study provides a unique opportunity to analyze different aspects of an NGO & an MFI and analyze their role in promoting economic empowerment of women.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. Contact person: [Dr. Misbah Tanveer, Lahore University of Management Sciences, Opposite Sector U, Defence Housing Authority, Lahore 54792, Pakistan, 00-92-35608000, misbah.tanveer@lums.edu.pk].

THE HOUSTON ASTRODOME: EIGHTH WONDER OF THE WORLD?

Carolyn Conn, St. Edward's University
Amy Burnett, St. Edward's University

Case Objectives and Use

This case can be used at the graduate and undergraduate levels in disciplines such as accounting, finance, business ethics, and public policy. Students in finance or accounting courses should have previously studied the topics of cost/benefit analysis and capital budgeting. Students in business ethics or public policy courses should have previously studied ethical decision-making and ethical reasoning, including various ethical frameworks. A summary of the objectives for this case includes providing students with material to:

- Prepare both quantitative and qualitative analyses of a capital budgeting issue
- Evaluate the use of public funds for financing facilities that benefit for-profit entities, specifically professional sports teams.
- Assess the social cost (budget impact) of using public funds to finance professional sports facilities.
- Formulate recommendations for a major capital budgeting decision in the public sector.

Synopsis

This real (and undisguised) case focuses on the decades-long debate of whether to demolish or renovate the Houston Astrodome. In many ways, this is a classic capital budgeting case. Yet, the uniqueness of the Astrodome, its origins, its history and recent global publicity about its fates make the case itself unique. Some critics have described the Dome as a taxpayer burden, in high contrast to its previous glory days when it was described as the "Eighth Wonder of the World" when it opened in 1965. It is the former home of two professional sports teams, the Houston Astros and the Houston Oilers, as well as the Houston Livestock Show and Rodeo.

The current position of the protagonist, Harris County Judge Ed Emmett, is that the iconic Astrodome should not be demolished. He wants a renovation plan that is financially viable and one which will utilize the facility as a gathering place for area residents. After the departure of the Houston Astros, Oilers, and Rodeo, Harris County officials and taxpayers have been at odds about what to do with the architectural icon. Much of the debate has been fueled by conflicting information and the wide range of expert opinion regarding the expected demolition cost of anywhere from \$30 to \$70 million. In contrast, renovation estimates could be more than \$200 million.

The current debate is representative of decisions faced by local government officials across the United States over what to do with publicly-funded, outdated athletic stadiums, such as the Astrodome in Houston, Busch Stadium in St. Louis, Tiger Stadium and the Pontiac Silverdome, both in Detroit. In addition to traditional capital budgeting analysis, the Astrodome decision can also be evaluated in light of qualitative factors such as its prominence in architectural history and the opportunity costs for social programs and needs in Harris County.

The authors developed this undisguised case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer-reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Carolyn Conn and Amy Burnett. Contact person: Carolyn Conn, St. Edward's University, The Bill Munday School of Business, 3000 South Congress Avenue, C/M 1049, Austin, TX, 78704, (512) 233-1422, caroltc@stedwards.edu.

RENT A COOP

Carol J. Cumber, South Dakota State University
Kunsoon Park, South Dakota State University
Jamie O'Brien, South Dakota State University

Case Objectives and Use

This case is designed for upper level undergraduate courses in Business Finance, Business Law, Agricultural Law, Entrepreneurship, and Franchising. The learning objectives are:

1. To examine and demonstrate an understanding of the essential terms and conditions with regard to the formation of sales/lease agreements.
2. To demonstrate understanding of the FCF Valuation Method by determining the valuation of a business using this method.
3. To recognize the advantages and disadvantages of franchising and explain compliance issues and other legal considerations as they relate to franchising.

Synopsis

This undisguised case, based on actual events, focused on issues related to RentACoop, a chicken, coop, and incubator rental company in Potomac, Maryland. Testimonials from satisfied customers regarding the joys of renting chickens were music to co-owners Tyler Phillips and Diana Samata's ears. They loved providing the opportunity for urban dwellers to get in touch with what was traditionally rural, to embrace organically raised animals and products, and to educate children.

Their business was off to a good start, which made Tyler consider:

That's a great thing! But, we can't grow very much more at our current location. How do we get the money to expand when we don't really have an answer for the banker who asks how much our business is worth? Is franchising a better way to go? As we grow will the potential for liability increase? Are our agreements written in such a way that we have adequate legal protection?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Carol Cumber, Kunsoon Park, and Jamie O'Brien. Contact person: Carol Cumber, South Dakota State University, Department of Economics, Scobey 504, Brookings, SD 57007, 605.688.4849, carol.cumber@sdstate.edu.

DIAMOND FOODS, INC: A COMPREHENSIVE CASE IN FINANCIAL ANALYSIS AND VALUATION

Mahendra Gujarathi, Bentley University

Case Objectives and Use

Diamond Foods is the largest walnut processor in the world. It specializes in processing, marketing and distributing nuts and snack products globally. This real-world case provides an opportunity for students to apply several concepts in financial analysis and firm valuation to a real-world M&A context. The case presents a platform to achieve several learning objectives, including the development of research, critical thinking, communication, and problem-solving skills.

The primary learning goal of the case is to help students understand the role played by accounting analysis in firm valuation. It helps students to (a) evaluate a company's business strategy, (b) understand the implications of the strategy for assessing profitability and risk using DuPont Framework, (c) understand the role of accounting information in stock valuation, and (d) perform a comprehensive exercise involving accounting analysis, financial analysis, financial forecasting, and firm valuation in the context of mergers and acquisitions using publicly available information. The case was class tested in four graduate level financial statement analysis courses. The faculty and student feedback was very favorable.

Synopsis

Diamond Foods, Inc. (Symbol: DMND), reported higher sales and profits in each year from 2005, when it was incorporated, to 2011. Its stock price had increased from \$17 in 2005 to \$96 in 2011, yielding investors a 28% compounded annual return. Diamond's management faced a challenge in 2011. The prices for its raw material were rising but its management did not want the increased prices to reduce Diamond's profits. It also wanted to maximize the price of Diamond's stock, which was intended to be used to acquire Pringles®. The creative solution devised by Diamond's senior management was to make special payments to suppliers but record them as purchases of the following year. The financial reporting of the special payments was questioned in a report by a research firm specialized in short-selling which changed the firm's recommendation on Diamond to 'Sell', and lowered the target price. The news story of questionable accounting for the special payments was followed by an internal investigation by Diamond's audit committee, SEC investigation and a class action suit which resulted in driving down Diamond's stock price to \$14 in November 2012. The case analysis helps students experience the power of using publicly available information for firm valuation and of the dramatic effects accounting and acquisitions analyses can produce on firm valuation.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were each anonymously peer-reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 Mahendra Gujarathi. Contact person: Mahendra Gujarathi, Bentley University, 175, Forest St., Waltham, MA 02452. Phone 781-891-3408. E-mail: mgujarathi@bentley.edu.

FROM TELEMARKETING TO CYBERSCAMING

Atherine Lee, University of Technology
Paul Golding, University of Technology

Case Objectives and Use

This case examines a particular type of cyber-crime known as advance fee fraud (AFF). The case is set in Jamaica where the fraud takes place targeting victims in the United States of America (USA). The case can be used in undergraduate or graduate courses in ethics, accounting or management information systems.

The objectives are:

1. Examine the types and characteristics of advance fee fraud.
2. Discuss the paradoxes of technology in relation to the technologies used in AFF.
3. Assess the profile of the perpetrators of AFF.
4. Assess the profile of the victims of AFF.
5. Discuss the ethical, economic and political implications for countries where AFF is perpetrated.
6. Critique the government response to the AFF crisis.

Synopsis

This case, based on actual events that took place in Jamaica, describes a difficult situation facing Julian Robinson, the Minister of State in the Ministry of Science, Technology, Energy and Mining (MSTEM) in 2013. The Government of Jamaica (GoJ) in an effort to diversify the Jamaican tourism-dependent economy and to improve its ICT sector introduced Business Process Outsourcing (BPO) in the 1980's. As the BPO sector in Jamaica grew to become the leader in the Caribbean region a troubling, unintended consequence occurred. Many of the employees in the sector left and started to use the skills acquired to create a lottery scamming industry targeting elderly persons in the USA. The Minister of State in the Ministry of Science, Technology, Energy and Mining, Julian Robinson, with responsibility for eradicating the lottery scamming industry, is coming under increasing pressure from the US Senate to act promptly to expedite perpetrators to the US. Despite several efforts by the USA and Jamaican Governments, the situation has only worsened. Each day, roughly 30,000 calls are made from Jamaica to the USA in attempts to defraud their citizens and approximately US\$13M was bilked from 200 elderly victims in three states over a seven month period in 2012.

The authors developed this case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, October 8-10, 2015, Orlando, FL. All rights are reserved to the authors and NACRA. © 2015 by Atherine Lee and Paul Golding, University of Technology, Jamaica. Contact person: Atherine Lee, University of Technology atherine.lee@utech.edu.jm

KUWAIT FOOD COMPANY (AMERICANA) – FINANCIAL ANALYSIS

Anupam Mehta, Institute of Management Technology, UAE
Karuna Lulla, Financial Services, India
Motilal Oswal Financial Services, India

Case Objectives and Use

This case evaluates Kuwait Food Company (Americana), a leading food retailing and processing company in the Middle East and North Africa region with KWD 809.6 million (US\$ 2.9 billion) turnover in the year 2012, as an investment opportunity. The case is used for Post Graduate Accounting and Finance students. The case requires the learners to have the basic knowledge of Financial Accounting and Corporate Finance concepts.

Pedagogical Objectives

The case aims to achieve the following objectives-

1. To understand the purpose and process of fundamental analysis
2. To apply the valuation ratios and the basic Discounted cash flow model.
3. To analyze and evaluate the financial performance of the company and while drawing the interpretations from the same, with the help of various financial analysis tools like financial ratio analysis and trend analysis.

Synopsis

The case examines Americana by using fundamental analysis, a popular technique for making the investment decisions. The case brings out the issues and challenges that would enable the learners to gauge the financial performance of Americana, along with assessing the economy and the food industry prospects in the Middle East. The case has the pedagogical objective of enabling the learners to understand the process fundamental analysis, conducting the financial performance assessment and drawing valuation of Americana, with the help of various valuation ratios and valuation techniques.

Detailed information about the comprehensive Income Statement, Balance sheet, Cash flow Statement and business segments of Americana has been provided from 2008 to 2012 to enable the learners to evaluate a company's performance and draw predictions required for the company's valuations. The case gives elaborate information on the MENA (Middle East and North Africa) and GCC (Gulf Corporation Council) economic region, food industry and company specific details to draw projections fundamental analysis of the company. At the end of the case, the protagonist of the case, the multimillion investor, Hussain has to decide whether to invest in the Americana shares based on the valuation derived through the fundamental analysis.

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YOUR OWN BEESWAX: AN ENTREPRENEURIAL PRO-FORMA OR PROJECTED FINANCIAL MODELING CASE

Robert Patterson, Westminster College

Case Objectives and Use

This case can be used for upper division undergraduate, MBA, and Executive MBA level entrepreneurial finance courses and financial modeling courses. It was designed to be taught in conjunction with the “Entrepreneurial Finance” text by Leach/Melicher, 5th Edition, although it could be adapted to other entrepreneurial finance and financial modeling texts. The case provides students a capstone-type experience in creating, evaluating, and adjusting projected financial statements. The objectives are:

- Learn the principles of creating and analyzing pro-forma or projected financial statements.
- Build projected financial statements using assumptions provided in the case.
- Analyze and evaluate the quality of assumptions underlying financial modeling, including a ratio analysis exercise and a comparison analysis to a benchmark company.
- Research and select an appropriate benchmark company. This company will be used to help validate the assumptions in the case.
- Analyze potential financing sources for expanding a business.

Synopsis

Your Own Beeswax (YOB) is a new startup in the natural skin care industry. YOB makes and sells organic skin care products such as lotion, lip balm, shampoo, etc. and competes in the highly competitive and fragmented natural skin care market. Natural skin products have been used since the days of the pharaohs in Egypt several millennia B.C. In modern times, we have been able to test and determine the unique attributes of many of these products to treat and heal different types of skin. One of these products is beeswax which softens, soothes, and protects the skin. Beeswax is a widely used ingredient in many natural skin care products. The general public’s growing awareness of the harm chemicals can do to the skin and general green consciousness have also helped drive recent growth in this market.

YOB has been operating under the combined direction of two passionate entrepreneurs (Emily and Carol) for two years. Emily is the primary owner and is a chemist. She has created unique organic skin care products they believe are superior to other competitors. Carol is an experienced marketing professional. They have experienced growth the past two years by building their online business and selling direct to a growing number of boutique shops that sell organic skin care products. They were shocked when they received an offer letter from a national retailer of organic products to distribute their products. Accepting this offer would create an enormous increase in sales for their business. It would also require a dramatic increase in equipment, employees, and space to ramp up their production capacity.

They will need outside financing to expand and take advantage of this offer. They have brought in a part-time CFO (the student) to analyze their financing options and prepare pro-forma financial statements that will be used to analyze the expansion opportunity and help finance their business.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Robert Patterson. Contact person: Robert Patterson, Westminster College, 1840 South 1300 East, Salt Lake City, Utah, 801 832-2645 or 801 232-2674 (cell#)

DAIMLER & TESLA

Andreas Schueler, Universitaet der Bundeswehr

Case Objectives and Use

This case study deals with different strategic aspects of company valuation by discounting expected cash flows. The case would be appropriate for first or second year graduate students, particularly majors in Finance. It is suitable for use in classes covering Corporate Finance, Strategic Finance, Financial Management or Valuation.

Students should have a good knowledge of capital budgeting, financial accounting and an understanding of the strategic consequences of financial decisions.

The teaching objectives are: (1) understanding the strategic impact of a financing decision, (2) understanding the challenges of developing a cash flow forecast, (3) understanding the pitfalls of using discounted cash flow valuation.

Synopsis

This case discusses the decision of Hans Mueller, a finance manager at Daimler, whether to sell its share in Tesla in October 2014. The students are asked to take on the perspective of Hans Mueller who led the team which prepared the board's decision. Daimler bought shares in Tesla for USD 50 million in 2009. After some transactions it still held about 4 % of Tesla in 2014. After an enormous increase of Tesla's share price Daimler considered to stay invested in Tesla and cooperate in different projects, or to sell the shares making a huge profit while eventually limiting future cooperation with Tesla.

Thus, for Daimler being a financial and strategic investor the decision had a strategic as well as a financial impact. The financial decision was based upon the comparison between the fundamental value Daimler assigned to its stake and the market capitalisation in October 2014. The strategic impact was whether selling the shares would threaten its plans concerning vehicles with hybrid or electrical powertrain. Hans Mueller and his team needed to forecast future sales and cash flows to come up with a valuation for Tesla and compare that with the current share price.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Andreas Schueler. Contact person: Andreas Schueler, Universitaet der Bundeswehr Munich, 85577 Neubiberg Germany, 004915127528231, andreas.schueler@unibw.de.

MUMBAI TRANS HARBOUR SEA LINK: PROJECT FINANCING THROUGH PPP

Rai Shailendra, Management Development Institute

Case Objectives and Use

By the end of the teaching session, the students should have clarity on the following:

- Understand the difference between corporate finance and project finance
- Understand the basic of financial modeling and project evaluation
- Appreciate the use of different financial instruments in financing infrastructure projects
- Understand various PPP models of project financing and implementation
- Appreciate the importance and use of viability gap funding
- Structured financing

Synopsis

The case is about decision dilemma in financial and project management issues. The project is conceived and planned but could not be executed/started. Most public projects are delayed for number of reasons resulting in huge losses and public services are not delivered properly. The Mumbai Trans Harbour Sea Link project demonstrates the general situation of a very large construction projects in developing countries in which financial resources are limited. The objective of the case is to teach insights concerning the selection of a financial model for project selection and implementation keeping in minds the critical issues of the concession and completion time line.

The case is about a public transportation through PPP model. The Maharashtra State Road Development Corporation, the nodal agency for the project, has received technical and financial bids from firms to be appointed as engineers/ consultants for the project. The MSRDC has shortlisted three consortiums- L&T-Gamon Industries and IFFCO, Sea King Infrastructure Ltd and Reliance Energy Limited (REL). However, L&T-Gamon Industries and IFFCO opted out of the race. The REL led consortium offered to build the link in June nine years and 11 months however, Sea Kind Infrastructure, which was the only other bidder, has quoted a concession period of 75 years. Both the bids have taken the MSRDC officials by surprise. According to MSRDC, the concession period demanded by both companies has deemed unrealistic. MSRDC itself was not sure about the viability of such a low concession period. The MSRDC decided to re-examine/re-evaluated the winning bid including the cost, financing, traffic, and concession period etc. of the project again before taking the final decision.

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ESHAN AND ENIGMATIC ECONOMICS

Choudhry Tanveer Shehzad, Lahore University of Management Sciences

Case Objectives and Use

The objective of the case is to highlight Economics as a way of thinking and why should or should we not believe different observations explaining economic phenomenon. Moreover, complex phenomena need to be dissected before doing a thorough analysis and assumptions help us in going into finer details. Additionally, this case can also be used to discuss basic assumptions in microeconomic analysis.

It's also important to highlight while discussing the case that even many physical science theories were not perfect from start and they develop over time. Additionally, it's hard to find absolute solutions of managerial problems. Later part of the class discussion should be devoted to taking different approaches from students that how to analyze economic problems as rational conundrums and how theories develop in economics.

This case has been prepared to be taught, preferably, in the very first part of the course in the Economics module of a master's program in business.

Synopsis

This case has been written about the thoughts and feelings of a Managerial Economics student in an MBA program of a case-based school who does not find the subject convincing and practically useful. He thinks that different assumptions, theories and principles in Economics are too simplified and their relevance to the real world companies is limited and superficial. The objective of the case is to highlight Economics as a way of thinking and why should or should we not believe different observations explaining economic phenomenon. Moreover, complex phenomena need to be dissected before doing a thorough analysis and assumptions help us in going into finer details.

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VECIMA NETWORKS INC: WORTH THE INVESTMENT?

Melissa Strom, University of Saskatchewan
Brian Lane, University of Saskatchewan

Case Objectives and Use

The case is suitable for use in undergraduate and graduate courses. In an undergraduate course it can be used in an introduction to finance course during discussions of company and stock valuation. An investments analysis class would also be an appropriate forum for the case. In a graduate course it can be used to reinforce stock valuation concepts.

This case highlights a scenario that is common to investors interested in purchasing shares in public companies – how best to make an informed decision. The purpose of the case is to determine an appropriate rating for Vecima's stock, demonstrate principles of stock investment valuation, and to determine if Vecima is an appropriate long position for the assistant professor's personal investment portfolio.

Synopsis

An assistant professor at the University of Saskatchewan was researching technology companies based in the province of Saskatchewan, Canada. She wanted to write cases on local businesses that she could profile in her Commercialization of Technology class. To compile and write cases on these companies required in-depth research, which she had been doing for the past two years since the spring of 2013. Now that she was developing and acquiring in-depth knowledge regarding specific companies, the timing seemed right to start actively and strategically investing in shares, especially since some of the companies she was researching appeared to be 'good buys'. She had purchased shares previously in public companies; however, her previous investments had not been made in a strategic manner. She had neither followed nor actively researched the companies she bought, but she knew that these activities were probably necessary for informed decision making. She also felt it was wise to set up a systematic process for analyzing companies. This system could then be used going forward and she regretted that she hadn't done this a decade earlier.

Vecima Networks Inc. was one of the companies that piqued her interest. Vecima was a successful Canadian company that designed, manufactured and sold products that enabled broadband access to cable, wireless and telephone networks. The company had recently undergone a management change from the original founder (and CEO of 25 years) Dr. Surinder Kumar (Dr. Kumar) to his son Sumit Kumar (S. Kumar). Was Vecima common stock a good investment for her?

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MILLAT TRACTORS LIMITED: A SHARIAH COMPLIANT OPPORTUNITY

Fazal Jawad Syed, Lahore University of Management Sciences
Choudhry Tanveer Shehzad, Lahore University of Management Sciences

Case Objectives and Use

It provides students with an opportunity to understand and analyze the following key aspects of firm valuation from the perspective of an investor:

1. Calculate the basic risk and return measures of a stock and beta as a measure of systematic risk.
2. Apply the Capital Asset Pricing Model (CAPM) to estimate the cost of equity and hence calculate the cost of capital – a discount rate to be used in valuation.
3. Project the future cash flows of the firm and use the discounted cash flow approach along with the market multiples to value a company.
4. Assess the upside potential of the stock to see whether the stock is overpriced or underpriced.
5. Perform sensitivity analysis on the estimated value to assess the effect of key inputs.

This case can be used in investments and agro business courses. It provides MBA and executive program participants an opportunity to analyze and understand the significance and intricacies involved in valuing a firm to evaluate the investment opportunity.

Synopsis

In early 2015, Ms. Manal Iqbal, a fund manager of Pakistan Islamic Pension Fund (PIPF) at MCB Arif Habib Savings and Investment Limited (MCBAH) was reflecting on the strategic positions of her pension fund. MCBAH, an asset management and investment advisory company, was established in 2000 and registered with the Securities & Exchange Commission of Pakistan (SECP). MCBAH was a leading asset management company known for its innovative products to meet the investment needs of its growing clientele. As of 31st March, 2015, the company's total assets under management (AUM) were in excess of Rs. 57 billion. PIPF was launched in 2007 with the objective to provide investors steady return with moderate risk through investing in a blend of equities and fixed income securities. Lately, Manal has been considering investing a small proportion of the fund to Millat Tractors Limited (MTL) as a strategic investment in the agricultural sector of Pakistan.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

THE VALUATION OF AN ARGENTINEAN AGRICULTURAL COMPANY UNDER THE ECONOMIC GROWTH CHALLENGES IN EMERGING MARKET. QUALITY GROUP VALUATION IN JULY 2014

Manuel Pereyra Terra, Ort Uruguay University

Case Objectives and Use

The case can be used in masters programs (such MBA's or MSc with Firm Valuation, Corporate Finance and Emerging Markets components), in graduate courses in Business or Accounting, or a Seminar for doctoral students (as they prepare to explore firm valuation in emerging markets). The objectives are:

- Review the company cash flows concepts: Operative (CFO), Investment (CFI) and Financing (CFF) and its relations with the correct Cash Flows construction needed to determine de fair firm value: Cash Flow to the Debt (CFD; K_d); Equity Cash Flow (ECF; K_e); Free Cash Flow (FCF; WACC) and Capital Cash Flow (CCF; WACC before Taxes).
- Learn how to construct each cash flow and its necessary equilibrium for fair value.
- Applying Adjusted CAPM model under the uncertainty of an emerging market.
- Explore the Yellow Peas World Market through an entrepreneurial Argentinean Agribusiness Co.

Synopsis

In late March 2014, the directors of Quality Group Argentina Federico and Lucas needed to determine the value of the firm. They had developed a new business unit (a yellow peas seeds), which had led to double its revenues. The opportunities were fantastic and their dream of building a company capable of producing food for the world seemed to be possible. During the last two years they had had exponential growth after developed the Asian marketing channel, verifying that India and China had unmet demand for yellow peas.

On the other hand, the spectacular company growth had demanded exponential working capital expenditures, reason why the board decided to get into a long term debt resources from capital market. The first step in late march 2014 will be the company valuation, but the uncertainty cast an emerging country like Argentina drives the board to hire a financial analyst to: (i) diagnosis the economic and financial performance in recent years, (ii) determine the company value and (iii) optimize the product mix to produce / process / and marketing, depending on the breakeven point of each one of the company products (commodities and specialties).

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by [Manuel Pereyra Terra] Contact person: [Manuel Pereyra Terra, ORT Uruguay University, +54911-5007-0562, manuel.pereyra@iese.net].

COMMUNICATION SOLUTIONS: TIME TO LEAVE

Susan White, University of Maryland

Case Objectives and Use

This case explores small business valuation and exit strategies for founders. Students can put themselves in the position of small business owners who are ready to exit. The case looks at how a firm can best position itself for sale (increase revenues as much as possible). Students should value the firm using discounted cash flow and multiples valuation, which includes making assumptions about the future growth of the firm. While there is likely to be reasonable agreement on the “as is” valuation, there may be great variation concerning the assumptions and valuations of the company as it could be. Another valuation problem is that the comparable public companies are considerably larger than Communication Solutions. Students can discuss (and implement) adjustments made when using large company comparables to value a much smaller company.

This case is intended for an advanced undergraduate or an MBA corporate finance or entrepreneurship elective.

Students will be able to:

- List exit strategies for entrepreneurs
- Value a business using discounted cash flow and multiples analysis
- Calculate a weighted average cost of capital using comparable companies
- Explain the pros and cons of a government consulting practice
- Detail strategies for a small business in economic lean times

Synopsis

Communication Solutions (CS), a woman-owned business which experienced very fast growth at its inception, found itself slowing after the mid-2000s recession and now is poised for a resumption of its high growth. The firm provides consulting services, primarily to government agencies. The owner has brought the business to sales of about \$10.5 million in 2010, but revenues declined following that peak year because of cutbacks in government spending. The CEO and co-founder has exited day to day operations of the firm and moved on to new ventures. Her husband and co-founder remains with the business but is looking to turn it over to new management. Ultimately, the owners want to cash out and sell the business, but also want to position the business to obtain maximum value and to find the right buyer.

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Cases Written in French

Track Chair: Thierry Delecolle, ISC Paris
Co-Chair: Nabyla Daidj, Institut Mines Telecom

Roundtable Location: St. John's 28 (Thursday) and 34 (Friday)

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LA PME FAMILIALE BOURDETTE: ENJEUX DU RECRUTEMENT ET GESTION D'INDIVIDUS

Jeanine Billet – Groupe ESC PAU – France

Objectifs du Cas et Usages

Acquérir une meilleure connaissance du monde des dirigeants-entrepreneurs de PME et illustrer, de façon pragmatique, les décisions à prendre, en matière de Gestion des Ressources Humaines, dans le cadre de la PME familiale, et réfléchir aux problématiques majeures, rencontrées, par ces entreprises.

Montrer que les Hommes ne sont pas gérés de la même façon dans une PME, qu'il existe moins de formalisme dans ces entreprises. Faire découvrir, « l'originalité » du management de ces organisations et le fait qu'il est fondamental de prendre en compte les caractéristiques personnelles du (des) dirigeants, au niveau des variables structurelles et comportementales, de ces derniers.

Indiquer les spécificités en termes de management et de proximité entre les acteurs et monter l'importance de la centralisation des décisions au niveau du dirigeant, ainsi que du rôle de la famille, notamment dans les PME familiales, en ce qui concerne les axes stratégiques majeurs.

Montrer aux nouveaux entrants de ces entreprises l'influence de la culture et du poids du relationnel, partie intégrante du management et du fonctionnement des PME.

Comprendre et formaliser la démarche de recrutement en PME. Repérer quels sont les principaux process RH et les enjeux de gestion du personnel pour les PME, à partir d'un cas de PME. Ceci permet l'échange d'expériences sur les pratiques RH en entreprise.

Synopsis du Cas

La PME Bourdette est une entreprise agroalimentaire béarnaise familiale, 3ème génération, région du Sud-Ouest de la France, spécialisée dans la transformation et la commercialisation du foie gras, et la promotion de plats cuisinés haut de gamme, basés sur des recettes traditionnelles.

Aujourd'hui: 44 personnes se retrouvent dans la PME Bourdette et différentes générations travaillent ensemble. Cette entreprise qui a su s'appuyer sur des process industriels innovants et qui a un savoir-faire de 50 ans, se trouve néanmoins à la croisée des chemins. Les membres de la famille sont conscients qu'il faut se professionnaliser toujours plus, que le secteur d'activité se complexifie avec des normes de plus en plus contraignantes et qu'il convient développer de nouvelles parts de marché à l'extérieur, pour continuer à garder sa place de leader. Il convient alors, d'acquérir de nouvelles compétences, en recrutant des personnes extérieures à la famille: un responsable commercial export et un responsable qualité.

Il est demandé à Anthony de travailler sur la définition de poste du responsable commercial export, pour un recrutement immédiat et de réfléchir aux missions qu'on souhaiterait voir confier à un responsable qualité, pour une future embauche. Il est conscient des enjeux du recrutement pour la Maison Bourdette et ne souhaite pas décevoir les membres du conseil de famille qui lui font confiance, en lui demandant de s'investir dans cette mission.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the author.

MEGAUPLOAD ET LA LÉGALITÉ: LE SUCCÈS ET L'ÉCHEC D'UN MODÈLE D'AFFAIRES SUR INTERNET

Joëlle Bissonnette, HEC Montréal
Éric Brunelle, HEC Montréal

Objectifs du Cas et Usages

Le cas Megaupload peut convenir autant à des cours de 1^{er} cycle que de cycles supérieurs d'écoles de commerce. Il saura être apprécié par tous les types d'étudiants, qu'ils aient ou non de l'expérience en gestion et qu'ils aient déjà complété ou non un premier cycle universitaire. Il pourra intéresser plus particulièrement les étudiants qui ont déjà des connaissances du management et des modèles d'affaires; des technologies de l'information et de la communication; des industries culturelles; du droit d'auteur et de l'éthique des affaires. Les objectifs de ce cas sont:

- 1) L'acquisition des notions de modèle d'affaires et de performance organisationnelle par l'analyse d'un modèle d'affaires ayant eu du succès sur Internet;
- 2) L'apprentissage des particularités des industries de la culture et de l'information et des défis spécifiques que les entreprises de ces industries rencontrent dans le contexte d'Internet;
- 3) La réflexion éthique sur les activités d'une entreprise adaptée aux nouveaux modes de diffusion de la culture et de l'information sur Internet, mais qui ne respecte pas le droit d'auteur.

Ce cas invite à la recherche de solutions visant l'adéquation des modes de diffusion et consommation de la culture et de l'information pensés par les internautes avec le respect des créateurs. Il vise des objectifs d'analyse en contexte, de même que le développement du jugement éthique sur les activités d'une entreprise illégale ainsi que de la pensée critique à l'égard de cette entreprise et des lois en vigueur.

Synopsis du Cas

Le cas Megaupload est un cas réel, construit à partir de données publiques et d'observations directes qui ne présentent pas d'enjeu de confidentialité. Megaupload est un site Internet d'hébergement de fichiers qui a été actif du 21 mars 2005 au 19 janvier 2012, date à laquelle la justice américaine l'a fait fermer et a arrêté ses sept dirigeants, l'entrepreneur Kim Dotcom à leur tête. Megaupload avait permis, à grande échelle, la reproduction et la distribution de contenus culturels et informationnels protégés par le droit d'auteur (films, émissions de télévision, enregistrements sonores, logiciels informatiques, etc.) sans autorisation ni rémunération des titulaires du droit d'auteur de ces contenus. Ce cas expose la façon dont ce modèle d'affaires du domaine de la culture et de l'information a pu obtenir un tel succès auprès des internautes (180 millions d'abonnés et une moyenne de 50 millions de visiteurs uniques par jour), ainsi que ses démêlés avec la justice, qui ont conduit à sa fermeture. Il s'inscrit dans le contexte technologique de la révolution des modes de diffusion et de consommation des biens culturels et informationnels qui est menée par les internautes ainsi que dans le contexte légal des lois sur le droit d'auteur. Il questionne la compatibilité entre ces lois et un modèle d'affaires qui répond avec adéquation au contexte technologique actuel. Comment s'inspirer du succès de ce modèle, mais dans le respect des lois qui protègent les auteurs? Qu'aurait dû faire Kim Dotcom, pour éviter la fermeture de Megaupload? Est-ce que ce sont ces lois, qui devraient être repensées?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Joëlle Bissonnette and Eric Brunelle. Contact person: [Joëlle Bissonnette, HEC Montréal, 3000 Chemin de la Côte-Sainte-Catherine, Montréal, QC H3T 2B1, 514-814-8468, bissonnette.joelle@gmail.com].

**STRATEGIE:
EIZO, UNE STRATEGIE CLAIRE COMME DU CRISTAL?**

Nabyla Daidj, Télécom Ecole de Management
Thierry Delecolle, ISC Paris Business School
Cédric Diridollou, ISC Paris Business School

Objectifs du Cas et Usages

Le cas EIZO a été conçu pour illustrer un cours de stratégie. Il place l'étudiant dans la position de Yukio Mishita, jeune analyste stratégique dans un fonds de pension japonais, en charge d'une entreprise japonaise de taille moyenne, intervenant sur le marché mondialisé des écrans dominé par quelques acteurs d'envergure à la poursuite d'économies d'échelle. Ce cas propose d'étudier la chaîne de valeur sur laquelle opère l'entreprise et d'évaluer les résultats des choix stratégiques passés afin d'identifier des axes de développement pour l'avenir.

Le cas EIZO peut être analysé à plusieurs niveaux, selon les objectifs de l'animateur, le *timing* du cas dans le syllabus des cours de stratégie et la capacité de la classe à questionner les données financières présentes dans le cas.

Dans son utilisation la plus complète, ce cas permet normalement d'évaluer les connaissances et compétences de l'étudiant en termes de:

- (1) analyse sectorielle. Ce cas exige la prise en compte des évolutions du secteur qui ont un impact important sur les stratégies des acteurs.
- (2) diagnostic stratégique « classique » avec les deux volets: interne et externe.
- (3) recommandations (stratégies, avantage concurrentiel, positionnement, etc.)

Synopsis du Cas

En juin 2014, le fabricant japonais de moniteurs EIZO Corporation présente les résultats de son exercice fiscal 2013, clos au 31 mars 2014. Le bilan est mitigé car, malgré une croissance de 26,4% du chiffre d'affaires par rapport à 2012, les 73,6 milliards de JPY réalisés sont loin de l'objectif de 100 milliards de JPY présenté deux ans plus tôt.

Yukio Mishita, 26 ans, analyste en charge de cette entreprise dans un fonds de pension japonais a quelques jours pour évaluer la situation. Il doit notamment apporter des réponses aux questions suivantes. Y-a-t-il des écarts par rapport au plan prévisionnel présenté par EIZO Corporation en 2012? Si oui, par quoi s'expliquent-ils ? La firme japonaise est-elle en position de développer une stratégie propre à maintenir sa croissance et à atteindre au plus vite l'objectif affiché?

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CAS ALLIAS

Marc Jauffrit, Groupe ESC-PAU

Objectifs du Cas et Usages

Il est parfois difficile, pour un enseignant, de traiter des processus de succession et de transmission des PME, sans tomber dans l'accumulation de descriptions.

La méthode des cas s'adapte particulièrement bien au sujet car elle rend « vivant » le processus de succession.

L'objectif est l'acquisition de compétences comportementales en développant sa capacité d'analyse et de synthèse dans une situation complexe.

Nous étudions de façon très concrète, les points de vue, forcément entachés d'affectif et de subjectivité, des principaux acteurs.

Nous cherchons à construire une synthèse des points de vue, pour extraire « une vérité » dans le déroulement de la succession en identifiant et analysant les instants des décisions (ou des non-décisions) qui ont conduit à la situation à l'instant du cas. Le travail est successivement diachronique et synchronique.

Synopsis du Cas

En 2012, un chercheur retrace la succession du Groupe ALLIAS. Moyenne industrie de la conserverie de légumes, le Groupe ALLIAS a subi une succession entre père et fils. Le cas présente la situation d'une entreprise qui passe une crise lors de la phase de succession. Par une suite d'interviews des principaux protagonistes du cas : les membres du conseil de famille mais également certains collaborateurs et partenaires. Le cas retrace la succession d'une PMI. Mal préparée – pour ne pas dire pas préparée du tout - cette succession se déroule comme un coup d'Etat des fils vis-à-vis du père puis l'éviction du fils le plus âgé au profit du benjamin. Evidemment la succession s'est mal passée puisque tous le monde se retrouve fâché. De plus les ambitions du nouveau dirigeant semblent bien au-delà des possibilités ouvertes à l'entreprise à date.

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LA MAISON DE COGNAC REMY MARTIN

Valentina KIROVA, Groupe Sup de Co La Rochelle
Marie-Noëlle RIMAUD, Groupe Sup de Co La Rochelle

Objectifs du Cas et Usages

Le plan de développement s'articule autour de trois défis complémentaires que l'entreprise s'apprête à relever:

1. La recherche d'un avantage commercial: améliorer les ventes Dans une optique d'efficacité, la maison de cognac cherche à améliorer la fréquentation des sites, les ventes en boutique et continuer à monter en gamme.
2. La quête d'un avantage compétitif: se différencier La Maison Rémy Martin souhaite développer la notoriété et l'attachement à la marque à travers la valorisation de son patrimoine et de son savoir-faire.
3. Etre davantage orientée vers les clients: conquérir – fidéliser – faire recommander

Pour la maison de cognac il est primordial de concilier la quête de nouveaux clients avec la fidélisation des clients existants et au-delà en faire des clients-ambassadeurs. Elle a la volonté de créer de la valeur pour les visiteurs par l'intermédiaire d'une expérience unique, authentique et interactive.

Synopsis du Cas

Célèbre maison de cognac créée en 1724, Rémy Martin fait partie des quatre marques leaders du marché du cognac, avec par ordre d'importance: Hennessy, Rémy Martin, Martell et Courvoisier. En 1991 la Maison Rémy Martin fusionne avec l'entreprise Cointreau pour créer un groupe de spiritueux – Rémy Cointreau. Pour se différencier de la concurrence le groupe s'engage progressivement dans une stratégie de montée en gamme pour l'ensemble de ses marques. Cette stratégie s'appuie sur quatre leviers d'action : un engagement sur la qualité du produit, une politique de prix ambitieuse et créatrice de valeur, une politique d'innovation soutenue et enfin une quête d'amélioration de la relation client.

Afin de faire connaître ses cognacs et son savoir-faire, depuis les années 1990 Rémy Martin offre la possibilité aux touristes de visiter son domaine dans la région de la Charente en France. L'activité œnotouristique de la Maison de cognac marque un tournant en 2005, avec la décision de mener une politique de montée en gamme pour les produits touristiques. Le prix des visites évolue progressivement à la hausse, en cohérence avec l'image de marque souhaitée, mais aussi avec les prestations proposées. Le cas illustre le repositionnement vers le haut de d'offre œnotouristique de la Maison Rémy Martin. L'apprenant est amené à appréhender et analyser ce choix stratégique pour proposer des pistes de renforcement de l'avantage concurrentiel, de la valeur ajoutée au consommateur et de l'expérience client avant, pendant, et après la visite.

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LE MARCHÉ DE L'ONCLE HANSI: COMMENT DÉVELOPPER LA MARQUE-ÉTENDARD DE L'ALSACE?

Christine Kratz, ICN Business School (France)

Jacky Koehl, ISAM-IAE Nancy (France)

Objectifs du Cas et Usages

La présente étude de cas est parfaitement appropriée dans un cours de politique de marketing général, ou peut être utilisée sur des thématiques plus spécifiques de diagnostic marketing, de management de l'offre commerciale (produit/prix), de gestion de la marque, de politiques de distribution ou de communication. Elle s'adresse à un public d'étudiants de premier cycle ou à un public de formation continue (les deux cas de figure ont été testés). Cet outil pédagogique peut constituer un cas de synthèse. Il est conçu pour être travaillé et animé en groupes (équipes).

Les objectifs pédagogiques visent à développer tant l'esprit d'analyse que la créativité des apprenants. Ce cas, conçu en étroite collaboration avec la direction de l'entreprise, a l'avantage de mettre les apprenants en situation, dans un contexte professionnel, avec des données et une problématique réelles.

Les objectifs portent sur:

- la maîtrise du diagnostic marketing;
- l'appréhension de la cohérence entre l'élaboration d'un diagnostic et les recommandations (stratégiques ou opérationnelles);
- la réflexion et l'analyse d'une stratégie marketing (segmentation, ciblage et positionnement) et de ses incidences sur le marketing opérationnel;
- la formulation de recommandations tactiques en termes de management de l'offre commerciale, de distribution et de communication (en s'appuyant sur les concepts vus en cours : gestion des gammes produits, conception de packaging, politique des prix, choix de canal de distribution et marketing multicanal, communications traditionnelle et digitale...);
- la créativité des recommandations (nouveaux produits ou services, opérations promotionnelles...);
- la compréhension de la problématique d'une marque ombrelle régionale, avec un fort attachement à un territoire.

Synopsis du Cas

Créée en 2012, la marque-ombrelle « Le marché de l'Oncle HANSI » rassemble 24 entreprises de l'agro-alimentaire alsacien, des secteurs de l'édition et des arts de la table. Son créateur, Steve Risch s'est appuyé sur l'imagerie traditionnelle de Hansi pour proposer une offre de produits typiques, mettant en avant le savoir-faire et le patrimoine alsaciens.

La marque-étendard (qui est aussi une marque-ombrelle) n'a que quelques années d'existence, mais déjà son dirigeant s'interroge sur le développement du Marché de l'Oncle HANSI.

Monsieur Risch fait appel à vous en tant que consultant(s) marketing. Vous devrez réfléchir aux axes de développement possibles, tout en tenant compte et en préservant le positionnement différenciant de la marque-ombrelle. Afin de répondre au mieux à ces questions, il est demandé de réaliser successivement :

- un diagnostic de la marque en regard des tendances de l'environnement (macro environnement, concurrences directe et indirecte, attentes du consommateur);
- une recommandation sur la stratégie marketing à adopter et un plan d'actions marketing détaillé.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Christine Kratz and Jacky Koehl. Contact person: [Christine Kratz, ICN Business School, 13, rue Michel Ney, F-54000 Nancy, +33 (0)6 18 38 98 98; christine.kratz@icn-groupe.fr

DU POT À LA PEAU: LE WIKICELL OU LA RÉVOLUTION DU PACKAGING COMESTIBLE NATUREL GOURMAND

Sabine Ruaud, EDHEC Business School (Lille, France)

Marie-Catherine Mars, EDHEC Business School (Nice, France)

Véronique Boulocher-Passet, University of Brighton Business School (Great-Britain)

Objectifs du Cas et Usages

Ce cas place les apprenants en situation quasi-professionnelle en les confrontant à la complexité de la problématique de la recherche et des méthodologies d'études en marketing.

Il permet aux étudiants de:

- Identifier et contraster les avantages et inconvénients des méthodes d'enquêtes qualitatives et quantitatives.
- Evaluer l'utilisation de l'entretien individuel comme méthode d'identification des motivations et des freins à l'achat et à l'utilisation d'un nouveau concept de produit.
- Critiquer constructivement un guide d'entretien.
- Réaliser une analyse de données qualitatives et faire des recommandations managériales sur la façon de mettre en œuvre les résultats de l'enquête.

Synopsis du Cas

En ce mercredi 3 juin 2015, peu avant l'heure du déjeuner, Antoine Mahy, 45 ans, vice-président de la société alimentaire WikiFoods, regarde l'assiette placée sur son bureau. Au centre, se tient le yaourt du 3^{ème} millénaire. Antoine l'attrape avec les doigts et le gobe avec délice. Manger son pot ou plutôt sa peau de yaourt, telle est la dernière création de la start-up franco-américaine!

La mise au point de la technologie révolutionnaire, mêlant gastronomie et création technique, créant l'emballage 100% naturel, protecteur et comestible, remonte à fin 2009. David Edwards, professeur américain à Harvard et créateur du concept, ainsi que François Azambourg, designer alimentaire français de talent, en sont les pionniers, rejoints par Antoine Mahy, ancien « Category Pioneer Director » dans une entreprise de boissons rafraîchissantes sans alcool.

Après quatre années de travail acharné, les trois associés lancent, en 2014, aux Etats-Unis, les WikiPearls dans quatre Whole Food Markets tests du Massachusetts en partenariat avec Stonyfield, entreprise américaine filiale de Danone spécialisée dans le yaourt et les produits laitiers bio. En un an, les WikiPearls font des émules ; elles sont aujourd'hui distribuées dans une quarantaine de Whole Foods Markets situés entre Boston et Philadelphie.

Antoine souhaite aujourd'hui préciser son projet pour un lancement sur le marché français. Vous le guidez dans son analyse des résultats d'une étude qualitative et la mise au point de recommandations pour le lancement des WikiPearls en France.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, Orlando, FL, October 8-10, 2015. All rights are reserved to the authors and NACRA. ©2015 by the authors. Contact person: Sabine Ruaud, EDHEC Business School, 24 Avenue Gustave Delory, 59057 Roubaix, France, sabine.ruaud@edhec.edu

LA MISE EN CAUSE DU COMPORTEMENT SOCIALEMENT RESPONSABLE D'UNE PME: L'IMPACT SUR L'ATTRACTIVITE RH DE MANUT'PORTUAIRE

Jocelyne Yalenios, Université de Strasbourg
Aline Pereira-Pundrich, Université de Strasbourg

Objectifs du Cas et Usages

Les objectifs pédagogiques sont:

- Identifier les liens existant entre l'orientation de l'organisation et la gestion des ressources humaines (GRH)
- Analyser l'impact des choix stratégiques en matière de RSE sur l'attractivité d'une organisation?
- Développer une communication adaptée visant à développer l'attractivité d'une organisation?

Ce cas s'intègre très bien dans un cours qui mettra en valeur les pratiques des Ressources Humaines sous la perspective des enjeux socialement responsables présents au sein des entreprises et qui font désormais partie intégrante du travail des responsables RH. Il s'adresse à des futurs responsables RH comme à l'ensemble des responsables dans l'organisation qui doivent désormais prendre en compte l'impact de leurs engagements responsables sur l'image de l'organisation.

Synopsis du Cas

Robert BARRIL, responsable RH dans une PME familiale souhaite lancer le recrutement du futur chef de service « exploitation chef portuaire ». Le candidat retenu sera amené à remplacer l'actuel responsable qui succédera au dirigeant actuel. C'est un recrutement délicat puisque l'entreprise se prépare aujourd'hui à développer fortement son activité avec le projet d'extension portuaire et qu'il faut recruter une personne qui saura prendre la dimension de ce poste. Les personnes qui ont les compétences pour tenir le poste seront-elles intéressées par ce poste et candidateront-elles? Robert BARRIL est en effet préoccupé par l'image véhiculée de l'entreprise dans les médias et surtout via internet. On entend surtout parler des conflits liés au projet d'extension portuaire. Il craint que ces débats qui s'éternisent maintenant depuis plus de 3 ans ne ternissent l'image de l'entreprise auprès d'éventuels candidats et ne découragent d'éventuelles candidatures. Le cas permet de présenter la mise en opposition de deux volets de la responsabilité sociétale de l'organisation: le socio-économique, concernant le développement de l'emploi, et l'environnemental, concernant la préservation de l'environnement et du territoire où sont insérées l'entreprise et ses activités. A l'issue du cas, Robert se demande quelle stratégie de communication il doit développer pour attirer de bons candidats.

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Cases Written in Spanish

Track Chair: Josep Cano, ESADE

Co-Chair: Jorge Alfonso Gonzalez, Monterey Tech

Roundtable Location: St. John's 27

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CASO IPEDIATRIC

Josep Lluís Cano Giner, ESADE Business School

Objetivos y Usos del Caso

Los objetivos del caso son:

- Formular una estrategia para el futuro de iPediatric.
- Entender cómo funciona el mercado de las apps
- Desarrollar las capacidades para analizar las estadísticas de la apps proporcionadas por Google analytics.

El caso iPediatric ha sido diseñado para ser utilizado en cursos sobre sistemas de información o en cursos de creación de empresas.

El caso puede dirigirse a diversas audiencias. Puede ser usado con alumnos de grado o MBA con distintos perfiles y años de experiencia (tiempo completo, tiempo parcial o en formatos Executive MBA), y en programas ejecutivos, tanto abiertos como en formatos In-Company Training (ICT).

Sinopsis

Ramon Paricio tiene que presentar una propuesta en unos pocos días a los socios de iPediatric. Corría el mes de abril de 2014 y a finales de mayo tenía una reunión con sus socios en la cual tendrían que decidir qué hacer con iPediatric.

En junio de 2012 habían lanzado la app iPediatric. A lo largo del proyecto se habían invertido unos 80.000€ y se debía decidir qué hacer con iPediatric a partir de ahora.

iPediatric estaba pensado para que los padres y madres con niños entre 0 y 12 meses pudieran consultar los síntomas de sus hijos, a través de unas preguntas la app les aconsejaba que debían hacer.

El presente caso trata de que los participantes diagnostiquen la situación de iPediatric y formulen posibles estrategias de futuro.

Para tomar esta decisión el caso presenta una encuesta a los usuarios de iPediatric de Septiembre de 2013, las estadísticas principales de Google analytics y las referencias de las apariciones en los medios.

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KEPÉN® TEA & SALADS

ENCONTRANDO LA RUTA PARA CRECERTE

Sofia Esqueda Henríquez, IESA
Rosario Arenas, IESA (estudiante autor)

Objetivos y Usos del Caso

El caso está diseñado para ser utilizado en programas de maestrías, en especial en el MBA en los cursos de mercadeo, investigación de mercados

Los estudiantes aprenderán sobre la importancia de establecer los objetivos de la investigación y determinar la información necesaria y administrativamente útil para la toma de decisiones. Los objetivos son:

- Determinar y aclarar las necesidades de información de la organización.
- Redefinir el problema de decisión en objetivos de investigación de mercados
- Identificar cuál debe ser el diseño de la investigación y definir cuales métodos (cualitativos / cuantitativos) son pertinentes para responder a los objetivos de Investigación planteados y los argumentos que sustentan sus decisiones.

Sinopsis

Omarly, experta *sommelier* de Té y su esposo Marcos Valbuena estaban disfrutando del caluroso atardecer marabino, frente a su local en la vereda del lago. La discusión la refrescaba Omarly con un Té Vitalidad (mezcla de té verde con fresas y pétalos de hibiscus) mientras que Marcos tomaba su bebida favorita Té de Assam, té negro de la India, que se caracteriza por su equilibrio, buen cuerpo y su fuerte sabor con tintes dulces. Aprovechaban ese rato de sosiego para discutir los detalles de la reunión que sostendrían al día siguiente en Caracas con una agencia de investigación de mercados. Esperaban que la empresa pudiera plantearles la mejor ruta para obtener información del mercado. Sentían que era necesario redefinir cuál sería la estrategia a seguir, para continuar creciendo. Desde su fundación en el 2007 Kepén® Tea+Salads habían crecido mucho más de lo que habían soñado, con tan sólo 5 años desde que habían iniciado operaciones ya tenían funcionando 12 locales con buenos resultados.

Habían logrado consolidar una nueva franquicia de “comida rápida saludable.” Sin embargo, como socios fundadores percibían que el crecimiento del negocio había sido muy orgánico y era momento de planificar mejor el futuro de la compañía. Entendían que una mejor comprensión del mercado y sus clientes era el primer paso en su planificación estratégica.

Consideran que deben contratar los servicios de una empresa de investigación de mercados que les presentara una propuesta de servicios acorde a sus requerimientos. La pareja pensaba que una ruta de crecimiento era incluir un menú infantil y atraer a madres con niños al local, dado que el 70% de los clientes son mujeres. Sin embargo, esta vez temían equivocarse, por lo que esperaban contar con mayor información del mercado antes de tomar una decisión.

Este caso esboza el escenario para plantear las necesidades de información que tiene Kepén® luego de cinco años en el mercado. Forma parte integral del Caso Kepén Tea+Salads con 3 partes, para ser discutido de manera consecutiva o independiente.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

***LAVINYETA (C)**

Josep M. Sayeras, ESADE – Universitat Ramon Llull
Pedro Aznar, ESADE – Universitat Ramon Llull
Bambi Douma, University of Montana

Objetivos y Usos del Caso

Los objetivos del caso pueden ser múltiples y variados atendiendo a los distintos objetivos de aprendizaje. Por ejemplo, a nivel genérico:

- Discutir la definición de “mercado” desde el punto de vista de *Managerial Economics*.
- Señalar los distintos actores que van a jugar un papel determinante en el proceso.
- Buscar las ventajas competitivas, sus fuentes, así como su posibilidad de permanencia en el tiempo.
- Analizar la toma de decisiones no estructuradas sobre la base del análisis estratégico con múltiples variables.
- Analizar la decisión de elección de un distribuidor por parte de los emprendedores, la estrategia inicial de la empresa y su impacto en el sector.
- Presentar la evolución de la industria (distinción entre el corto plazo y largo plazo) de una estructura de competencia monopolística.

El caso *lavinyeta ha sido diseñado para ser utilizado en cursos de *Managerial Economics*; de Política de Empresa/ Estrategia y Entrepreneurship. Puede ser usado con alumnos de MBA que tienen distintos perfiles y años de experiencia (tiempo completo, tiempo parcial o en formatos *Executive MBA*) y en programas ejecutivos, tanto abiertos como en formatos *In-Company Training* (ICT). Igualmente, puede ser utilizado con los alumnos de grado, siempre que se encuentren en los últimos años de su formación. Es decir, se puede utilizar tanto en cursos básicos como avanzados, siempre que se adapte su enfoque. En los cursos básicos, se puede utilizar como introducción a la delimitación del mercado; mientras que, en cursos avanzados, el principal foco debe la evolución del sector y de la industria y la “posible” interacción estratégica en la toma de decisiones.

Sinopsis

El caso se sitúa en marzo del 2008, cuando Josep Serra y Marta Roca (emprendedores y fundadores de *lavinyeta; bodega de vino), deben decidir sobre su estrategia de comercialización. El caso que se presenta trata sobre la decisión de elegir el tipo de distribuidor mayorista que es más adecuado para la bodega. Destacar que a pesar de poderse tratar de manera independiente, forma parte de un grupo de 5 casos donde se tratan las vicisitudes de esta pareja de emprendedores en sus momentos clave. Aparecen elementos relacionados con la tipología de mercado, las ventajas competitivas de la empresa, aspectos del modelo de las cinco fuerzas de Porter; con el objetivo de poder establecer si es oportuno y conveniente escoger un determinado distribuidor. Se facilitan datos sobre la demanda y la oferta del sector, tanto a nivel local, como nacional e internacional.

Mensajes clave a destacar durante la sesión

No se puede tomar decisiones desde una única perspectiva.
No se cuenta siempre con toda la información.
Los análisis deben ser sistémicos.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and the teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10. © 2015 by J.M. Sayeras, B. Douma and P. Aznar. Contact person: Josep M. Sayeras, ESA

Aïta Barcelona: internacionalización de una marca europea en LATAM

Ignacio Osuna Soto, INALDE Business School - Universidad de la Sabana
Charles Muller Sanchez, INALDE Business School - Universidad de la Sabana
Felipe Cortes Ortiz, INALDE Business School - Universidad de la Sabana

Uso y Objetivos del Caso

El caso, por su gran versatilidad puede usarse en programas tanto en programas de MBA ejecutivos y no ejecutivos, programas de Executive Education y programas enfocados en propietarios, franquiciados y emprendedores. En general puede ser de interés para programas que incluyan contenidos de mercadeo, estrategia y toma de decisiones con temas que varían desde franquicias, modelos de negocios a toma de decisiones y comercio minorista.

- Aprender a evaluar la viabilidad y adaptación de un modelo de negocio en contextos culturales distintos.
- Conocer el sector de la moda y sus distintas categorías, haciendo particular énfasis en el Fast Fashion.
- Entender el modelo de negocio de retail y su evaluación con el uso del modelo de la herramienta del triángulo y el pentágono.
- Introducir el modelo de franquicias como posible emprendimiento en un contexto de internacionalización y la relación que por esto se genera. (Franquiciado-Franquiciante)
- Utilizar valoración financiera para la toma de decisiones con consideraciones de distintos escenarios.

Sinopsis del Caso

El caso gira alrededor de Esteban, un emprendedor colombiano, hijo de un prominente empresario de la agro-industria colombiana. Esteban había cursado estudios de MBA en Barcelona (España) y regreso a Colombia con la propuesta de iniciar operaciones de Aïta, empresa española de moda, en Colombia; con un ambicioso plan de expansión internacional de la franquicia. Aïta Colombia contaba con cinco tiendas principales en Colombia en centros comerciales de Bogotá y Medellín.

El modelo de negocio de Aïta en Colombia no ha dado los resultados esperados. Esteban debe lidiar ahora con la decisión de si debe continuar con el negocio y si decide hacerlo, de cómo continuar. Además, si decide continuar con Aïta Colombia, debe realizar múltiples análisis que le permitan definir desde una perspectiva financiera y de modelo de negocio, qué tiendas mantener, cuáles cerrar, cómo expandirse, cómo contraerse y el mejor momento para todas las combinaciones de las anteriores (A).

Mientras Esteban enfrenta esta situación se presentan tres escenarios más que complican el panorama. En el primero, (A1) Aïta Barcelona está experimentando problemas fuertes en España y emprende una búsqueda de capital extranjero, iniciando en Dubai, para salvar la compañía. En el segundo escenario (B), se logra la capitalización del exterior, pero Fernando deberá dejar la compañía y dedicarse a la fusión con otras adquisiciones del nuevo accionista. En el último escenario (C), Esteban se enfrenta recibe la oferta de reemplazar al presidente de Aïta y trasladarse definitivamente a España.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Osuna, Ignacio; Muller, Charles; Cortes, Felipe. Contact person: Charles Muller, INALDE BS - Universidad de la Sabana, Km. 7, Autopista Norte, Chía, Colombia, +578614444 16058, charles.muller@inalde.edu.co

Corporate Governance and Ethics

Track Chair: Marlene Reed, Baylor University

Roundtable Location: St. John's 33

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	Scott Hoover Jeffrey P. Shay	BEGINNER'S LUCK: POTENTIAL FRAUD BY THE VIRGINIA LOTTERY
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GOVERNANCE AT NAMAL (B): THE PROMISE AND CHALLENGES OF BUILDING A CENTER OF RURAL EXCELLENCE

Arif Nazir Butt, Lahore University of Management Sciences
Shezeen Hemani, Lahore University of Management Sciences

Case Objectives and Use

This case is suitable for graduate and executive courses on *Social Enterprise Management*, *Higher Education Management* and *Organizational Behavior*. The case can be effectively used for courses that include topics such as Leadership, Governance and Role of Boards in Non-Profit Organizations. Specific

Learning objectives are:

1. To enable participants identify with and relate to the challenges faced by an emerging Higher Education Institution.
2. To establish a clear understanding of the governance in institutions
3. To provide participants an understanding of the role of governing bodies (Boards in particular) in universities and non-profit organizations.
4. To allow students to understand models/best practices in effective governance and provide recommendations accordingly.

Synopsis

The case documents the *governance challenges* faced by Namal's Board of Governors. Namal College (Namal) was the brainchild and dream project of Imran Khan - world-renowned cricketer, philanthropist, and one of the most popular politicians of Pakistan. The case narrates the journey of Namal College from its inception in 2002 until August 2014. At this juncture, Abdul Razak Dawood (ARD), the Vice Chairman of Namal's Board, contemplated the challenges that Namal faced, and the role the Board and its members could play in taking the college closer to its vision.

From its humble beginnings as a technical training and diploma-awarding institute, Namal managed to achieve several milestones in one decade of its existence. One of most notable achievement was the acquisition of 1,000-acre land. The allotment of land took place after five years of extended delays from the Government and relentless efforts made by Khan and some Board members.

Abdul Razak Dawood, Vice Chairman of Namal's Board, (also known as ARD) was a graduate from Columbia University, a leading industrialist and the founder of one of Pakistan's largest engineering company, Descon Engineering. At this juncture, he wondered what would it take to create a *high-powered and effective Board*? ARD was concerned about addressing Namal's challenges, which included governance, management, funding, academics and construction issues. The question was what role could the Board play in doing so? More explicitly what role could each Board member play? Was there a possibility of creating committees within the Board to ensure efficient functioning and accountability? In sum, the case revolves around critical governance issues that must be addressed to ensure Namal's sustainability and growth.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by [Dr. Arif Butt & Shezeen Hemani]. Contact person: [Shezeen Hemani, LUMS, Opposite Sector U, DHA, Lahore, Pakistan, +9242-35608000, Shezeen@lums.edu.pk]

ARCHANA'S VOICE

Samantha Hill, Simmons College
Marwa Salem, Simmons College
Sabrina Franco, Simmons College
Preeti Sharma, Simmons College

Case Objectives and Use

After reading and analyzing the case, students will be able to:

- Be culturally aware of hardships in India
- Identify the key stakeholders in the case
- Be able to create a strategy for the protagonist
- Be able to identify how the protagonist's values were challenged and what steps should she take next.

Appropriate Uses

- Capstone course for Management students, Organizational Behavior
- This case would be appropriate for MBA students and executives
- The position of the case in a course or module would be best used in introducing the topic of cultural differences and international business.
- Social responsibility concepts and business ethics concepts would be the focus of this case that students have touched upon in previous courses.

Synopsis

Sharma walked into the Huda office. She approached the man at the desk who was eating his lunch. The heat was getting to her as she handed the papers to the notary for what seems like the tenth time this week. He smiled at her and took the paper and put them right back on the desk. Sharma could feel the blood rushing to her face. She asked him to bring back the papers she simply needed them signed. She had seen people get that signature in seconds. They passed the notary some rupees underneath the table and would get the job done. Sharma had always stood by her morals. She desperately needed the signatures to finish the plot and return to her family in Boston. She marched out of the HUDA office and into a cab to return to her empty apartment with only her maid to comfort her. Sharma grabbed the phone and called her husband in tears. After spilling all her anger and frustration to her husband she stopped to take a deep breath. Sharma's husband asks, "So who sits above the State Officers? Why don't you try speaking to an IAS Officer instead?"

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

BEGINNER'S LUCK: POTENTIAL FRAUD BY THE VIRGINIA LOTTERY

Scott Hoover, Washington & Lee University
Jeffrey P. Shay, Washington & Lee University

Case Objectives and Use

This case can be used in a graduate or undergraduate business ethics courses.

The three main objectives are:

1. Expose students to a situation in which an ethical dilemma is uncovered by an external stakeholder who is compelled to right the wrongdoing but also must consider the personal risks and costs associated with doing so.
2. Learn how to apply stakeholder analytical frameworks in the context of ethical decisions.
3. Immerse students in a situation in which the protagonists struggle to voice their values without resorting to whistleblowing

Synopsis

In the summer of 2007, finance professor Scott Hoover discovered that the Virginia Lottery was using its website to post false information about the number of prizes outstanding for some scratcher games. After a ten month investigation, Hoover and a team of attorneys had gathered substantial evidence to support a specific allegation: the lottery was selling scratchers for which no grand prizes were possible, yet was posting data online showing that grand prizes were in fact still outstanding. Hoover and his attorneys worked behind the scenes to seek reform and remedies from the lottery, but those efforts were unsuccessful. The case begins at this point as Hoover must decide whether to go public with his allegations and file a lawsuit against the lottery. Several important ethics-related questions are posed. Does Hoover have an obligation to inform consumers of the wrongdoing? Should Hoover demand a return of the lottery's illegal gains when those gains have benefited Virginia's educational system? If Hoover proceeds with a lawsuit, under what conditions should he drop the lawsuit? Are there other approaches Hoover might use in an effort to avoid going public?

The authors developed this disguised case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, Florida, October 8-10, 2015. All rights are reserved to the authors and NACRA. © 2015 by Scott Hoover. Contact person: Scott Hoover, Washington & Lee University. hoovers@wlu.edu.

REFUSING TO JOIN THE “LOOTING BANDWAGON”

Cynthia A. Ingols, Simmons College

Case Objectives and Use

After reading, preparing, analyzing and discussing the case and other materials, students should be able to:

1. To articulate how a corrupt political and business environment has a profound impact on what can and cannot be changed within an organization in terms of cultural norms and behaviors around issues of corruption;
2. To explain the role of powerful external and internal allies in supporting one's attempt to rout out corruption and to develop a profitable business;
3. To appraise one's strategies and tactics as one begins the task of changing a firm plagued with corruption;
4. To evaluate the price that one might pay in one's career and personal reputation when attempting to turn around a corrupt business situated in a weak, corrupt economy;
5. To acknowledge that once one begins a particular path – such as driving out corruption from a firm – there is likely to be no turning back and no half-way measures: there is, instead, the option to go forward.

The case was written to be taught early in a semester in undergraduate or masters' level courses on organizational change.

Synopsis

In January, 2010, David Machingaidze was appointed Managing Director of Cottco, the largest cotton processing and marketing company in southern Africa, headquartered in Harare, Zimbabwe's capital city. With a first-rate education from Jesuit mission schools and with parents who taught the importance of honesty and integrity, Machingaidze started his career at Deloitte, and then moved to the tobacco sales and trading industry, where he believed that he was the only executive who was not corrupt. To escape the tobacco industry and to survive the hyperinflation and economic melt-down of the Zimbabwean economic in 2007-2008, Machingaidze accepted the CEO position with a small chain of hardware shops which he turned around in two years. A recruiter suggested to the executive that he apply for the Managing Director position of Cottco. For the next eighteen months, Machingaidze worked to change the direction of the firm: he hired a bright and energetic young team and made difficult choices, such as laying off seasonal and permanent employees. Through investigative actions, he identified and worked to eliminate corrupt practices within the firm. By July, 2011, Machingaidze faced a difficult decision: should he fire a corrupt Cottco operations director who had been sabotaging the company's turnaround initiatives and who had strong ties to one of the most powerful politicians in Zimbabwe; or should he not fire him, fearing the consequences from a corrupt, totalitarian political elite?

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the author.

A LAPSE OF JUDGMENT

Syeda Maseeha Qumer, IBS Hyderabad
Debapratim Purkayastha, IBS Hyderabad
Vijaya Narapareddy, University Of Denver

Case Objectives and Use

The ‘Lapse of Judgment’ case can be used in a MBA curriculum in leadership, organizational behavior, governance, diversity, ethics and career management courses, as well as in stand-alone workshops. The approach to teaching ethics present in this case and this Instructional Manual is based on the curriculum Giving Voice to Values (GVV) authored by Dr. Mary C. Gentile. The objectives are to:

- Identify appropriate factors surrounding a values conflict such as the issues that enable or disable the protagonists to take action in a case of sexual offending at the workplace
- Focus on how an individual raises values-based issues in an effective manner—what he/she needs to do to be heard
- Develop strategies to express the values conflict convincingly and in a way that evokes conversation and problem solving
- Practice articulating one’s position in a values conflict situation through recommending what X could say/do
- Examine actions to be taken when an employee complains about a sexual harassment situation.
- Recognize the need to implement norms to prevent sexual harassment in an organization
- Examine the GVV approach to empower the protagonist to take action to deal with ethical lapses in an organization.

Synopsis

In late 2013, X, a Senior Correspondent at an Indian weekly news magazine *Tehelka* was emotionally scarred and undergoing significant turmoil about the situation she found herself in. According to her, the Founder and Editor-in-Chief of *Tehelka* and veteran journalist, Tarun J. Tejpal (Tejpal), sexually assaulted her in an elevator of a five-star hotel on two occasions during THiNK Fest 2013, an annual conference organized by the magazine in Goa. The stakes were high – as in the line of fire was the founder of *Tehelka*, a celebrated journalist who was considered a crusader of women’s rights and championed causes in favor of the underprivileged. While X knew that as a journalist who in all her writings had always urged women to speak out and break the silence that surrounds sexual crime, she should act. But found herself at the cross roads as she feared losing her job and a possible retribution by the powerful Tejpal. However her feminist principles and inner conscience persuaded her to voice her values and she finally decided to bring the incident to light. But her dilemma was – What should she say, to whom, and when? What would be at stake for her? How could she effectively voice her values? There is an extensive Epilogue that the instructor can discuss or hand out to students that brings the case to a conclusion.

The authors developed this case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. Only the name of the protagonist has been disguised as is required in this specific case by the law of India. The case, instructor’s manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, October 8-10, 2015, Orlando, FL. All rights are reserved to the authors and NACRA. © 2015 by Syeda Maseeha Qumer, Debapratim Purkayastha and Vijaya Narapareddy. Contact person: Vijaya Narapareddy, Daniels College of Business. vnarapar@du.edu

Entrepreneurship/Small Business/Family Business

Track Chair: Bambi Douma, University of Montana
Co-Chair: Chris Cassidy, Sam Houston State University

Roundtable Location: St. John's 28

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THE NEENAN COMPANY: REBUILDING FROM A CRISIS

Lumina Albert, Colorado State University
Thomas Dean, Colorado State University
Grace Hanley, Colorado State University

Case Objectives and Use

After reading and discussing this case, students should be able to:

- Analyze the risks of rapid expansion, functional integration and the absence of checks and balances.
- Recognize the ethical issues inherent in the scenario made by the Neenan Company with respect to multiple stakeholders, and create a plan of action which will uphold the long-term reputation as well as financial performance of the company.
- Make recommendations for David and Randy to manage the negative press and apply strategies to restore the positive reputation of the company.
- Assess and evaluate the nature of a crisis which they can transfer to new situations; propose solutions and decision-making processes that balance financial needs, ethical considerations, and risk.
- Develop and defend their recommendations in terms of why alternate strategies and actions will not be as effective. Assess the financial feasibility of their recommendations.

Synopsis

David Neenan started the company as a traditional construction company. In the mid- 1990s they began their serious transition into a new model of integrated design and build, and by 2006, they had completely transformed it into a design-build (“archistruction”) company. Their transition to design-build had won them accolades as pioneers in construction, as well as a healthy stream of customers and profits. The transition to this new model of business required a complete overhaul of the business strategy, processes, procedures, and resources. But now, just a few years after the completion of their strategic transformation, cracks began to form in both their buildings and their approach.

It was in 2011 David first learned of the serious structural problems discovered in schools built by the Neenan Company. The news had come in February, when one of Neenan’s employees noticed a shift in the joints of the gymnasium during a routine post-construction walk-through in a school in Meeker, Colorado. The school was closed immediately, creating major problems for the district and the community of Meeker. David Neenan and Randy Meyers were disturbed by the news, but figured they could fix the problem relatively quickly, get the school reopened, and move on. But David was not prepared for the cascade of events and public spectacle that would follow. In a few weeks, structural problems began to emerge in several schools that they had built across the state of Colorado. A major newspaper carried daily reports of their issues and activities. He was shocked and paralyzed, not knowing what steps to take to address these issues. David wondered if there was truly a way forward in this case. Would the company be able to restore the lost trust? Would they be able to recover financially?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor’s manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

HEY CUPCAKE! – AUSTIN FOOD TRAILER DREAM COME TRUE

Carolyn Conn, St. Edward's University
Mark S. Poulos, St. Edward's University

Case Objectives and Use

Entrepreneurs frequently face the decision of whether to expand their business or to exit after achieving success. This case has the objective of providing students with material for such a classic decision for an interesting business -- cupcakes sold from an Airstream trailer – set in a time when food trailers were becoming *avant garde*. But, this case involves more than a basic “stay or exit” decision for an entrepreneur. It has an added ethical dimension in that owner, Wes Hurt, has recently experienced dramatically changing personal priorities.

A summary of the objectives for this case includes providing students with material to:

- Identify and evaluate factors that contribute to the success of an entrepreneur.
- Compare various factors and courses of action for an entrepreneur to continuing the operation of or exit from a business.
- Evaluate the importance of changing personal values and the influence of an entrepreneur's ethics on business decisions.

Target courses for the case are: Strategic Management, Entrepreneurship, and Business Ethics. It could be utilized in either graduate or upper-level undergraduate courses.

Synopsis

This case describes the challenges, success, and exit strategy decisions faced by entrepreneur, Wes Hurt, for his business Hey Cupcake! He faced these decisions in early 2014 at a time when his personal values and priorities had been changing. From early childhood, Wes had been motivated to start a series of businesses ranging from the proverbial lemonade stand to his currently successful venture with gourmet cupcakes. Wes' timing for starting the business coincided with the food trailer phenomenon across the United States. After moving from his initial location near the University of Texas where sales were abysmal to a new location on South Congress, Hey Cupcake! became an overnight success. Wes and the business were featured in many news stories, in large part because of Wes' own personality and energy as well as his creativity in presenting products and creating a nostalgic experience for his customers. Yet, in his personal life Wes struggled with drug and alcohol addiction. After getting clean in 2013, he had a tremendous desire to devote his time and entrepreneurial skills to helping others get clean. Could he use monies from Hey Cupcake! To promote his newfound cause? Or, should he sell all (or a portion) of the business so that he could start a new venture that would help recovering alcoholics and addicts? Even if he wanted to be involved full-time in Hey Cupcake! Wes was uncertain whether the employees would forgive and accept him.

The authors developed the case (undisguised) for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual and synopsis were anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Carolyn Conn and Mark S. Poulos. Contact person: Carolyn Conn, St. Edward's University, 3001 S. Congress, Austin, Texas 78704. (512) 233-1422.

ADAM'S RIBS: AN ADVENTURE IN FOOD CARTOLOGY

Lisa Eshbach, Ferris State University
Nancy M. Levenburg, Grand Valley State University

Case Objectives and Use

The case is designed to be used in a course in which students focus on the start-up of small business operations. The case would be useful in graduate-level or upper-level undergraduate courses relating to Entrepreneurship, Hospitality and Tourism Management, or Small Business Management.

The case design is structured so that students gain a general overview of the mobile food industry and its future outlook, and insights into its market, customers' behavior, and start-up requirements. This enables students to assess the viability of market entry. Then, based on the information provided about the proprietor and his anticipated product offering, students develop recommendations concerning target marketing, sales forecasting, financing the new business venture, food truck operations, and estimating profits.

Specific case objectives include:

1. Understand the differences between a small business and entrepreneurial venture.
2. Identify the entrepreneurial skills needed to be successful in the mobile food industry.
3. Analyze the issues involved in new business planning, for a food truck including:
 - i. Market analysis.
 - ii. Costs (Initial and reoccurring - Equipment, supplies, insurance, permits, etc.)
 - iii. Legal requirements.
 - iv. Marketing (Brand Identity) and public relations.
 - v. Determining Location of Operation
 - vi. Organizational capabilities and resources (structural and financial).
4. Assess the viability of a new business start-up that competes in a niche market.
5. Develop recommendations concerning the start of the new business.

Synopsis

Set in Bend, Oregon – an upscale tourist and outdoor sports destination nestled along the edge of the Cascade Range Ponderosa Pine forest – the 30-year-old Sous Chef at a private golf club and his 31-year-old Executive Chef wife are contemplating starting a food truck business (either Tex-Mex or Indian cuisine). Bend is experiencing a 30% growth rate in population, so the trendy setting appears ideal. Chefs Adam and Mary believe that their menu would offer different types of food from the estimated 120 food trucks already operating in the area. With about \$20,000 in accumulated savings, the couple must buy and equip a food truck, negotiate the licensing and regulations required to start a food truck, as well as obtain enough cash to start the business. A food truck business would ultimately enable Adam and Mary to enjoy a more personal enriching lifestyle and explore the exciting opportunities that the Bend area has to offer.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, October 8-10, 2015, Orlando, FL. All rights are reserved to the authors and NACRA. © 2015 by Nancy M. Levenburg and Lisa Eshbach. Contact person: Nancy Levenburg, Grand Valley State University, Grand Rapids, MI. levenbun@gvsu.edu

UBER'S METEORIC RISE: A SKILLFUL MANEUVER OF LEGAL ROADBLOCKS?

Sachi Kheskani Student, IBS, Hyderabad, India

Case Objectives and Use

This case can be taught to MBA (Full time/ Part time/ Distance Learning) students in core strategy curriculum by following the case based learning method and in a seminar for academicians, research scholars and doctoral students (such as a seminar on public policy, ethics and entrepreneurship).

The case is designed for class discussions and to provide a perspective of company operations in a practical world:

1. Understand entrepreneurship vis-à-vis public policy and ethics.
2. Understand the macro environmental factors affecting a company.
3. Understand that public companies are more accountable than private companies.
4. Understand that ethics is as important as business.

Synopsis

Uber's case was a classic and one of kind example for intersection of gamut of public policy and entrepreneurship. Uber posed the question in minds of many public policy makers, customers and its competitors as to how a company could balloon despite facing worldwide criticism for its reckless attitude of partnering with cab drivers without carrying out proper background checks. Despite roadblocks hampering its profitability to some extent it got funded by 43 investors, this exhibits the potential of company for growth and belief of its investors that it will grow in future. Different jurisdictions across the world loathed Uber for its juggernaut-like growth despite it being controversy's favorite child. A snowy night inspired minds to innovate a "cab at a tap" like platform; this was a green flag that if Uber's Initial Public Offer (IPO) came up, it would definitely be successful. Public companies in general, across world have more accountability as part of the corporate governance norms governing the respective places where they are registered. This case brings to light the overlap of entrepreneurship along with public policy and ethics.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. Review copy submitted to NACRA 2015, Orlando, FL. *Not for reproduction or distribution.* ©2015 by Sachi Kheskani. Contact Person: [Sachi kheskani, IBS Hyderabad, Dontanapally, Shankarapally Road, 501503, Hyderabad, Telangana., 9948494072, sachik.1991@gmail.com].

KICKSHOT: GOOOOOOOOL!

Michael McCollough, University of Idaho

Case Objectives and Use

- To help students understand the difficulties in moving from idea to successful launch. Some students may approach the case thinking a board game is a relatively straightforward and uncomplicated product venture. These students will learn that the path to success for any product is difficult and success is far from assured.
- To demonstrate practical market research and prototyping for a small business. Many students are reluctant to submit their venture ideas to a thorough vetting. This case shows how to do the critical task of Concept Development, Prototyping, and Market Research for an entrepreneur with limited budget.
- To help students understand that online retailing is more complex than it might seem, with significant costs associated with this venue. While the attractiveness of online retailing is clear to most students, many will be surprised that the costs associated with this distribution channel essentially exact all profits from the startup.
- To demonstrate the traditional role of the emigrant entrepreneur in American society. Aziz reflects in many respects the story of a successful emigrant that blends their own background with their adopted homeland. In the way successful Chinese or Italian restaurateurs “Americanize” their food Aziz drew on his knowledge and love of soccer to develop a product for the U.S. market.
- To help students link exit strategies to an entrepreneurs tactical plans. Many students will focus on improving Aziz financial performance in the short run while missing that increasing sales and revenue is the key goal to execute his exit strategy of selling or licensing his game to a large company.

Synopsis

This case focuses on exactly what Aziz Makhani, an entrepreneur who has developed and is marketing a soccer board game (Kickshot) should do in the growth stage of his startup. Kickshot is designed to supplement physically playing the game by teaching the rules of soccer as well as technique and strategy. The case lays out the approach of the entrepreneur, who at age 59 had considerable previous experience with tech startups, and highlights some of the challenges faced. The focal point of the case is for students to recommend to Aziz future courses of actions. Students will need to link these recommended actions to Aziz’s goals and objectives. In doing so they wrestle with the margin structure of online retailing via Amazon.com. The case also provides a good overview of the process of starting a small business with national, even international distribution aspirations and the challenges in producing and marketing a good. Manufacturing and financing issues are addressed.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor’s manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the author.

SEACOAST SCIENCE CENTER: SAVING THE SEALS?

Margaret J. Naumes, University of New Hampshire (retired)
William Naumes, University of New Hampshire (retired)
Wendy W. Lull, Seacoast Science Center

Case Objectives and Use

The SSC: Saving the Seals? Case is designed for use in the not for profit section of an Entrepreneurship or Strategic Management course. The case is designed to present students with the opportunity to analyze a new project for an existing not for profit organization.

It also provides a vehicle for discussing the role of the Board of Directors in the decision making process of such an organizations.

The case also presents students with the ability to propose a revised strategy and plan of implementation for the organization.

- defining and refining the mission
- evaluating the mission-fit of a new organizational direction
- performing financial analysis
- recommending a future course of action

Synopsis

Wendy Lull, President of the Seacoast Science Center (SSC), located in Rye, NH, was preparing for the September Board meeting of the organization. She knew that some Board members were going to be raising questions concerning the submission of an application to become the NH seacoast organization responsible for saving marine mammals and transmitting them to the nearest recovery center. The approval to file an application to perform this function had been approved subsequent to the April Board meeting, but some Board members had expressed concerns about the project not meeting the mission of the SSC. Making the issue serious was that the SSC had lost its VP for Finance and Administration. This came at a particularly difficult time for the SSC, since the budget was now precariously balanced. Lull thought that there would be questions about the commitment to a new project when the finances of the SSC were subject to potential negative cash flows. Lull had to prepare a report that included arguments for continuing the search for funding for the Marine Mammal project, as well as contingencies for any financial problems for the remainder of the year.

The “B” case, included in the Instructor’s Manual, updates the situation to the December Board meeting. Early support for the Marine Mammal project has been strong. However, in addition to the financial issues visible in September, the annual fund drive has fallen short of expectations. Should the SSC accept the stranding agreement, given the unfavorable financial position?

The authors developed this case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor’s manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, October 8-10, 2015, Orlando, FL. All rights are reserved to the authors and NACRA. © 2015 by Margaret Naumes, William Naumes and Wendy Lull. Contact person: Margaret Naumes (retired), Paul College of Business & Economics, University of New Hampshire, Durham, NH
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BEETLE BEATS: FINDING A *SOUND* MARKET FOR ADT

Chris Scherpereel, Northern Arizona University
Kathryn Savage, Northern Arizona University
Mason Gerety, Northern Arizona University
Richard Hofstetter, Northern Arizona University

Case Objectives and Use

The case presents a unique opportunity to explore the challenges commercializing an innovative technology with both high market and high technological uncertainty. This case is appropriate for courses in entrepreneurship and new venture planning at the advanced undergraduate or graduate level. The case could also be used in a class oriented toward “green” business. Upon completion of the case analysis, students should be able to: 1) demonstrate an understanding of the technology transfer commercialization process at its early stages, 2) estimate potential market size for a new technology using limited secondary data, 3) evaluate a technology in terms of a go-no go decision with respect to seeking seed capital for the project.

Synopsis

In spring 2015, Dr. Hofstetter a faculty member at Northern Arizona University, was wondering what was to become of his acoustic disruption technology (ADT) that used sounds to change behavior patterns of several species of wood boring beetles. By attaching the ADT device, called an exciter, directly to an infected tree, audible (to the beetle) sounds were transmitted throughout the tree. Initial lab tests indicated that customized sounds would change the behavior of pine bark beetles in a way that would make them less likely to attack trees and generally less likely to survive and reproduce. Dr. Hofstetter was also optimistic that the exciter would work to disrupt other beetles that communicated using sound—provided the right mix of sound could be identified. A prime candidate for future testing of the exciter was a type of ambrosia beetle that was quickly becoming of great concern in Southern California.

Unfortunately, the technology languished in a university research lab, attracting some commercialization interest but little financial support for the needed field-testing and development. If a viable application and funding source could be identified, Dr. Hofstetter would need less than \$100,000 to conduct the necessary field tests for a single application. Although \$100,000 was not considered a great deal of money, it was unclear if a large enough market existed for the technology to motivate even this investment.

Dr. Hofstetter was eager to begin field-testing and to gain support for the commercialization of an ADT device. However, future decisions hinged on some key questions: Was the market for the exciter large enough to attract funding from external investors? If so, was a focus on public, private agricultural, private-land-owner the best bet for obtaining the cash needed to jump-start the project? After years of delay, it seemed that the project was at a critical stage and Dr. Hofstetter had to decide where to focus his efforts.

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HAYLON'S MARKET: FINDING A RECIPE FOR SUCCESS

Jeffrey P. Shay, Washington & Lee University
Bambi Douma, University of Montana

Case Objectives and Use

This case is intended for undergraduate and graduate entrepreneurship and small business management courses. The case is recommended for use early in the semester as the basis for understanding an entrepreneurial mindset, opportunity recognition and evaluation. There is a great deal of information provided on the background and experience of the entrepreneur as well as the products and services. Students will apply entrepreneurship analytical frameworks such as defining the business (Abell), the entrepreneurial process (Bygrave and Zacharakis), and the Timmon's E-O-R framework. The case is also useful for demonstrating how various data points can be coupled with critical reasoning to determine the feasibility of opportunities and providing an option for discussion about financial projections, financing options, and the SBA loan process.

Synopsis

It was June 2015 and Deke Haylon was pleased with how the startup process had been moving along for his new business. Haylon's Market was a startup fast casual market serving fresh and prepared food for customers on the go. The business would compete in the food service/restaurant industry, specifically in prepared foods and home meal replacement. David "Deke" Haylon had approximately 30 years of experience in the industry, mostly as a personal chef, and extensive education from the Culinary Institute of America and his work under executive chefs in distinguished restaurants in both New York and Los Angeles. Haylon's background, including his influences and his relationships, had impacted his desire to be an entrepreneur and to pursue this new venture. As he completed the SBA application process, his thoughts turned to further development of his core products and services as well as if and how all the potential opportunities would fit. The construction and build out of the new space was scheduled to be completed in approximately two-to-three months, just as the beach community transitioned from the busy summer season.

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INITIATING CORPORATE VENTURING

Sanwar Sunny, University of Missouri - Kansas City

Jeff Williams, University of Missouri - Kansas City

Cheng Shu, University of Missouri - Kansas City

Case Objectives and Use

After discussion class of this case, students should be able to:

- Understand what is corporate venturing;
- Identify multiple mechanisms for internal venturing;
- Assess activities faced under dilemma in corporate venture;
- Recognize and evaluate the leadership required in corporate venturing.

The case is mostly hypothetical, although it draws heavily from past experiences of the author, and is geared as such in order to allow students to think generically. It exemplifies paradoxical thinking and enables students in strategic management or entrepreneurship BBA/MBA programs to understand the dynamics of corporate venturing.

Synopsis

Sharon is an experienced CEO of her company, with a proven record of navigating through difficult changes and delivering performance in all her prior firms, which were leaders in their respective industries. Typically, risk averse due to her conservative demeanor and the firm's position in a stable industry, Sharon found herself forced to take risky and expensive bets at the behest of the Board of Directors, which in her mind was completely unwarranted. With her job on the line, she embarks on a bold journey to proactively seek out new market opportunities, emerging from the comfort of her tested, safe and defensive strategies which characterized her previous experiences as a successful executive. She attempts to rally her personnel to collaborate and take risks, allocate resources and capital while dealing with the age old paradox of short-term profit maximization and long-term opportunity recognitions.

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Marketing/International Business

Track Chair: Javier Silva, IAE Business School

Co-Chair: Josep Franch, ESADE

Roundtable Location: St. John's 31

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EASYPAISA MOBILE ACCOUNTS: THE WAY FORWARD (A)

Farrah Arif, Lahore University of Management Sciences

Case Objectives and Use

This case study can be taught in a segmentation and positioning module of Marketing Strategy course designed for MBA and EMBA programmes. It can also be taught in Consumer Behaviour and Marketing Research Courses. However, the focus of the discussion will be more on data inputs and how to extract consumer insights for segmentation and positioning. Specifically, for a Market Research course, it can be taught as the introduction of the application of cluster analysis (a multivariate data analysis tool used for segmentation). The following key objectives can be achieved through case discussion:

- To illustrate the development of market segmentation options, using a combination of market and consumer data.
- To make comparison between mass and target-oriented value proposition options, so that students understand the role of critical variables in developing and implementing marketing strategy.
- To show how quantitative analysis can be used to support a strategic marketing decision by asking students to review multiple data inputs.
- To demonstrate that the numbers do not give the entire answer, but are tools to use as part of an informed decision-making process.
- To highlight the issues involved in managing a business that is experiencing a changing competitive environment and to highlight the management challenge of adapting to the changing environment.

Synopsis

Telenor Pakistan (TP) teamed up with Tameer Microfinance Bank and launched its financial services under the 'Easypaisa' brand in 2009 through over-the-counter (OTC) model. It became an instant success. In January 2013, there were more than 6 million transactions per month and more than 4 million unique customers using Easypaisa. Despite the competition, Easypaisa managed to retain more than 80% market share of OTC users. However, the OTC success was not the objective of the Easypaisa launch. In the Pakistani market, Easypaisa was introduced to the masses with the hope that users (not necessarily the users of TP SIM) of OTC services would eventually convert to Mobile Accounts (MA) for which they had to be the TP GSM users. The strategy did not materialize.

Omar Moeen Malik, Head of Strategy and Projects, had the challenging task of converting OTC users to active MA users. The case depicts its challenge as, "While OTC for Easypaisa was an excellent initial approach to address people's need, how do we grow the number of active Mobile Accounts and ensure frequent usage? Which customer segments do we want to serve? What are the needs of financial services? And how do we create a differentiation?" Malik had to present a comprehensive revised strategy for 2014–2016 in the next meeting with Bjaerum scheduled on 1 December 2013.

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ELCIELO: CREATIVITY AND NEUROSCIENCE

Ernesto Barrera, INALDE Business School – University of La Sabana
Felipe Cortes, INALDE Business School – University of La Sabana

Case Objectives and Use

The case can be used in both undergraduate and graduate courses related to innovation, creativity, entrepreneurship, and internationalization. The objectives are:

- Analyze creativity processes and the possibility for their standardization
- Evaluate how *elcielo*'s business model can be replicated in different contexts
- Examine the most relevant factors that make a disruptive innovation idea successful
- Explore possible options to strengthen the brand positioning of *elcielo*

Synopsis

The case presents *elcielo*, one of the best restaurants in Colombia that was recently included in the top 50 restaurants in Latin America. The restaurant started in Medellin, the second largest city in Colombia, using a disruptive innovation idea: an expensive restaurant with no established menu that served Colombian food and deeply explored the customer's sensations and feelings.

Using neuromarketing techniques, creativity workshops, and the integration of different disciplines, the case protagonist and chef of the restaurant, Juan Manuel Barrientos (JuanMa), designed a menu that changed every two months in which the customers would "eat what they wanted and not what they think they wanted." *elcielo* would serve different dishes that represented a Colombian story and awaken different sensations, keeping customers expectant to discover the next dish and creating a business model more related to entertainment than food.

JuanMa, after receiving many awards for his talent as a creative chef and successfully opening his restaurant in Bogota, faced the challenge of **expanding *elcielo* outside Colombia**. JuanMa believed the creativity to design the changing menu relied too much on his capacity and was worried that his idea would not adapt successfully to another country. In order to analyze the challenge, students of the case should explore the possibility of establishing standardized creativity procedures that would help *elcielo* to create new dishes without relying on his capacity only. Students also need to determine whether every characteristic of the restaurant (decoration, music, dishes, etc.) could be replicated in another country and how any variations affect brand positioning and the success of the new restaurant.

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BONDUELLE BIENVENUE: SHOULD BRANDED RETAIL BE ADDED AS A NEW DISTRIBUTION CHANNEL IN FRANCE?

Véronique Boulocher-Passet, University of Brighton Business School
Sabine Ruaud, EDHEC Business School
Randall Harris, Texas A&M – Corpus Christi

Case Objectives and Use

After studying and discussing this case, students should be able to:

- Analyze the benefits of the branded flagship store experience.
- Conclude that there is tension between short-term profitability and long-term brand building.
- Conclude that branded retail on the part of the manufacturer may lead to channel conflict.
- Discuss the role of branded retail as a way for directly controlling and communicating companies' already-strong brands at the consumer level.
- Consider the options that faced the Bonduelle Group in 2013 and make a cohesive argument for what the decision should be regarding expanding their branded retail experience into additional locations.

Synopsis

French based Bonduelle had become the world's leading processed vegetables business, and now sold to customers in the retail food, food service and food-manufacturing industries, using traditional distribution channels.

In order to encourage customers to develop and enhance their relationships with the brand, Bonduelle had decided to follow the recent trend observed with other brand manufacturers of opening experience stores, sometimes described as "concept stores" or "flagship stores." In 2010 Bonduelle had thus opened its first concept store **The All-Vegetable Showcase Store** near the Group headquarters in Villeneuve d'Ascq (North of France). Branded "Bonduelle Bienvenue," the store stocked 250 products within the four Bonduelle product categories, the biggest ever range of prepared vegetables. This multifaceted commercial space was unique in the world (as it was entirely dedicated to processed vegetables) and was positioned by Bonduelle as a response to changes in the consumer society.

However, could the success of "Bonduelle Bienvenue" be replicated throughout the country by opening such stores near each of the 13 plants Bonduelle was running in France? Was this branded retail strategy appropriate for food producers? Did it announce what food retail would be in the future? If Bonduelle had reached a brand status, could it become a retail brand?

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ENVIAFLORES.COM

Silvia Cacho-Elizondo, IPADE Business School

Case Objectives and Use

Analysis of this case allows students to appreciate the opportunities presented by the rapidly developing electronic commerce market in Mexico and Latin America by highlighting the importance of formulating solid strategies for successfully competing in that field.

Analyzing this case will make students capable of:

1. Understanding a digital company's different stages of development.
2. Identifying the challenges inherent in scaling a business model.
3. Evaluating different growth strategies by detecting advantages and disadvantages.
4. Proposing a viable expansion plan.

We recommend using this case for e-commerce, digital marketing, commercial strategy, and branding courses at the MBA level. It can also be used in executive programs in courses focused on marketing strategy and growth strategies.

Synopsis

Enviaflores was founded in 2001 around the time of dotcom crash. The company was created by Jesús Martínez Larralde, a young Mexican entrepreneur who launched his business with his girlfriend Marcela in the garage of his future Mother-in-law's house. Jesús's initial dream was to position Enviaflores.com as the first flower sales and delivery website in Mexico. The startup evolved from a local distributor in the city of Monterrey to a supplier for three cities, and then eventually adopted national coverage. This national coverage is made possible by a network of affiliated florists throughout the country, which has allowed Enviaflores.com to emerge from the survival stage most new companies go through during their first three years. Sales have risen from \$541,392 MXN in 2002, to \$1.6 million MXN in 2007, and to \$18.3 million MXN in 2010. In spite of these positive numbers, the company's growth is still insufficient for Jesús. The number of Internet users in Mexico has risen from 23.9 million (2002) to 34.9 million (2010) and online sales have more than tripled in the same period (\$10.4 to \$36.5 billion MXN. This data suggests a promising future for e-commerce in Mexico. At the end of 2010, Jesús once again finds himself at crossroads. There is pressure from the other partners to keep growing, and he has to scale the business model and develop an expansion plan for the next five years.

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LA TABLÉE DES CHEFS

Silvia Cacho-Elizondo, IPADE Business School

Case Objectives and Use

By analyzing this case, students will be able to:

1. Diagnose the challenges related to scaling a social business.
2. Evaluate two types of growth strategies: social franchises and subsidiaries.
3. Weigh strategic advantages and disadvantages of growth proposals.
4. Appraise the differences between these models at the level of control/autonomy for the mother organization and the specificities of each market to be penetrated.

We recommend using this case in Social Marketing, Social Entrepreneurship, or International Marketing courses, both at the undergraduate and MBA levels. It is also appropriate for executive programs in analyzing themes like Strategic Marketing, Growth Strategies, Sustainable Development, Social Businesses, and Social Franchise Models.

Synopsis

Hunger and malnutrition are the biggest dangers to public health in the world. Technology has made food recovery easier, but there is still a long way to go to reach optimal processes. Jean-François Archambault was convinced that a large portion of the prepared food wasted every day could be recovered. For example, he knew that at the Bell Centre alone (home to the Montreal Canadiens hockey team) around 9 tons of high quality food were being thrown in the garbage. To confront this problem, he founded a non-profit organization in 2002 that he called La Table des Chefs – the objective was to recover prepared food from stadiums and hotels to feed around 60,000 people in Montreal's poorest areas by serving 700 meals per day, every day of the year. He wanted his organization to be a motor that would encourage chefs, cooks, pastry chefs, and those that considered themselves "foodies" to become socially involved and propose ways to fight hunger. This involvement would be on 3 levels: recovering excess food, preparing food for the benefit of charity food distributors, and transmitting knowledge about food culture and nutrition to marginalized youth. After several years of great success, La Table des Chefs (TdC) attracted interest from various social entrepreneurs, and received offers to replicate the model in other countries. It was May 20, 2012, and Jean-François was worried about two issues related to replicating the model, which made up what he called the international expansion stage: 1) that once the model was exported to another country, it would lose its essence and not achieve the social impact he desired, and 2) finding the right person or persons that could move the organization forward and make it grow with losing its DNA. Jean-François had to give an answer by the end of May 2012 to two entrepreneurs that wanted to bring the model to France and Mexico. In other words, he had a month to make a decision about what growth strategy TdC would adopt. Having studied the expansions of other social businesses, Jean-François identified two possible ways of doing it: a) A social franchise model b) A branch model for each country.

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FUERA DEL TAZÓN

Emmaleigh D. Carlson, Azusa Pacific University
Abigail J. Wheeler, Azusa Pacific University
Tom A. Buckles, Azusa Pacific University

Case Objectives and Use

The teaching objectives of this case are:

1. Demonstrate an understanding of using financial analysis to make marketing decisions
2. Make operational decisions based using financial analysis
3. Demonstrate an understanding of the role culture can play in current market strategies and developing new ones
4. Demonstrate an understanding of how financial decisions can affect operational effectiveness

After reading this case, students should be able to:

1. Factor cultural conditions into strategic-decision making.
2. Produce a cost-analysis to justify decision making for improving operations.
3. Recognize the dependency of non-profit organizations on sustainable entrepreneurial solutions.

This case is appropriate in courses at both the undergraduate and graduate levels. Content applies directly to marketing, international business, social entrepreneurship, nonprofit marketing, nonprofit management, and operational effectiveness.

Synopsis

This case is based on activities that occurred in spring of 2015 and concerns Outside the Bowl, an American-founded non-profit organization that operates “super kitchens” cross culturally in three countries: South Africa, Haiti, and Mexico. *Fuera del Tazón* (meaning “Outside the Bowl” in Spanish) represents the Mexico division of the organization. Israel Estrada, Mexico Country Director, oversees the operations at the both the Mexicali and Tijuana kitchens. The Mexicali kitchen is currently operating below capacity, as it is not serving as many meals as the kitchen is capable of producing (1200 vs. 6000). Additionally, there is an under producing tortilla machine at the Tijuana kitchen.

The Mexicali and Tijuana communities are suffering from obesity due to malnutrition and are in need of meal substitutes that are low-cost and highly nutritious. *Fuera del Tazón* is able to provide those meals, but is having difficulty convincing potential clients (churches, orphanages, shelters, etc.) that the meals are healthy, locally produced, and worth investing in. With little revenue, *Fuera del Tazón* is having trouble remaining sustainable and cost-effective. Israel has identified two major objectives: increase sales demand for meal production and more effectively utilize the Tijuana tortilla machine.

Israel Estrada partners with business students from Azusa Pacific University to conduct preliminary market research to gain new clients. They also produce a series of financial analyses regarding operational decisions to reduce costs. These decisions consider increasing production to maximize capacity, purchasing from outside vendors, outsourcing production by selling equipment, and combining a number of strategies.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Emmaleigh Carlson, Abigail Wheeler and Tom Buckles. Contact person: Tom Buckles, Azusa Pacific University, School of Business, 901 Alosta Ave, Azusa, CA 91702, 626-815-6000 x3235, tbuckles@apu.edu.

DUREX: PRESERVING GLOBAL BRAND LEADERSHIP

Andrés Cúneo, ESADE Business School
Josep Franch, ESADE Business School
Cristian Barahona, Universidad Adolfo Ibáñez

Case Objectives and Use

The “Durex: Preserving global brand leadership” case study has been designed for a session on market segmentation in a marketing core course (e.g., Marketing 101, Marketing I, Marketing Management, Strategic Marketing), typically scheduled around the fifth or the sixth session. It is intended for use in a wide range of programmes: BBA degrees, MSc programmes, MBA programmes in different formats (including Full-Time, Executive and/or Global Executive MBA) and/or Executive Education programmes where a session or module on market segmentation is included. The main learning objectives of the Durex: Preserving global brand leadership case study are to:

- Understand the importance of the strategic marketing process — Market segmentation, targeting and positioning — and the benefits of defining a value proposition;
- Discuss how Durex should segment the market;
- Decide which segment(s) should Durex target;
- Assess the impact of these decisions on the marketing mix;
- Understanding the boundaries of a brand and its impact on the roll-out of new products.

Synopsis

Durex is undoubtedly one of the world’s most interesting brands. The sex product category is huge and it is a business that runs into billions of pounds Sterling. The case gives a general idea of how Durex redefines its target market to enter the business of lubricants, stimulants and ways of boosting sexual self-esteem and prowess. This sets it apart from other brands in the industry that have stuck to just making condoms.

Mark Critchney — Durex’s head of marketing — is unwilling to see Durex end up as just a condom manufacturer. At the end of 2005, he begins to consider the idea of repositioning Durex, shifting from a ‘condom only’ company to “a brand that offers consumers greater sexual well-being and better sex”. Critchney’s aim is to “drag the business out of the street and sordid sex shops” and put it into High Street chains such as Boots and Tesco. The success of Durex Play® and Critchney’s strategy raises questions on how segmentation can redefine a highly-penetrated market (no pun intended) and the strategic and operational implications of such a change.

The authors developed this case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. The authors wish to thank Mark Critchley, former Head of Marketing of the Durex Group for his collaboration and support in writing this case study. The case, instructor’s manual, and synopsis were anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando (Florida), October 8-10, 2015. All rights are reserved to the authors and NACRA. © 2015 by Josep Franch, Andrés Cúneo and Cristian Barahona. Contact person: Josep Franch, ESADE Business School (Barcelona, Spain). josep.franch@esade.edu

LAUNCHING THE NISSAN LEAF IN GERMANY

Ramon Diaz-Bernardo, IE Business School
Megan C. Goldin, IE Business School

Case Objectives and Use

The Launching the Nissan LEAF in Germany case is designed for use in a first year MBA level course in Marketing Management, usually at the end of the course after the students have been through the marketing mix concepts. It can also be used in a second-year MBA or executive education course in Marketing Strategy. It can be used as well with upper-level undergraduates if the instructor sets up the discussion and assignment questions to fit the level of the students.

The case Launching the Nissan LEAF in Germany involves the introduction of a disruptive new technology to the mass market when there is not yet enough infrastructure to support the technology, but at a time when social and government awareness towards green issues is great and therefore receptiveness towards the technological change may be more expansive than with other technology launches. The main objective of the case is doing a Marketing Plan to launch a radical innovation as the case provides with all the information and data needed to build a full Marketing Plan.

Synopsis

In early-2012, Nissan Germany, was charged with a mission that the company considered key to its business strategy in Europe. Nissan Germany had been asked to develop a marketing plan to launch a mass market electric vehicle in Germany. The vehicle, known as the LEAF, was going to be launched in a number of different markets including the United States and Japan. But Europe was considered to be a particularly challenging market due to fragmentation, loyalties to home country brands and a lack of cohesion in government policies to support the introduction of electric vehicles in their markets. Among the European markets, Germany was considered key. It was the continent's biggest car market and Nissan believed that a successful launch in Germany would clear the way for the LEAF's launch across the region. The Marketing Director of Nissan Germany needed to determine which market segments he wanted to target. Price was also crucial as the car needed to be relatively competitive with similar non electric cars and Nissan believed that it could make electric cars more attractive by using what was an innovative pricing strategy for the auto market. Car prices could involve separate price points for the car and the electric battery and even a subscription fee business model not unlike that used by cell phone companies. And finally, Nissan Germany needed to choose a communications strategy with a relatively limited budget. In summary, Nissan Germany needed to put together a full Marketing Plan to launch the LEAF in Germany with the objective of selling 2,000 units of the car in its first year in the market.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Ramon Diaz-Bernardo and Megan C. Goldin, IE Business School, Maria de Molina, 12-5, Madrid, Spain Tel. +34915689600 ramon.diaz@ie.edu

THE WORKS GOURMET BURGER BISTRO

Eric Dolansky, Brock University
Bruce Miller, The WORKS Gourmet Burger Bistro

Case Objectives and Use

This case is best suited to be used early in a course on pricing or in the pricing section of a general marketing course. It is designed to introduce many key pricing topics while allowing the instructor flexibility as to which theories or topics he or she wishes to explore in more detail.

The learning objectives for this case are as follows:

1. Foster understanding of the link between value, as judged by customers, and price;
2. Introduce the topics of value to the customer (VTC) pricing, sharp pricing, fit between positioning, target market, and price;
3. Explore the ways that value can be demonstrated to justify price;
4. Provide a decision focus to pricing, through the use of a situation where there is a relatively blank slate.

Synopsis

In October 2014 Bruce Miller, Chief Marketing and Development Officer 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 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 had expanded from six locations in one city to 25 locations across Ontario. 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. While most of The WORKS' competitors were quick-service (fast food), The WORKS was a full-service restaurant and charged prices accordingly.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Eric Dolansky and Bruce Miller. Contact person: Eric Dolansky, Brock University, 500 Glenridge Avenue, St. Catharines, Ontario, Canada, 905-688-5550 ext. 5159, edolansky@brocku.ca.

KH LLOREDA: INTERNATIONALISING A LOCAL CHAMPION

Josep Franch, ESADE Business School
Ivo Fink, ESADE Business School
Agustí Casas, University of Barcelona

Case Objectives and Use

The “KH Lloreda: Internationalising a Local Champion” case study has been designed for an introductory session of an International Marketing or a Global Marketing course. Alternatively, the case could also be scheduled at the end of a core marketing course, such as Strategic Marketing or Marketing Management, in a session on international marketing, international expansion or internationalisation strategies. The main learning objectives are to:

- Understand why companies embark on international expansion;
- Identify what the competitive advantages of KH Lloreda are and to discuss whether these competitive advantages can be replicated in foreign markets;
- Establish a set of priority markets and recommend an appropriate internationalisation model for KH Lloreda;
- Anticipate and discuss the implications of the decisions taken.

This case study is intended for use in a wide range of programmes: BBA degrees (preferably in a marketing major), MSc programmes, MBA programmes in different formats (including Full-Time, Executive and/or Global Executive MBA) and/or Executive Education programmes where a session or module on international marketing is included.

Synopsis

In early 2012, Josep Maria Lloreda, Chairman and General Manager of KH Lloreda, surprised his managing team defining a new mission: “To become a worldwide leader in degreasers within the next 5 years”. KH Lloreda was a family-owned Spanish company with a history of more than 50 years. The company was the undisputed market leader in two product categories, degreasers and stain removers, and had based its success on the superior quality and extraordinary cleaning performance of its products, as well as on a niche strategy combined with unconventional marketing campaigns. KH Lloreda had managed to outperform well-known multinational and global companies in some products categories of the market for household cleaning products in Spain.

The company had attempted to internationalise in the past without success but now the Chairman believed the time was ripe for drawing up a new internationalisation strategy. The challenge was to decide which markets to enter and how to replicate KH Lloreda’s successful business model abroad.

The authors developed this case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. The authors would like to thank Josep Maria Lloreda, Lina Aparicio, and Xavier Carruesco, Chairman, Marketing Director and Director of IT and Human Resources respectively, at KH Lloreda, for the information and assistance provided. The case, instructor’s manual, and synopsis were anonymously peer-reviewed and accepted for presentation at the NACRA 2015 conference, Orlando, FL, October 8-10, 2015. All rights are reserved to the authors and NACRA. © 20015 by Josep Franch, Ivo Fink, and Agustí Casas. Contact person: Josep Franch, ESADE Business School (Barcelona, Spain). josep.franch@esade.edu

MAUJAN.PK: NOTHING VENTURED; NOTHING GAINED

Zain Khawaja, Lahore University of Management Sciences
Shanze Khan, Lahore University of Management Sciences
Khudejah Ali, Lahore University of Management Sciences

Case Objectives and Use

This case is written with the intent of being taught in an MBA level course in digital marketing or e-commerce. It introduces the students to network effects for online businesses and allows for the evaluation of digital products and services through the diffusion of innovation framework. It also gives students the foundation to exercise innovative strategizing. The objectives are:

- The evaluation of online discount coupon business model through the lens of network effects
- The evaluation of the online discount coupon as a product through the diffusion of innovations framework

Synopsis

The case leads the students through a capacity utilization problem faced by the CEO of Maujan.pk. The CEO, Tahir sat pensively as he looked over his company's financial statements from the last fiscal year 2013-2014. He is in unfamiliar waters as he has discovered that his main business, online discount coupons, has been outpaced in growth by his side business, Facebook management. The Facebook management business was an afterthought for Tahir, and never a major consideration for any of his strategic business decisions.

The issue that is forcing Tahir to ponder over this matter is one of resource constraints. By virtue of being a small company, 6 employees, he has had to share resources between the two businesses. Now that Facebook management, a side business, has started to grow at a greater pace than the main business, Tahir finds himself understaffed. Since the original business is slowing down and little avenues of growth are forthcoming due to network congestion (network effects model), a decision needs to be made whether to choose one of the two businesses or expand and continue them both. Expansion would mean significant logistic overhead and initial resource starvation for Tahir who is a hands-on manager. Inaction would lead him to these problems anyway as the business would grow to further compete for the same resources.

Each decision has its merits and demerits in a fast moving Pakistani digital market where copycat businesses can spring up within days and customer loyalty is mercurial at best.

The case allows the students to explore each decision through the evaluation of each business, its relevant market, and the product it is offering.

The class discussion can be broken down as per the assignment questions. A good way to start the discussion would be for the instructor to ask the class about any discount purchases they have ever made.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Dr. Zain Khawaja, Shanze Khan and Khudejah Ali. Contact person: Dr. Zain Khawaja, Lahore University of Management Sciences, Lahore Pakistan, 03008409566, zain.khawaja@lums.edu.pk.

CRICKET SOUTH AFRICA'S PROTEA FIRE BRAND

Luisa Mazinter, Gordon Institute of Business Science, University of Pretoria

Michael M. Goldman, University of San Francisco

Jennifer Lindsey-Renton, Gordon Institute of Business Science, University of Pretoria

Case Objectives and Use

The case can be used in a graduate class in marketing, sport marketing, or social media marketing. The objectives are:

- To analyze the development of a sport team brand and mega-event campaign
- To examine the creation and management of content for integrated marketing communications
- To assess the efficiency and effectiveness of a marketing campaign.

Synopsis

This case, based on field research and multiple secondary sources, documents the 12-month period from early-2014 during which Cricket South Africa developed the Protea Fire brand for their national men's cricket team, known as the Proteas. In mid-2014 Lynn Naude, a previous General Manager for sponsorships and events at Absa Bank, was appointed to lead a project team to take the previously in-house Protea Fire brand public. With the 2015 Cricket World Cup in Australia and New Zealand less than a year away, Naude worked with a diverse project team of Proteas players, cricket brand managers, and external consultants to build a public brand identity for the national team, nurture greater fan affinity, and mobilize South Africans behind their team for the World Cup.

Naude's project team developed a range of Protea Fire multi-media content as the core of the campaign. These included video diaries, the scripts for which were written by the Proteas players themselves, player profile videos, motivational team-talk videos, and good luck video messages featuring ordinary and famous South Africans. Having invested in creating this content, Naude and her project team faced the difficult task of how to allocate a limited media budget to broadcast and amplify the content. Another significant challenge was to ensure that the Proteas team values were authentically communicated across all content, including via the social media strategy using Twitter, Instagram and YouTube. As the World Cup tournament kicked off on February 14th 2015, South Africa was well placed to overcome their previous inability to reach a Final, although Naude wondered whether another exit in the knockout round would weaken the strong and positive emotions the Protea Fire campaign had ignited. With the last 2 balls remaining in South Africa's semi-final game against New Zealand on March 24th 2015, and the home team requiring just 5 runs to win, Naude joined 50 million South Africans hoping that Protea Fire was strong enough. The case concludes with South Africa being losing the semi-final game and Naude turning her attention to how the #ProteaFire campaign should respond.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015, © 2015 by Luisa Mazinter, Michael M. Goldman, and Jennifer Lindsey-Renton. Contact person: Michael M. Goldman, University of San Francisco, 2130 Fulton Street San Francisco, CA 94117, 510-809-6200, mmgoldman@usfca.edu.

SELLING FOR D&H TIRE STORAGE: CAN I TAKE THOSE STINKY TIRES FOR YOU?

Tia Quinlan-Wilder, University of Denver
Michele Cunningham, University of Denver
Carol Johnson, University of Denver

Case Objectives and Use

The case can be used in an undergraduate personal selling course, or to illustrate B2B relationships in an introductory marketing course. The objectives are:

- evaluate the approaches taking by case protagonists, used to contact and present their service to prospective customers.
- analyze the salespersons' abilities to develop relationships and plan and execute a sales presentation.
- apply the sales concepts of strategic selling and value creation in the selling environment.
- create a balanced sales presentation based on the presentation mix.
- recommend a sales strategy based on the strategic or consultative sales process.

Synopsis

This disguised case is based on actual sales calls made beginning in August of 2011 by two start-up owners, Dylan Stewart and Hayden Roberts (names changed), who were attempting to secure new business for a tire storage venture. They hoped to get luxury car dealerships to offer tire storage to their customers, improving service for patrons when they changed tires seasonally (from winter to summer tires, and vice versa) and offering the dealerships twice-yearly contact with its customers (though little in the way of direct profit). Pickup, storage, and delivery back to the dealership would be provided by D&H Tire Storage (name changed). The only tire storage competition in the area sold its service directly to customers. The two experienced limited success as they made sales visits to dealerships despite having what they deemed to be a winning idea. The case includes background information about the men and the genesis of the idea, as well as background information on the automotive industry, car dealerships, and car buyer behavior. The greater part of the case lays out various contacts made with a host of dealerships, some successful and some not, including arguments that were made and objections that were raised.

Dylan and Hayden were primarily concerned with the elements of the sales presentation and refining them to be the more persuasive. Other elements of the sales process were done only marginally, as neither had professional selling experience. The two men needed to make improvements under time-critical circumstances; after signing a contract with the first dealership, they had to sign a warehouse lease, get a trailer, and acquire costly insurance. They felt intense pressure to make something happen quickly.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Tia Quinlan-Wilder, Carol Johnson, and Michele Cunningham. Contact person: Tia Quinlan-Wilder, University of Denver, 2101 S. University Boulevard, Denver, CO 80208-8942, 303.871.3317, tia.quinlan@du.edu

INDIGO AIRLINES – MEANDERING THROUGH THE PUBLIC POLICIES ON THE SUCCESS RUNWAY – CAN IT FLY HIGHER?

Priya Roy, ICFAI Business School, Hyderabad
D. Satish, ICFAI Business School , Hyderabad, Faculty Supervisor

Case Objectives and Use

The case is designed to enable the students to –

- Understand how entrepreneurial ventures are affected by the government's policy and how it turns the steering of the business environment in different directions.
- Understand the way the aviation sector in India has been highly regulated by the public policies and analyze the failure of the competitors in the light of a similar set of policies to which even Indigo was exposed
- Analyze Indigo's journey in the domestic market and visualize how strategy making and proposition building can be done in the light of public policies being ubiquitous for most of the decision-making.
- Understand the set of challenges and threats faced by Indigo, and at the same time appreciate the tactics for handling even the unfavourable policies and use them as a lever to steal an edge over the other players in the market.

This case is meant for MBA/MS students as a part of the Entrepreneurship/ Strategic Marketing/ Marketing Management curriculum.

Synopsis

The case describes the journey of Indigo Airlines founded by Rahul Bhatia in 2006 and how it embarked as a class of Low Cost Carrier in the market, facing government barriers and still burgeoning through all of them to emerge as one of the fastest growing airlines in India with an envious market share of 34% as of November 2014. Being highly regulated by the government, when other airlines like Kingfisher, SpiceJet, Go Air, etc. were battling hard to stay up in the market due to steep operating costs, fuel prices, and rupee depreciation, Indigo marked a new dawn in the airline industries on how the business model of LCCs should be strategically used to create the platform for competitiveness and survival. Being a customer centric airline, Indigo made smart use of technology, sale and lease back agreements to improve its balance sheet, make bulk purchases of fleets, achieve quality training of its staff, and slash down on the tangible offerings on-board.

The pursuance of the de-regulation act by the government along with the existing norms for freezing the minimal investment limit in the fleets, code sharing agreements, route dispersal guidelines, land allocation issues, slot policy, hub policy, etc. made the aviation industry so vulnerable that all the airlines except Indigo were suffering losses during the period of the economic slump from 2008-2012 until favorable FDI norms were declared by the government.

The idea is to analyze the innovativeness and strategizing of Indigo which till now was leveraging its competencies to tackle and win over the public policies. How smart and efficient the airlines can be to change its business model and cater to the untargeted segments as a response to the new competition or should it decide to keep evolving within the current positioning with more innovations and alternatives in the food chain of LCCs

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Priya Roy and D. Satish. Contact person: Priya Roy, ICFAI Business School, Hyderabad, Shankarapalli Road, Hyderabad, Telangana, India. Priyaaroy.22@gmail.com

A BRAND UNDER ATTACK: THE BOYCOTT OF STOLI VODKA AND THE POWER OF SOCIAL MEDIA

Grishma Shah - Manhattan College
Janet L Rovenpor - Manhattan College
Musa Jafar - Manhattan College

Case Objectives and Use

The case will enable students to:

1. Appreciate that in the era of globalization and global supply chains, the origin of any brand and/or product may not be as easy to decipher nor may it be that relevant.
2. Understand how a firm manages a brand, especially when the business strategy involves multiple importers and distributors over time, who may or may not have fully appreciated the brand or even worse, conveyed a wrong brand message.
3. Identify multiple stakeholder concerns and how to manage them.
4. Differentiate between fact, fiction, media hype and corporate jargon so that they can understand the legitimacy of a boycott.
5. Understand what trends are prevalent using data and graphs from social media
6. Formulate a corporate response in a crisis management situation, using all the tools at hand, especially social media.

Synopsis

On a bright July morning in 2013, the newly hired President of the Stoli Group USA, John Esposito, was alarmed to learn that one of his company's most popular products was being bombarded by heavy criticism from social media. The hashtag, #DUMPSTOLI, minted by Dan Savage, a prominent gay rights blogger, had gone viral overnight. Savage claimed that Stoli Vodka, because of its Russian heritage, should be subjected to an outright boycott, along with all other Russian-made products. In Savage's view, it was important to launch a vocal protest and to show solidarity with the gay community in the aftermath of a series of discriminatory laws that were passed by the Russian government under the direction of Vladimir Putin. Esposito was well aware of Stoli's historical support of the gay, lesbian, bi-sexual and transgender (LGBT) community and more importantly, he knew that the brand had no influence on, or relationship with the Putin government. In fact, both the owner and top executives at SPI Group, the parent company of Stoli Group USA, had progressively adversarial relationships with the Putin government for over 10 years. Nonetheless, the #DUMPSTOLI hashtag had gained followers and several bars across the country began to ban Stoli vodka. Esposito and his team were in the perplexing position of needing to protect their iconic brand from the boycott. What should they do?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

ATEMPO: HOME TELE-ASSISTANCE

Javier J. O. Silva - Universidad Austral
Martin Zemborain - Universidad Austral
Susan Sieloff - Northeastern University
Teresa Cazenave - Universidad Austral

Case Objectives and Use

Primary objectives:

- To be aware of business segmentation significance and impact.
- To detect relevant numbers for marketing analysis, specifically in a business where customers pay fees monthly.

Secondary objectives:

- Marketing decisions for small companies and start-ups
- Decisions on an marketing action plan, stressing on positioning process and communication actions

On account of its simplicity, this case may be used in graduate (MBA, EMBA), executive education as well as in undergraduate programs.

Synopsis

At the end of 2007, Alejandro Petricovich and his partners at Atempo were discussing the options they had to correct the discouraging outlook for their company. Atempo was a start-up that had begun to operate a year before at La Plata city. It offered home tele-assistance useful for the elderly that were still willing to live by their own enjoying independence and autonomy or spend many hours home alone and were suffering a temporary or permanent dependence. If something eventually happened, a device together with a monitoring system notified whoever was required and it requested the appropriate assistance.

The company had expanded to Buenos Aires City, but after more than six months, the sales were slow, almost stagnant growth, no clear segmentation, and the potential need to increase the invested capital. What could they do to change this situation? Which were the ideal segments?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note synopsis were anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, Florida, USA, October 7-10 2015. © 2015 by Javier J. O. Silva, Martín Zemborain, Susan Sieloff & Teresa Cazenave. Contact person: Javier Silva, IAE Business School, Austral University- Mariano Acosta s/n Ruta Nac. 8 (B1629 WWA) Pilar – Buenos Aires - Argentina, Tel. (54) 230 4481080 jsilva@iae.edu.ar

Organizational Behavior/Human Resources

Track Chair: Grace O'Farrell, University of Winnipeg

Co-Chair: Katherine Breward, University of Winnipeg

Roundtable Location: St. John's 32

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LAHORE WASTE MANAGEMENT COMPANY (LWMC): ANDROID ATTENDANCE

Khawaja Zain ul Abdin, Lahore University of Management Sciences
Khudejah Ali, Lahore University of Management Sciences
Shanze Khan, Lahore University of Management Sciences

Case Objectives and Use

This case study is suitable for use in graduate and undergraduate courses in organizational change management, organizational communication and organizational behaviour. It is helpful for illustrating the usefulness of applying the diffusion of innovation theory during organizational change and the critical need for creating internal marketing as part of change management. The case provides an in depth perspective on employee accountability, monitoring and evaluation and also on implementing information communication technology (ICT) based solutions in public and social sector organizations in a developing country like Pakistan.

Synopsis

The case chronicles the dilemma of Waseem Ajmal, the Managing Director of the Lahore Waste Management Company (LWMC), in May 2014, as he attempts to incorporate an information communication technology (ICT) based solution to a long-standing sanitary worker attendance issue. The sanitary workers all belonged to a religious minority and were well knit as a social unit. Due to lax standards in the manual attendance system and lack of accountability, ghost workers had been a regular feature of LWMC's roster. Essentially these employees, through corrupt collusion with the attendance checkers, had not come on duty for years, yet had been marked as present and their salaries were regularly disbursed. The new Android based attendance system was meant to take out a significant part of the corruption through the requirement for documentary evidence of sanitary worker presence at duty in the form of GPS tagged and time stamped photos of employees, uploaded to a central database twice a day.

In the aftermath of the attendance system implementation, a deep rift formed between LWMC management and some of the employees. Subsequently, union leaders and hundreds of sanitary workers organized a public protest, where allegations of mistreatment and the attendance system being faulty and unfair were hurled at company management. The strike gained significant media attention, putting both political and public pressure on Waseem Ajmal to take remedial action. The company management reacted by aggressively standing their ground and taking to the media to put forth their perspective, leading to an impasse.

The case thus leads the reader to a juncture where Waseem Ajmal is faced with a critical decision - should he ignore the strike and maintain the current system, try to improve the system as per the complaints of the workers, or abrogate the system entirely? For choosing a decision, readers are expected to analyze the characteristics of the new innovation the sanitary workers were expected to adopt and juxtapose it with an analysis of internal marketing efforts on part of the management while keeping in mind the vested interests of the various organizational and non-organizational stakeholders the case identifies in the matter.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by [Khawaja Zain ul Abdin, Khudejah Ali and Shanze Khan]. Contact person: [Khawaja Zain ul Abdin, Lahore University of Management Sciences, Opposite Sector U, DHA, Lahore, Pakistan 54792, +924235608031, zain.khawaja@lums.edu.pk].

THE DAN LLOYD CASE

Robert E. Allen, University of Wyoming
Margaret A. Lucero, Texas A&M University-Corpus Christi

Case Objectives and Use

This case was designed for undergraduate and graduate courses in human resources management and labor/management relations in which the use of discipline to secure compliance with organizational expectations is examined. The case could also be used in classes that look at problem solving and conflict resolution. The case focuses on two issues. First, the case has students review the use of progressive discipline when dealing with a disruptive employee. Second, the case looks at the challenges associated with managing employees with mental health problems. This is a problem that has received relatively little attention in business schools despite the fact that approximately 50% of adults will exhibit mental health issues at some point in their lives. In all likelihood, Dan Lloyd, the disruptive employee in this case, was not able to respond in a constructive way to being disciplined because he had mental health issues that precluded him from doing so. The case gives students the opportunity to identify symptoms of mental illness in work situations and to make recommendations for managers who should be able to provide support to employees with mental health problems. By analyzing this case, students should learn how to effectively use progressive discipline (as opposed to punishment) to encourage employee compliance with organizational expectations. It should also provide students some insights into the challenges associated with managing employees who have mental health problems that impede their effectiveness as employees.

Synopsis

The Dan Lloyd case takes place in a unionized retail grocery store managed by Jack Paltrow. Dan Lloyd had been with the company for 23 years. However, his behavior had become so disruptive in recent months that Jack Paltrow was going to recommend Lloyd's termination to the regional HR manager who had to agree with Paltrow's recommendation concerning the discharge decision. The case looks back over about an eighteen month period during which Dan had been disciplined on a number of different occasions. A review of the discipline imposed by Paltrow and his assistant store managers indicates that they were unable to correct Dan's behavior with the use of progressive discipline. Part of the problem was that the store's management team was not very effective when issuing discipline. The other part of the problem that was not recognized at the time Dan's termination was being contemplated was that he had mental health problems that precluded him from responding appropriately when disciplined. In fact, the stress created by managers when imposing discipline caused him to engage in dysfunctional behaviors that exacerbated the problems for which he was being disciplined. Dan's mental health issues were never recognized and acted upon even though the company had received a report from his psychologist identifying the likely cause of Dan's behavioral problems.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8 – 10, 2015. © by Robert E. Allen and Margaret A. Lucero. Contact: Margaret A. Lucero, Texas A & M University – Corpus Christi, College of Business, OCNR 318, 6300 Ocean Drive, Corpus Christi, TX 78412, 361-825-2403, Margaret.Lucero@tamucc.edu.

GOVERNANCE AT NAMAL (B): THE PROMISE AND CHALLENGES OF BUILDING A CENTER OF RURAL EXCELLENCE

Arif Nazir Butt, Lahore University of Management Sciences
Shezeen Hemani, Lahore University of Management Sciences

Case Objectives and Use

This case is suitable for graduate and executive courses on *Social Enterprise Management*, *Higher Education Management* and *Organizational Behavior*. The case can be effectively used for courses that include topics such as Leadership, Governance and Role of Boards in Non-Profit Organizations.

Specific Learning objectives are:

1. To enable participants identify with and relate to the challenges faced by an emerging Higher Education Institution.
2. To establish a clear understanding of the governance in institutions
3. To provide participants an understanding of the role of governing bodies (Boards in particular) in universities and non-profit organizations.
4. To allow students to understand models/best practices in effective governance and provide recommendations accordingly.

Synopsis

The case documents the *governance challenges* faced by Namal's Board of Governors. Namal College (Namal) was the brainchild and dream project of Imran Khan - world-renowned cricketer, philanthropist, and one of the most popular politicians of Pakistan. The case narrates the journey of Namal College from its inception in 2002 until August 2014. At this juncture, Abdul Razak Dawood (ARD), the Vice Chairman of Namal's Board, contemplated the challenges that Namal faced, and the role the Board and its members could play in taking the college closer to its vision.

From its humble beginnings as a technical training and diploma-awarding institute, Namal managed to achieve several milestones in one decade of its existence. One of most notable achievement was the acquisition of 1,000-acre land. The allotment of land took place after five years of extended delays from the Government and relentless efforts made by Khan and some Board members.

Abdul Razak Dawood, Vice Chairman of Namal's Board, (also known as ARD) was a graduate from Columbia University, a leading industrialist and the founder of one of Pakistan's largest engineering company, Descon Engineering. At this juncture, he wondered what would it take to create a *high-powered and effective Board*? ARD was concerned about addressing Namal's challenges, which included governance, management, funding, academics and construction issues. The question was what role could the Board play in doing so? More explicitly what role could each Board member play? Was there a possibility of creating committees within the Board to ensure efficient functioning and accountability? In sum, the case revolves around critical governance issues that must be addressed to ensure Namal's sustainability and growth.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by [Dr. Arif Butt & Shezeen Hemani]. Contact person: [Shezeen Hemani, LUMS, Opposite Sector U, DHA, Lahore, Pakistan, +9242-35608000, Shezeen@lums.edu.pk]

THE TIME FOR CHANGE

Melanie Denis (student author), Brock University
Mark Julien (faculty supervisor), Brock University

Case Objectives and Use

The case can be used in a Canadian industrial relations course at either the undergraduate or graduate level. The case identifies some of the factors that may lead to someone organizing a certification drive to form a union. The case addresses some of the unfair labour practices that may emerge and the challenges inherent in forming a union. The case helps students understand the legal requirements involved in forming a union in various Canadian jurisdictions. The objectives are:

- To comprehend the working conditions that would motivate workers to contemplate joining a union.
- To understand and identify what is required to apply for certification and what must be addressed in a certification application including workplace notice, determining employee support, and the representation vote.
- To recognize the issue of unfair labour practices and its effects on certification from an employer and union standpoint.

Synopsis

This disguised two-part case is based on actual events. Rebecca Florenzi was a server for a large nationally franchised restaurant in Canada. Part A of the case focuses on Rebecca's treatment by the new franchise owners. At the beginning of the case, Rebecca is a valued member of the team and is treated well. However, a series of decisions by the owners prompts Rebecca to consider organizing a certification drive to have a union represent the workers. Part B of the case focuses on Rebecca experiencing the challenges inherent in organizing a union and experiencing the backlash once the owners become aware of the certification application. The case closes with Rebecca wondering if she should stay with her employer when there is so much uncertainty or quit and try to find another job.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Melanie Denis and Mark Julien. Contact person: Mark Julien, Brock University, 500 Glenridge Avenue, St. Catharines, ON, L2S 3A1, (905) 688-5550 ext. 4155, mjulien@brocku.ca.

GREYSON FUNERAL HOME

Lisa Morgan (student author), Brock University
Mark Julien (faculty supervisor), Brock University

Case Objectives and Use

The case can be used in a human resource management course at either the undergraduate or graduate level as an integrative or capstone case. The teaching objectives are:

- To allow students to apply human resource management concepts while considering the impact of these decisions on the employees.
- To emphasize concepts such as pay secrecy, importance of succession planning, intrinsic and extrinsic motivators, and the progressive disciplinary process.
- To allow students to explore the complex effects of compensation management on motivation.

Synopsis

This disguised case is based on actual events. Michelle Greyson is a recent business school graduate with a concentration in human resource management. Michelle works for her family funeral home business. Michelle is expected to resolve many of the ongoing issues confronting the organization such as low morale, employee conflict, arbitrary pay decisions, no succession planning and lack of proper human resource management functions and provide some solutions. The case closes with Michelle wondering how to proceed to resolve these problems with her limited experience in human resource management.

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GRAPHIC CASE SERIES: ‘FIRING A HERO?’ AND ‘IT’S BANK POLICY’

Debapratim Purkayastha, IBS Hyderabad
Siddharth Ghosh, Freelance Creative Consultant

Case Objectives and Use

This case series is intended for Executive Education Programs for Professionals to highlight the importance of policy and procedure management and compliance management. The individual cases are versatile and can also be taught in other courses such as, Human Resource Management in a MBA course. The objectives are:

- Understand the issues and challenges in policy and procedure management.
- Understand the issues and challenges in compliance management.
- Highlight the importance of policy and procedure management in organizations, particularly in banks and financial institutions.
- Discuss and debate the decisions taken by the two banks and their employees.
- Explore ways in which the two banks and the concerned individuals could have handled the situation in a better way.

Synopsis

Following various scams and the financial crisis, it has become an imperative but onerous task for banks and financial institutions to have robust policies, procedures, and compliance management programs in place. Banks and financial services organizations, in particular, are now more concerned than ever before about risk and compliance management. New banking products, increased government scrutiny, and an intense focus on operating efficiencies bring forth greater risks and a larger set of rules and regulations. An employee’s non-compliance with the policies and procedures (which often reflect requirements from regulators) of a bank could prove costly for the organization. The case series help highlight these issues.

The first case ‘Firing a Hero?’ is based on an actual incident that happened in a bank in North America. The case has been fictionalized to fit the comic book format. The interesting graphic case format will engage the students / trainees and help them explore concepts, issues, and challenges in policy and procedure management, ethics and compliance, and other related issues in human resource management (e.g., disciplinary action, etc.). The case can also be part of an ethics curriculum.

The second case ‘It’s Bank Policy!’ is also based on an actual incident that happened in a bank in North America and has been fictionalized to fit the comic book format. This case will engage the students/ trainees and help them explore concepts, issues, and challenges in policy and procedure management, ethics and compliance, and even other related issues in customer relationship management in a service organization. The case can also be part of an ethics curriculum.

Both the cases are suitable for use in executive education. The cases work very well when used together. Due to their format, the cases are also very suitable for massive open online courses (MOOCs).

The authors developed this disguised case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor’s manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, October 8-10, 2015, Orlando, FL. All rights are reserved to the authors and NACRA. © 2015 by Debapratim Purkayastha and Siddharth Ghosh. Contact person: Debapratim Purkayastha, IBS Hyderabad. debapratimp@gmail.com

WOMEN AT WORK PLACE

Anaam Rana, Lahore University of Management Sciences
Misbah Choodry Tanveer, Lahore University of Management Sciences

Case Objectives and Use

- The case lets show the issues women face while working in different capacities in various sectors.
- The job market has yet to cater to the special needs of women.
- The male dominated norms and societal constructs affects women and their careers/aspiration in a prejudicial manner.
- Even when the policies are made in compliance with the laws, they are seldom able to protect the employees because of structural flaws.
- The responsibilities a woman in our society are often used against them in a work environment.

Synopsis

Women being part of the formal sector is relatively new in Pakistan. A large part of the households are now witnessing their first generation of working women. The market is even slower to respond to the changing gender dynamics and to the needs of women in particular. It is because of this reason, women are struggling for an equally comfortable work environment as has been available to men. There is a vast range of issues that make it difficult for women to first get an education, then take the decision to enter the job market and third to continue to be a part of the labor force. These issues start from harassment, cultural and social constraints, work-life balance, maternity leave and so much more.

The case lets will identify only three of the many issues women face while being a part of the formal labor force. The protagonist in each of the case belongs to different sector and a different socio-economic background. However, in each of the three cases, what is common is the choices they are forced to make for being a woman at a work place.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

FILLING THE TALENT PIPELINE: FREIGHTQUOTE

Majiri Ugboma, University of Missouri at Kansas City (student)
Preston Coughlin, University of Missouri at Kansas City (student)
Sarah Gelvin, University of Missouri at Kansas City (student)
Emily Hoskins, University of Missouri at Kansas City (student)
Vinny Murthy, University of Missouri at Kansas City (student)
Jeff Williams, University of Missouri at Kansas City (student)
Marilyn Taylor, University of Missouri at Kansas City
Gary O'Bannon, University of Missouri at Kansas City
Jeanie Latz, University of Missouri at Kansas City
Charles Connely, University of Missouri at Kansas City
Charles Williams, University of Missouri at Kansas City
Richard Beyer, Integritas LLC and University of Tulsa

Case Objectives and Use

The Freightquote case is aimed at stimulating a discussion on various aspects of recruitment, human resource management and talent acquisition in the United States job market. At a broader level, the case provides a basis for analysis of the evolution of traditional recruiting methods. The case provides students with the challenge of redesigning the company's recruiting strategy using social media, analysis of the fluid and dynamic job markets, and evaluation of the tactics used to navigate the employment market. The case provides insights into the view point of the employer. The case was developed for students in Graduate and Undergraduate Human Resource Management classes to undertake a general analysis of the strategic conditions of the company and an extensive and in-depth analysis of its human resources activities.

Synopsis

Freightquote, a freight-forwarding company was looking to hire more applicants as its business continued to grow. A strengthening of the domestic economy and drop in price of crude oil has led to a faster paced growth in the Freight Shipping Industry with a projected 4% growth through 2019. This growth coupled, with Freightquote's acquisition by C.H Robinson, a major firm in the freight-forwarding industry segment, presents Freightquote with the need to increase its workforce even more rapidly than previously. Freightquote's top management team is confronted with a low influx of applicants in the pipeline and an attrition rate higher than the industry average. The team seeks to revamp its recruitment process and company image. The case challenges students to provide recommendations for the company's strategy in attracting the right talent and improving both quality and quantity of hires.

The authors developed this case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, Orlando, Florida, October of 2015. All rights are reserved to the authors and NACRA. ©2015 by Majiri Ugboma, Preston Coughlin, Sarah Gelvin, Emily Hoskins, Vinny Murthy, and Jeff Williams under the primary supervision of Marilyn L. Taylor and Gary O'Bannon, all of the University of Missouri at Kansas City. Contact person: Marilyn L. Taylor, Gottlieb/Missouri of Strategic Management, Henry W. Bloch School of Management, University of Missouri at Kansas City, 5110 Cherry, Kansas City, MO 64110 816-235-5774 taylorl@umkc.edu.

TARGET CORPORATION: MAKING WORK FUN, FAST AND FRIENDLY

Alix Valenti, University of Houston-Clear Lake

Case Objectives and Use

1. Students will be able to identify the causes of high turnover in organizations, particularly retail establishments.
2. Students will be able to apply a total rewards approach to determine the mix of compensation and benefits that will attract and retain employees.
3. Students will be able to identify best practices in recruiting, staffing, and training employees and determine what changes might be needed to attract and retain employees.

This case is intended to be used as either a stand-alone weekly case study or an integrative case study to be used as a teaching tool over a two- or three-week period covering employee motivation, staffing, compensation, and communication.

Synopsis

This is a decision case involving Target Corporation. It is based on a field study of a Target store in Houston, TX, including several interviews with its Human Resource Team Leader, its Store Team Leader, and two Executive Team Leaders. Additional data were obtained from Target's website as well as two other websites providing pay information. High turnover among employees in the retail industry is well-known. In this case study, the problem was illustrated by Target's need to maintain high levels of customer service and its desire to increase customer participation in its "REDcard" credit card program. The Human Resource Team Leader needed to convince existing cashiers to increase their efforts to sign up new customers to the REDcard program, even though Target paid its cashiers less than what they could earn at other nearby retail stores. In the past, cashiers had been unwilling or unable to approach customers about applying for a REDcard. However, Target had increased the goals for REDcard customers in each store, and the Human Resource Team Leader's annual bonus was dependent on his meeting these goals.

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Processes, Projects and Technologies

Track Chair: Joan Ramon Mallart, ESADE

Co-Chair: Javier Busquets, ESADE

Roundtable Location: St. John's 29

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CEMEX: VIRTUAL WORK MODEL

Martha Corrales, Tecnológico de Monterrey

Case Objectives and Use

The case objectives are: (1) to recognize the value of engaging the organization socially to transfer best practices; (2) to sense and respond to the forces of change, such as globalization, technology and social networks; (3) to appreciate the relevance of fostering collaboration capabilities for global initiatives; and (4) to identify the evolution of virtual work models in companies with a global footprint. The case is suggested for MBA graduate courses in the fields of Management Information Systems and Business Innovation.

Synopsis

One of the main triggers for virtual work in CEMEX was its globalization strategy through acquisitions, being present in multiple geographic regions and time zones, requiring global collaboration, and virtual work. The CIO and the Business Process Center Managers were concerned on the virtuality opportunity platforms for the company.

The virtual work's organizational value was expected to reflect lower costs, innovation, evolved business processes, but also the virtual work's individual value was expected to reflect an improvement in the quality and balance of work-life.

CEMEX understood virtuality as the possibility for managers to collaborate globally, to keep operations continuously moving and overcome geographic as well as cultural challenges. This required the implementation of a single common platform ruled by harmonized business processes and sharing data delivered on the same time for all decision takers, which was completed through the CEMEX Way. The main goal to achieve when deploying virtuality was to get rid of time and space barriers that managers working on national operations would have not encountered.

To achieve this goal CEMEX defined a VW Model, a Roadmap to move from traditional working practices to a new paradigm incorporating the necessary domains to create a Virtual Work environment. The different levers to carry out this task were technologies, the designing of a flexible structure, and role definition of human resources, coordination and collaboration skills, trust and culture.

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GRACEKENNEDY LTD: THE CIO AND IT GOVERNANCE

Lisa Facey-Shaw, University of Technology, Jamaica
Paul Golding, University of Technology, Jamaica

Case Objectives and Use

This case can be used in undergraduate or graduate courses in management information systems, IT governance or business strategy. The objectives are:

- Determine the key skill sets, traits and experience of successful CIOs
- Consider why a non-technical manager might be asked to assume the CIO position
- Assess the evolving role of the CIO in a dynamic IT environment
- Evaluate the role and essential skill sets of the Chief Digital Officer (CDO) function with respect to other chief officers in an organization
- Evaluate the IT governance structure in an organization

Synopsis

The case is written from the perspective of Robert Sutherland (name disguised), who was seconded from his post of general manager of one of Grace Kennedy's subsidiaries, Dairy Industries Jamaica Ltd., in mid-December 2014 to act as Chief Information Officer (CIO) for the parent company. GraceKennedy is one of the Caribbean's largest and most dynamic food and finance corporate entities. Robert has been asked to propose an IT governance framework for the organization while they search for a suitable applicant for the CIO position. After several interviews the company has found that there is a gap in the right mix of technical and management skills of the applicants. Robert's background is primarily a managerial one but he also has some technical skills. The CEO has decided to offer him the post but he is reticent based on his belief that he lacks the strong technical skills needed for the role. Robert needs to respond to the CEO on whether he will take the job and on his recommendations for the governance structure which will be presented to the company's Board. This case is based upon actual events however the name of the main character has been disguised.

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OPERATIONALIZING THE MUMA BUSINESS REVIEW

T. Grandon Gill, University of South Florida

Case Objectives and Use

The case is intended to present discussion participants with an open-ended design problem requiring both creativity and intuition. The decision, how to operationalize a research informed, practice-focused journal, was one that was being faced by the author at the time the case was written. The challenge stems from developing formats that can be used to present research findings in a manner that resonates with practice.

Synopsis

Grandon Gill, the Academic Director of the Doctor of Business Administration (DBA) program at the newly named *Muma College of Business* (Muma COB) of the *University of South Florida* (USF), felt his morning coffee drizzling down his chin as he pondered the issue. He had just been tasked with launching two open access journals by his dean over the coming year. One of these, tentatively named the *Muma Case Review* (MCR), did not particularly trouble him. It would publish discussion cases and technical notes, a type of publication with which he was already very familiar, and for which he already had numerous submissions. The second journal, tentatively named the *Muma Business Review* (MBR), was a different matter entirely. The objective was to establish a journal that published rigorous research in a manner that would excite the business executive reader. This would be the real challenge.

In fairness, Gill thought, he had always relished the idea of creating such an outlet. Much of his own research had focused on the failure of academic research to communicate to practice. But he had envisioned such an experiment taking place several years down the road. Just a few weeks before, however, the Muma COB's dean, Moez Limayem, had pressed for an immediate launch. What had once been a distant dream had just turned into a concrete challenge that bordered on being a crisis.

Having agreed to take on the project, Gill found himself wondering if it was even possible to present research in a manner that would be palatable to the local and national business communities. He began with the obvious premise that lengthy articles heavily emphasizing research methodology—the mainstay of academic journals—were not going to fly. But what would fill their place? Would executives be interested in concise summaries of research results? Should MBR seek out opinion pieces and essays, or would these undermine its goal to emphasize research? Would MBR be able to help authors understand the distinction between the example cases that might fit the MBR model and the discussion cases that would be better suited to the MCR? Did it make sense to choose to emulate an aspirational outlet like the HBR—with its multi-million dollar budget, supported by substantial subscription and advertising revenues—for the MBR, which would be given away for free and would likely start with little or no advertising?

Unfortunately, many of these decisions could not be put off for very long. In August 2015, the DBA program would begin its next semester, which included a “publication course” requiring that participants write an article suitable for publication. The MBR would be the obvious target for these articles. But that would only work if the journal had a clear description of what it was looking for.

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TWEETS, RETWEETS, AND ENTREPRENEURSHIP

John E. Greenfield '16, University of Virginia (student author)
Sasha Friedman '15, University of Virginia (student author)
Kenneth C. Lichtendahl, University of Virginia (faculty supervisor)
Yael Grushka-Cockayne, University of Virginia (faculty supervisor)

Case Objectives and Use

This case will be used in a quantitative analysis seminar for MBA students in which they'll gain exposure to the concepts and tools used by managers to create disruptive business models that leverage big data. The concepts and tools covered include algorithm design, feature selection, data visualization, web scraping, cloud computing, database querying, and text analysis. Through materials designed for the novice, students will learn to code in R (a popular statistical computing language) and develop cutting-edge prediction algorithms from large datasets. Students will also learn good data visualization, a big part of both generating accurate forecasts and presenting them to others. The forecasting topics covered include time series forecasting, advanced regression, machine learning, and text analysis.

The purpose of this case is to provide students with first-hand experience accessing, and working with, publicly-available social media data. As part of this case, students will learn to access Twitter's API, download and clean data, and consider how to engineer new variables from the publicly-available data. The explicit learning objectives are:

- Learn how to access a public API and the importance of data cleaning.
- Use data visualization and visual inspection to determine the need to transform variables
- Consider text-related variables and how they can provide insight.
- Explore the relevance of sentiment analysis.
- Build predictive models using various data types (continuous, discrete, etc.).
- Learn to use and compare models such as regression, regression tree and random forest.

Synopsis

Entrepreneurs and entrepreneurial organizations rely on social media platforms such as Twitter to engage with customers, potential investors, and other like-minded people and organizations. How often this content is retweeted is an important metric to gauge the effectiveness of these outreach and engagement efforts. This case set out to learn about the characteristics of a tweet that make it more or less engaging, focusing on content that includes the keyword "entrepreneurship."

The case examines possible strategies firms can utilize in order to ensure their content reaches the intended audience through Twitter and maximizes its impact. Students will collect and analyze real tweets from Twitter and consider what makes a tweet go viral. Using data science tools, students will answer questions such as: is there a better way to craft tweets? Should tweets include particular words or topics or mention particular people? Does this vary across different topics – what are the commonalities and what are the differences?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

“IT WAS A MATTER OF LIFE AND DEATH”: HACKING INTO YOUTUBE’S MAINFRAME TO SAVE LIVES

Laurie P. Honda, University of Oregon

Case Objectives and Use

This case study addresses ethical decision-making under the broader framework of individual contributions to Corporate Social Responsibility initiatives.

The case study can be used in discussion-based undergraduate and graduate courses in public relations, strategic management, marketing, journalism, computer science, law, media studies, women’s/gender studies, and ethics.

The objectives of discussing this case study are to:

- Examine ethical decision-making, particularly individual employees’ roles in CSR
- Explore the role of social media platforms in online-based social movements
- Understand how social movements originating online develop over time and are shaped by their participants

Synopsis

This case study is based on actual events that took place at YouTube and Google in October 2010. Activist and columnist Dan Savage and his husband Terry Miller founded the “It Gets Better Project” on YouTube in September 2010, which started as a series of YouTube videos with inspirational messages targeting at-risk lesbian, gay, bisexual, transgender, and queer (LGBTQ) youth. The project’s mission is to prevent suicide among LGBTQ youth who are at a much higher risk for suicide than their heterosexual peers. The couple’s YouTube channel quickly reached capacity shortly after it was founded, and Savage and Miller could no longer upload life-saving “messages of hope” to reach their intended audience.

A YouTube Analytics Engineer named Carol Chen was watching the IGBP grow in popularity and became aware of the problem. Knowing that the solution to Savage and Miller’s problem wouldn’t come until several weeks later when her team planned to roll out the next set of YouTube updates, Chen had to figure out if and how she could remove the bottleneck that Savage and Miller’s channel was experiencing. Chen decided to hack into YouTube’s mainframe, risking temporary shutdown of the popular website for the sake of saving lives. She was successful in her efforts to write new code and backdate the channel, which allowed Savage and Miller to upload more videos to it.

Today the IGBP is an international social movement containing more than 50,000 YouTube videos that have been watched by viewers worldwide more than 50 million times. This case study provides an overview of the problems that Savage, Miller, and Chen faced as well as an exploration of why Chen decided to hack into YouTube’s mainframe, to include: 1) Chen’s personal connection to the IGBP; 2) the corporate cultures of both Google and its subsidiary, YouTube; and 3) the timing of Chen’s actions.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by Laurie P. Honda. Contact person: Laurie P. Honda, University of Oregon, 1275 University of Oregon, Allen Hall 229, Eugene, OR, 97405, (541)346-8924, lauriep@uoregon.edu.

SHELTERBOX: RAPID RESPONSE IN DISASTER RELIEF

Jamie Rundle, Sheffield Business School

Case Objectives and Use

“ShelterBox: Rapid Response in Disaster Relief” is intended as an analysis-based case study and is centred on the successful ramping-up of ShelterBox’s supply-chain in its first ten years, but in particular in response to the Haiti earthquake in 2010. The case closes with an alert to the Nepalese earthquake in 2015.

The protagonist in this case study is John Leach, Director of Operations at ShelterBox. Another character depicted in the case is Tom Henderson, founder and first Chief Executive of ShelterBox until 2012. Henderson is responsible for establishing the original project in conjunction with Rotary and set the ethos of dignity and respect towards ShelterBox’s beneficiaries.

Synopsis

Disaster relief organisation ShelterBox, based in the United Kingdom, has responded to 270 disasters, in over 90 countries, since its inception in 2000 as a Rotary club millennium project.

The concept is simple: humanitarian aid is deployed in the form of shelter, survival equipment and tools in a trademark green ShelterBox. The charity’s comparatively small size has enabled the development of a flexible and rapid response capability that has helped fulfil the often unmet need of urgent shelter for displaced people.

As the frequency and scale of disasters increases, and achieving effective disaster response becomes ever-more complex, it is crucial that every deployment is considered a learning opportunity as well as the opportunity to deliver a suitable product quickly and effectively to meet the needs of affected people.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor’s manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the author.

Social Entrepreneurship and Sustainability

Track Chair: Cynthia Ingols, Simmons College

Roundtable Location: St. John's 30

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THE KUTUMB FOUNDATION AND SOCIAL MEDIA FOR VOLUNTEER RECRUITMENT

Shweta Aggarwal, Management Development Institute, India (Student Author)

Sumita Rai, MDI, India (Faculty Supervisor)

MP Jaiswal, MDI, India (Faculty Supervisor)

SK Rai, MDI, India (Faculty Supervisor)

Case Objectives and Use

The case can be used in MBA classes, a graduate class in social entrepreneurship, or a class for executives from NGOs, Social investment funds like Acumen fund and governing bodies like United Nations.

- To delineate concepts of Social entrepreneurship
- To evaluate the challenges faced by a social entrepreneur while recruiting volunteers
- To teach about volunteer recruitment strategy

Synopsis

The Kutumb foundation was an NGO which worked for urban displaced children belonging to lower income groups. These children included kids living in slums and on streets. Kutumb foundation made their lives better through the spread of education. Kutumb's founder, Pandey was finding it difficult to find right volunteers, especially for its goal of life program. Goal of life program was a life skill program where Football matches were used as a medium to teach about leadership, manners and gender sensitivity. There was high rate of attrition among volunteers. This not only affected work but also Kutumb's relationship with its customer's i.e., urban displaced children. Pandey, CEO was trying to figure out strategy he should adopt for volunteer recruitment.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

MITHILASMITA AND MADHUBANI PAINTINGS: CHALLENGES OF SOCIAL BUSINESS

Shweta Aggarwal, Management Development Institute, India (Student Author)

Sumita Rai, MDI, India (Faculty Supervisor)

MP Jaiswal, MDI, India (Faculty Supervisor)

SK Rai, MDI, India (Faculty Supervisor)

Case Objectives and Use

Teaching Objectives:

- To delineate concepts of Social entrepreneurship .
- Build a framework to evaluate how social entrepreneurship differs from commercial entrepreneurship
- To evaluate how MITHILAsmita preserved art ,empowered women and build trust within community
- To appreciate constraints and dilemmas faced by social entrepreneurs in their venture
- Course positioning
- Courses - Entrepreneurship, Strategy
- Audience - Entrepreneurship programs, Social entrepreneurship programs, Non-Profit

Synopsis

Madhubani paintings are made by freehand drawing using natural colors depicting traditional story based themes. However Many Companies were selling fake *Madhubani* painting made by stencils and other tools. This was leading to degeneration of art and demotivation of *Madhubani* women artists who were forced to use such means. *MITHILAsmita* was a social business working for preserving *Madhubani art*. It empowered women artists by promoting genuine legendary *Madhubani* painting in its ancient form. *Ihitashri*, founder of *MITHILAsmita* is facing many challenges in managing organization. This case would enable student to delineate how social entrepreneurship differs from commercial entrepreneurship and what would be its effect on strategy.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

UNCHARTED WATERS: COMBATING PIRATE FISHING OFF THE COAST OF SIERRA LEONE

Erin Cox, University of Arkansas (student)
David Matteson, University of Arkansas (student)
Wheeler Richardson, University of Arkansas (student)
David G. Hyatt, University of Arkansas (faculty supervisor)

Case Objectives and Use

After studying this case, students will:

- I. Understand the complex situation in Sierra Leone regarding IUU fishing. Highlight on a micro- and macroeconomic scale how the practice of IUU impacts the communities and nation as a whole.
- II. Outline how cross-sector partnerships have been difficult to implement in a developing country, especially when there is foul play and corruption in the government, as well as supervisory agencies.
- III. Analyze the challenges of presenting a sensible sustainability plan to a nation that depends so heavily on fishing without discrediting them from future endeavors.

Synopsis

In this case, Victor Hamusa, head of the Fisheries Protection Unit in the Ministry of Fisheries and Marine Resources is considering his next steps in the fight against pirate fishing—or illegal, unregulated, and unreported (IUU) fishing—in the coastal waters of Sierra Leone. IUU fishing is detrimental to local populations whose livelihoods depend on fish and also the country as a whole which is losing an estimated \$29 million a year to the illegal activities. Sierra Leone has implemented its own mechanisms to combat this problem, including partnerships with NGOs; however, most efforts and partnerships have been unsuccessful. Hamusa has been contacted by the controversial environmental activist group, Sea Shepherd, who has offered their assistance to combat the problem.

Immediate Issue: Should the government pursue a collaboration with Sea Shepherd?

Basic Issue: Fishing is the lifeblood of Sierra Leone, and IUU fishing is rapidly depleting fish stocks and detracting millions of dollars from Sierra Leone.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

MAWLYNNONG – ASIA’S CLEANEST VILLAGE

Teidor Lyngdoh, IIM Kozhikode
G. Sridhar, IIM Kozhikode

Case Objectives and Use

This teaching case attempts to bring the issues related to interaction of marketing decisions and managing common pool resources in the context of rural tourism at Mawlynnong. We trace the efforts that Mawlynnong has put to arrest the misuse of commons and also we put forth options that they need to undertake in future.

Synopsis

Mawlynnong is located in the East Khasi Hills District, 90 kilometres from Shillong the Capital of the state of Meghalaya, India. Now filled with greenery and attracting nature lovers, this place was earlier a village with many crater stones. The village also known as “Gods own Garden” is at the end of the arterial road of the international highway between India and Bangladesh, where the vast plains of the Bangladesh can be easily seen from a high point in the village. In Jan 2005, the village became the first and only village in India to obtain the unique status of “Asia Cleanest Village” a certification by Discover India Magazine. Later, similar certificates were conferred by BBC, UNESCO and National Geographic. En-cashing the wider recognition received, the Village Council of Mawlynnong in the year 2005 decided to promote rural tourism. This enhanced the economic prospects of several families in the village.

In spite of the positive economic returns due to increased tourism activities, the benefits excluded several households of the village. These few households lamented to one of the authors of the case that Mawlynnong was little more than conventional capitalism with rhetoric of environmental sustainability. They claimed that the households that received benefits increased their family consumption on comforts, built houses bigger than required and intensified agricultural activities beyond sustainability. New sources of income sabotaged the resource management as several villagers diverted their earnings to gaining more private goods at the cost of the public goods. Many farmers in Mawlynnong cleared shrubs, forests and small trees for fuel wood, even though they have widely understood and acknowledged the importance of the vegetation. Village community scepticism and differences among its members led to the difficulty of the village council to convince the community and the other stakeholders of the value and long term benefits of managing the commons.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor’s manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

LUNPADS: CO-LEADERSHIP IN A SOCIAL BUSINESS

Kyleen Myrah, Okanagan College
Roberta Sawatzky, Okanagan College
Faye Hughes, Okanagan College (student author)

Case Objectives and Use

This case illustrates a co-leadership model, values based approach in a social business. The case can be used in a leadership course for a degree or Master's level program. It is best used near the middle or end of the course when these concepts have been explored. The objectives are

- Evaluate the strengths and challenges of two leadership approaches: Values Based, and Co-leadership.
- Analyze how the knowledge, skills and abilities of each leader contributes to the implementation of these approaches.
- Evaluate how Values Based Leadership and Co-leadership facilitates the operation of a social business.
- Recommend a plan of action for professional development in light of the leadership approaches and social business.

Synopsis

Madeleine Shaw and Suzanne Siemens were celebrating 13 years of operation at Lunapads International Products Ltd. (Lunapads), a company based out of Vancouver, BC, Canada. The social business co-owned by these two women, had created a solution to the environmental and health concerns of disposable feminine hygiene products. With over \$1 million in annual sales, 90% of their revenues generated through online channels, and 80% of their marketing achieved through social media, Lunapads had created a niche market in the natural sanitary market segment. Their clientele consisted of a new generation of healthy, green conscious consumers who wanted to feel empowered about their bodies.

Running a social impact business through a values based approach had its challenges as the company committed to staying true to its mission while also being competitive against large well-known brands. The company was exploring new product lines to target younger, older and a more active demographic. They had also recently diversified into a new business unit focused on events for girls. In 2014, G Day was launched, an all-day celebration to help young empower girls as they transition into adolescence.

In 2012 Lunapads did a major re-organization. Shaw moved from President of Lunapads to Creative Director to focus full time on social impact initiatives and Siemens moved into the CEO position from a former CFO role, overseeing all the manufacturing and ecommerce aspects of the Lunapads operation. Shaw and Siemens had been in these new roles for close to three years and wanted to evaluate if this had been the right decision and if co-leadership was still attainable, or preferred. They had also been asked by Lunapad's advisory board to identify the areas of development that warranted focus, so a professional development plan for each leader could be discussed at their next meeting. Neither Shaw nor Siemens were certain about what their feedback and suggestions would be.

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GIRLS ON THE RUN SONOMA COUNTY: VOLUNTEERS, TRUE STRATEGIC ASSETS

Erin Rock, Sonoma State University (student)

Case Objectives and Use

The case provides evidence to support the challenges faced in the saturated nonprofit sector and the influential role and impact of volunteer management for nonprofit(s). A description of Girls on the Run Sonoma County's mission-driven operational processes, challenges and opportunities is included to aid in providing support for further analysis. In deciding what courses of actions are needed to scale operational growth, evaluation of Girls on the Run Sonoma County's current and potential resources and capabilities for volunteer management is needed.

Intended to engage classroom discussion or individual assignments for graduate core courses, the case focuses on sustainability efforts using fluctuating resources, strategies for scaling growth, information technology management, and a saturated market analysis. Preferably the case should be introduced toward the end of a course, when students have a solid understanding of strategy formulation and implementation and management of resources and capabilities to match an organization's core competencies.

Synopsis

In spring 2015, the Girls on the Run Sonoma County Council was in discussion and preparation for the organization's three-year strategic plan for 2015-2018. With an ambitious yet inspiring goal to reach 10,000 girls within the next two years by its tenth anniversary, the organization was faced with a "reality check". The most recent data indicated the organization had reached 3,750 participants since its inception over six years prior. With participant numbers growing and brand traction building in the market, the Girls on the Run Sonoma County Council was evaluating opportunities to meet scaling demands with limited resources. With sustainability resting on the organization's ability to efficiently leverage resources and capabilities, efforts were directed to evaluate the organization's volunteer management and participant growth. The Council and Executive Director, Catrina Dierke, began to focus on two operational directions: advancement of growth and building strength within program development and evaluation. Although this focus provided the group with a direction, the actions and means by which to move forward remained unclear.

The case provides evidence to support the challenges faced in the saturated nonprofit sector and the influential role and impact of volunteer management for nonprofit(s). A description of Girls on the Run Sonoma County's mission-driven operational processes, challenges and opportunities is included to aid in providing support for further analysis. In deciding what courses of actions are needed to scale operational growth, evaluation of Girls on the Run Sonoma County's current and potential resources and capabilities for volunteer management is needed.

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AMADUBI: A RURAL DESTINATION PROMOTION CHALLENGE

Arpita Srivastava, XLRI-Xavier School of Management, India

Case Objectives and Use

The case can be used in MBA classes where students are specializing in the rural marketing domain, a graduate class specializing in tourism management courses, or in courses focusing on social marketing. The objectives are:

- Understand the challenges faced in the rural tourism sector.
- Learn the difference between a product-oriented versus market-oriented strategy.
- Understand the key principles of destination branding.
- Understand the role of Internet in promoting a destination.

Synopsis

The case is written in March 2014 and the protagonist of the case is Amitava Ghosh who is one of the founder members of Kalamandir. Kalamandir was a registered NGO in Jharkhand, India and supported the local tribal people in promoting their various art forms. Kalamandir was established in 1985 at Jamshedpur, an industrial city of India. In 2008, the organization spread its arms and entered the rural tourism business. The top management of the company sensed enormous potential for rural tourism in the adjoining areas. For 5 years, they worked on rural tourism as a product for Indian market. They got all the resources to the tribal village, made huts for tourists and provided other facilities. Kalamandir was all ready for launching AMADUBI- the tribal village as their new product.

Kalamandir initially focused on the regional media to promote Amadubi. They talked about Amadubi as their coming up project in the interviews taken by few Bengali magazines. They also published articles about Amadubi in an Indian English-language daily newspaper. They added an extra page for Amadubi on the Kalamandir's official website. The marketing team realized the potential of social media as an important tactic to create pan-India awareness amongst the travel enthusiasts and created the basic presence of the brand on major social media platforms; however they weren't maintained in an effective manner. At the same time, they were really concerned about the exploitation of the tribal people.

Amadubi initially targeted corporate entities and educational institutes as customers. They realized that the word of mouth is the most economical and sustainable way of publicizing rural tourism. The resources and facilities at the villages could accommodate a maximum of eight tourists at a time. The challenge for Ghosh, the founder of Kalamandir, was to promote Amadubi to attract regular flow of visitors while maintaining the cultural heritage and sanctity of the destination. To achieve this goal, Ghosh had to create brand awareness of Amadubi pan India and decide whether to use online or offline medium for promoting Amadubi.

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FIRST SOLAR, INC. IN 2014: THE MODULE RECYCLING OPPORTUNITY

Ram Subramanian, Stetson University

Case Objectives and Use

Sustainability is not only a current, but a hotly debated topic. Businesses are faced with a challenge in this area relative to the economics of embracing sustainability. This case enables students to confront sustainability at the grassroots level by looking at an issue that they can identify with: given that recycling makes environmental sense, can (and should) an organization pursue it as a business opportunity? Within the ambit of this larger question, issues of timing and scope arise, all of which enable the student to look at sustainability from the business point-of-view.

This case is best suited for an upper level undergraduate or a graduate course on strategic management or a course on corporate social responsibility.

The principal learning objectives of this case are to:

- Understand the social responsibilities of an organization
- Examine the business case for environmental responsibility
- Analyze the importance of first mover advantages and disadvantages
- Debate the pros and cons of a sustainability decision

Synopsis

The Tempe, Arizona-based First Solar, Inc. was the world's leading solar energy company. First Solar had transformed itself into a vertically integrated player that provided large scale complete turn-key solar systems. While it had focused mainly in serving the European markets, shifts in global demand that started in 2008 had necessitated a move away from Europe into the Asian markets and a greater emphasis in its domestic U.S. market. The case focuses on a specific aspect of First Solar's business: the need to be responsible for solar modules after their life had ended. Solar panel manufacturers confronted a sustainability challenge in this area and this had become law in Europe while remaining unregulated elsewhere. First Solar saw a business opportunity in recycling solar panels, but various questions surrounded this decision, including timing of entry and the profit potential of such a move. In mid-2014, the company's Vice President responsible for recycling was working with his Director of Recycling in deciding how to best position First Solar's recycling offering.

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Strategy and Policy

Track Chair: Gina Grandy, University of Regina

Roundtable Location: St. John's 34

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THE UNITED STATES POSTAL SERVICE: PROFIT, VALUE CREATION, AND FINANCIAL SERVICES

Brent D. Beal, University of Texas at Tyler
John James Cater III, University of Texas at Tyler
Jim Tarter, University of Texas at Tyler

Case Objectives and Use

This case is designed specifically for capstone course in strategic management. The purpose of the case is to illustrate the importance of focusing on value creation rather than profitability in certain contexts.

The authors have tested the case in undergraduate and graduate courses in strategic management.

Synopsis

Jake, an MBA student, is preparing for a case discussion on the United States Postal Service (the USPS) and the question of whether or not it should begin offering financial services. In order to prepare for the case, Jake needs to be familiar with a number of different concepts and ideas, including externalities, public goods, merit goods, economic value, and the resource-based view of the firm.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

NATIONAL GEAR

Kenneth Harling, Wilfrid Laurier University

Case Objectives and Use

1. Private equity can do well by owning companies but their ownership does not necessarily promote the success of the company.
2. Improving the performance of a manufacturing business is complex as it many actions are needed to improve the value proposition presented to customers.
3. The CEO has a demanding act while turning around a company. Concessions are needed from some stakeholders while commitments of support are needed from others.

Synopsis

The case examines the events that precipitated an attempt to turn around a company in heavy industry. The company, the largest independent manufacturer of gears in the United States, most recently has been owned by private equity. Under this ownership, performance of the company has declined. Bond holders other than the private equity have proposed putting the company into bankruptcy while the private equity has hired a new CEO with the hope that he can turn the company around. This CEO has sized up various aspects of the company and must now decide whether a turnaround is possible and how to achieve it.

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GENERAL MOTORS

Randall D. Harris, Texas A&M – Corpus Christi
W. Scott Sherman, Texas A&M – Corpus Christi

Case Objectives and Use

After reading, analyzing and discussing this case, students should be able to:

- Articulate a list of the pressing problems faced by GM CEO Mary Barra at the end of the case.
- Analyze and draw conclusions regarding the role that GM Engineer Ray DeGiorgio played in the problems surrounding the faulty ignition switch.
- Compare and contrast the two competing issues of product safety and cost containment with regard to GM production costs, and be able to articulate whether these two issues may be in conflict.
- Compute financial ratios for the GM Company, and draw conclusions regarding the financial condition of the company.
- Evaluate the role that organizational culture played in the events described in the case.
- Identify and prioritize the key strategic issues faced by GM CEO Mary Barra at the end of the case.
- Establish an agenda for General Motors regarding implementing a new corporate strategy that focuses on the customer and vehicle safety.

Synopsis

It was April 1, 2014, and Mary Barra, Chief Executive Officer of General Motors, was testifying before the U.S. Congress regarding the recall of the 2005-2007 Chevrolet Cobalt and 2007 Pontiac G5 vehicles. The recall had expanded to cover over two million vehicles. The pressing issue that Congress wanted to know was this: why it taken so long for GM to recall the defective vehicles?

Mary Barra now had a daunting task in front of her. Even as she testified before Congress, there were pressing issues that she needed to address. First and foremost was dealing with the fallout from the Congressional investigation of GM. A larger question was: How could GM have ignored such a basic safety issue for such a long period of time? Such a situation suggested that there might be fundamental organizational issues within the company that needed repair as well. Finally, and perhaps most daunting, was the issue of an action plan. What was Mary Barra, CEO of GM, going to do halt the reputational damage, identify the organizational issues that led to this debacle, and formulate a plan of action to repair General Motors?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, Orlando, FL, October 8-10, 2015. All rights are reserved to the authors and NACRA. ©2015 by the authors. Contact person: Randall Harris, Texas A&M University – Corpus Christi, 6300 Ocean Drive, Unit 5808, Corpus Christi, TX, 78412-5808, Randall.Harris@tamucc.edu

BRIARWOOD BALLET: AN ARTISTIC EXPANSION

Kathryn Henriques, Samford University
Charles M. Carson, Samford University

Case Objectives and Use

This case was designed for usage in undergraduate Arts Administration, Business of the Arts, or Non-Profit Management courses. Students are tasked with helping the decision maker consider their alternatives in a potential strategic and missional expansion strategy for a local church affiliated ballet company.

Synopsis

Briarwood Ballet was successful by many standards. They were a financially sound organization, were well supported by Briarwood Presbyterian Church, enrolled almost five hundred students in their ballet school, and had multiple opportunities for their top students to perform throughout the year. But still, something was missing. *I often feel like we are a candle in a very bright room*, Peggy thought. *But if we were a candle in a dark room, it would make a huge difference. We would be more effective.* It certainly would be easy to keep performing for their current audience, but what Peggy really wanted to do was share the treasure they had with even more people across their community. But there were so many details to consider in trying to expand that she was not sure what was the best way to move forward. More importantly, she did not even know if such an expansion would be financially sustainable once they got started. This was certainly an important decision, one that needed a lot of thought and research before being made. But looking around at her cluttered desk and mounds of work to be done before the Christmas performing season, she did not even know where to begin.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. Contact person: Charles M. Carson, Brock School of Business, Samford University, Birmingham, AL 35229, 205-726-2547, cmcarson@samford.edu

ROSEDA BEEF

Karyl B. Leggio, University of Loyola, Baltimore
Marilyn L. Taylor, University of Missouri at Kansas City

Case Objectives and Use

Roseda Beef was developed to provide students in a capstone strategy course the opportunity to undertake a situational analysis including the rudimentary financial analysis that is included in the case. The specific learning objectives are to provide the students with the opportunity to:

- Apply traditional strategy concepts to identify and analyze Roseda's situation.
- Identify and evaluate the company's competitive advantages.
- Weigh industry and company information in conjunction with the financial information supplied about the four alternatives for growth that the two men have identified and for which they have basic financial analysis.

The case may be utilized as a basis for discussion in Strategic Management courses at the graduate and undergraduate courses.

Synopsis

This case focuses on the alternative growth strategies that Ed Burchell, owner of Roseda Farm which breeds high caliber Black Angus Cattle, and his partner Bill Ruppertsberger are considering for Old Line Custom Meat Company in early 2015. The two men are partners in Old Line which slaughters and processes beef, lamb, and a small amount of veal. The partners' focus is primarily on their Roseda Beef line which they believe has high potential in the Mid-Atlantic market.

The case provides basic background on the beef industry; the history of the company: background on the operations, strategy, and organization; and financial information about the company and the alternatives that Ed Burchell and Bill Ruppertsberger have interest in pursuing. At the time of the case Roseda sold beef through the farm stores located at Roseda Farm, a regional grocery store chain, and several local restaurants as well as on line and by phone. Four strategies are presented --- airport restaurants featuring Roseda Beef, one (or more) food trucks utilizing Roseda Beef, the establishment of partnerships with farm stores, and the hiring of an additional sales representative.

The authors developed this case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, Orlando, Florida, October of 2015. All rights are reserved to the authors and NACRA. ©2015 by Karyl Leggio and Marilyn L. Taylor. Contact person: Marilyn L. Taylor, Gottlieb/Missouri of Strategic Management, Henry W. Bloch School of Management, University of Missouri at Kansas City, 5110 Cherry, Kansas City, MO 64110 816-235-5774 taylorm@umkc.edu.

HIGHLAND BREWING COMPANY

Mark Lewis, Appalachian State University
Richard Pouder, Appalachian State University

Case Objectives and Use

The case can be used in a capstone strategic management class at both the undergraduate and graduate levels. The case could also be used in a variety of marketing and brand management classes as communication and branding plays such an important role in the craft beer industry. Finally, the case could be used in an entrepreneurship class where topics of growth strategies and family business are discussed. The objectives are:

- Dealing with new entrants - Addressing new entrants is always a challenge for firms, but when two of the industry's biggest players decide to come in your backyard things might get even trickier.
- Challenges with growth – Growing a firm is more than deciding how to enter new markets or penetrate deeper into existing ones.
- Coopetition and clustering – The craft beer industry is uniquely cooperative, or at least seemingly so.

Synopsis

Highland Brewing Company (HBC) was founded in 1994 in Asheville, North Carolina by Oscar Wong, a retired nuclear engineer with a passion for beer and uncanny leadership capabilities. Having just celebrated their 20th year anniversary, HBC is now the largest craft brewer in the region. A commitment to quality, following their passion over profit, and slow and steady growth has been their recipe for success. However, Asheville has since turned into a craft beer mecca, having recently been awarded the title “Beer City USA.” Such accolades bode well for HBC and their peer brewers as it brings more notoriety to the region and more tourists that are looking to experience good beer. Such tourists take their experiences with them back to their home towns and then look for HBC products in their local grocery stores.

Yet, in addition to a slew of entrepreneurial startups, Asheville has recently welcomed two craft beer behemoths to the area: Sierra Nevada and New Belgium. These national brewers rank second and third for market share in the U.S., just behind The Boston Beer Company and their well-known brand Sam Adams. As Oscar is passing the reigns to his daughter Leah, HBC faces some major strategic questions: 1) How should they respond to the entrance of Sierra Nevada and New Belgium. Is this good for them or bad for them or both? 2) If expedited growth is the answer, how does HBC grow and not lose the entrepreneurial feel that got them to where they are today? 3) Is a competitive framework the best way to analyze this situation and shape decision making? Thus, should HBC “respond” to Sierra Nevada and New Belgium in a calculative way, like a disciplined army would do to impending threats? Or, is that mode of thinking shortsighted and outdated and is there a better way to address such opportunities and threats.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and instructor's manual was anonymously peer reviewed and accepted for presentation at the NACRA 2015 Conference, Orlando, FL, October 8-10, 2015. © 2015 by the authors.

**BEST PRICE DIGITAL LENSES, INCORPORATED:
A SMALL-SCALE SUPPLIER TO A LARGE-SCALE INDUSTRY**

Newsom, Michael, University of West Florida (student)
Goldstein, Gerry, University of West Florida (student)
Peterson, Stelios, University of West Florida (student)
Jansen, Laura, University of West Florida (student)
Lawlor, K. Blaine, University of West Florida (faculty advisor)

Case Objectives and Use

Students should:

1. Understand the challenges involved with operating in a competitive, regulated industry.
2. Apply strategic management principles in understanding the issues.
3. Integrate multidisciplinary knowledge to identify problems and recommendations.
4. Apply knowledge to formulate an appropriate implementation strategy.

Synopsis

Founded in 2013 by Dr. Gene Terrezza as a way to provide affordable eyeglasses for his patients from his four optical offices in Pensacola, FL, Best Price Digital Lens, Inc. became an alternative to big business eyeglass manufacturing companies. Dr. Terrezza began his manufacturing in an 1,100 square foot room in one of his offices in Pensacola with the help of a colleague, Rolando Domingo, who would become the lab manager.

Dr. Terrezza and Rolando saw great returns when he began manufacturing lenses for his patients and continued to see more returns when he gained more accounts from his colleagues in the area of Pensacola. However, he wanted his business to continue to grow and he was finding it extremely difficult to attain this growth.

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WHO REALLY BENEFITS? NEIGHBOURHOOD CREDIT UNION'S MERGER DECISION

Daphne Rixon, Saint Mary's University
Gina Grandy, University of Regina

Case Objectives and Use

This case is formulated for senior undergraduate students and graduate students. It is appropriate for strategic management and co-operative / not-for-profit management classes. The case is intended to increase awareness of credit unions and co-operatives as a business model, specifically in the financial sector. The objectives are:

- Become familiar with the prevalence, purpose and role of credit unions and co-operatives in Canada's financial sector.
- Critique and apply merger and acquisition motives and determinants of success typically applied in mergers between for-profit organizations, to the co-operative and credit union context.
- Evaluate and determine how credit unions, as a special type of financial institution, manage commitment to their co-operative principles, while also ensuring growth and sustainability, in an increasingly competitive external environment.
- Identify the advantages and disadvantages of a proposed merger and develop strategic options for a small credit union.

Synopsis

This disguised case is based on actual events that took place at a small credit union located in Atlantic Canada. Ben Chang, the CEO of Neighbourhood Credit Union was evaluating a possible merger with another larger credit union, Pleasantview Credit Union. Chang, along with a team of experts, were methodical in seeking out interested credit unions. Pleasantview emerged as a strong candidate from the expression of interest stage. The initial due diligence review was complete, the memorandum of understanding signed and a working group comprised of members from both credit unions formed. Chang, however, was becoming increasingly concerned about the lack of strategic fit. In conversation with the consultant hired to assist with the merger process, Chang was considering recommending to the Board that the merger process with Pleasantview be halted.

It was January 2015 and Chang was set to retire in May. Before he retired he wanted a plan in place that ensured increased member benefits, as well one that balanced growth and sustainability for Neighbourhood. Chang was scheduled to meet with the Board in four days. He needed a recommendation that would address the current merger situation, as well as provide other options for Neighbourhood.

The authors developed this disguised case, based on actual events, for class discussion rather than to illustrate either effective or ineffective handling of the situation. Names of people and institutions have been disguised. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, October 8-10, 2015, Orlando, FL. All rights are reserved to the authors and NACRA. © 2015 by Daphne Rixon and Gina Grandy. Contact person: Daphne Rixon, Saint Mary's University, Halifax, NS, Canada. daphne.rixon@smu.ca

OK TIRE & SERVICE CENTER: FANTASTIC CUSTOMER SERVICE...IS IT ENOUGH?

Jessica Roth, University of West Florida (student)
Rachel Carroll, University of West Florida (student)
Benjamin Kim, University of West Florida (student)
K. Blaine Lawlor, University of West Florida (faculty advisor)

Case Objectives and Use

Students should:

1. Understand the challenges involved in managing a small, family-owned business.
2. Utilize strategic management principles to understand strategy problems.
3. Understand how the competitive environment dictates strategy of small business competitor.
4. Analyze competencies and resources to discover deficiencies or advantages.
5. Use interdisciplinary business knowledge to identify problems and provide recommendations.

The case could be used within an undergraduate or graduate strategy class. In a strategy class, it would be best utilized in discussions on implementing turnaround strategies for a long-existing, small businesses seeking reinvigoration of growth toward profitability.

Synopsis

OK Tires was a local auto shop that thrived on great reputation and only went as far as Jeff Roth did. His vision of customer service and his meticulous approach to shaping all physical and visible aspects of his business to portray a welcoming and trusting environment carried the business through bad economies and cyclical demand for auto maintenance and repairs. In line with being a relatively small business, the problems that Roth faced were similarly minor with short-term consequences. It had become vital that Roth manage his small workforce carefully throughout the peaks and valleys of business. Employing only one employee was often too much during slow seasons, but not nearly enough during peak seasons.

While Roth owned a business that had been a mainstay in the area for generations, thriving on the old-school and tried-and-true method of great customer service and reputation, it lacked the new-school methods to become more efficient: analytics. A simple and rough use of data collection and analytical tools would have solved some of the core problems that Roth faced, increased the efficiency in use of his resources, and could have increased profit margins.

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MACPHIE & COMPANY: THE GROWTH IMPERATIVE

Karin Schnarr, Wilfrid Laurier University
David Kunsch, St. John Fisher College

Case Objectives and Use

This case would be most appropriate for capstone courses in strategic management for upper-level undergraduate business and MBA students. As it provides a complete picture of the company, the case would work well as either an introduction to strategy or as a wrap-up/review case.

The objective of this case is to provide students with the opportunity to perform a thorough strategy analysis of a small, successful consulting firm that spans a number of industries. The case allows for the consideration of the external industry, internal operations, and recent financial performance of MacPhie & Company. This case provides students with the opportunity to link ambitious growth goals with external and internal analysis in order to develop, evaluate, select, and implement strategic choices to achieve those goals while respecting the organization's existing culture.

Synopsis

This case presents the multi-faceted issues facing Hugh MacPhie, the CEO of MacPhie & Company (MacPhie) midway through 2015 as he considers how to grow his company. Founded in 2004, MacPhie is a small, privately-held consulting firm based in Toronto, Ontario, Canada that is trying to determine how to sustainably grow its operations from both a staff and a revenue perspective; it has not had over five, full-time employees and has hit a revenue ceiling. While the organization has a healthy net income and strong financial controls to manage internal costs, MacPhie is looking for a differentiating element beyond strong client satisfaction and value for money when compared to larger companies. The small organizational structure with its lack of senior-level support has placed a high pressure on Hugh related to client interaction and future business development.

Students are asked to come up with a plan to achieve Hugh's ambitious growth goal of having 20 employees by 2020. This will involve students moving beyond the strategic positioning to consider all elements that will need to change in order to meet the stated goal, and those that will need to remain the same including ensuring sustainable revenue growth and maintaining profit margins. Given the current size of the company, any recommendations will have an immediate impact on the existing staff; determining way to maintain the open organizational culture is a key priority.

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THE BEEF AND CATTLE INDUSTRY 2015

Marilyn L. Taylor, University of Missouri at Kansas City
Karyl B. Leggio, Loyola University Maryland
Theresa T. Coates, Limestone College

Case Objectives and Use

The Beef and Cattle Industry 2015 industry note is intended as a background for any case focusing on the industry from ranching and feedlots through slaughter and processing as well as distribution to the retail outlets that serve the end consumer. It may be used in undergraduate or graduate courses in Strategic Management. It may also be used in specialty courses on Competitive Strategies or Industry Analysis. The purpose of the note is to provide opportunity for students to a) examine the complexity of the dynamics among the segments of an industry from the development of raw materials (i.e., calves) to dissemination to retail outlets that serve consumers, b) apply general environment and industry specific analytical concepts such as PEST and Five Forces, c) evaluate the shorter and longer-term implications strategies of the firm given the trends in the general environment and the specific or competitive environment, and d) make recommendations for firms in the various segments given the trends and changes in the environment in which they compete.

Synopsis

The focus of the note is on the industry in the U.S., but it also contains information on world trends in the consumption of beef. A major portion of the note overviews the various drivers of beef consumption and, more recently, the decline in consumption in the U.S. The drivers include health concerns, socio-demographic changes, relative price of beef vis a vis other meat sources, strategic moves in the chicken industry, beef industry's strategic response, disease outbreaks, drought effects, corn or feed prices, government actions and exports. A second major section focuses on the structure of the U.S. Beef industry. An initial sub-section considers cattle breeding and feedlots (i.e., the cattle industry) including changing technologies, the demand for cattle, the effect of feed prices, the operation of cattle farms, marketing, key success factors for the industry, exports and imports, and brief synopses of three major companies in this segment. The final sub-section of the note provides insights into the meat processing segment including beef, and poultry. The subsection revisits demand for beef along with export and import dynamics, locations of enterprises, products and services the companies provide, markets the companies serve, and brief synopses of five major firms.

The authors developed this case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, Orlando, Florida, October of 2015. All rights are reserved to the authors and NACRA. ©2015 by Marilyn L. Taylor, Karyl Leggio, and Theresa T. Coates. Contact person: Marilyn L. Taylor, Gottlieb/Missouri of Strategic Management, Henry W. Bloch School of Management, University of Missouri at Kansas City, 5110 Cherry, Kansas City, MO 64110 816-235-5774 taylorm@umkc.edu.

MANAGING KNOWLEDGE IN A HIGH RISK, COMPLEX ORGANIZATIONAL ENVIRONMENT

C. Patrick Woodcock, University of Ottawa

Case Objectives and Use

The objectives of the case are the following:

- Review fundamental resource-based strategy concepts when one is looking at the case.
- Examine knowledge management organizational processes in the firm when it is pursuing a dual strategy and in the context of the businesses.
- Examine innovative management processes and how they apply to the organization and Bridgewater's strategy.

Synopsis

This case examines a corporation with a unique organisational style, which is aimed at maximizing knowledge management and decision making effectiveness in their two integrated businesses, a hedge fund and economic consulting unit. Normally, these types of businesses have very different organizational knowledge and decision making styles. Hedge funds require knowledge management systems that concentrate the knowledge to top managers, who in turn make the high risk decisions. Consulting firms have a more distributed organizational requirement because the knowledge and decisions are made in teams distributed throughout the organization. This case examines the issues related to the very unique organizational style. Despite demonstrated shortcomings organizationally, the firm has performed excellently. Furthermore, the integration of the two business units provides considerable strategic value, but many organizational incongruities.

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CALL FOR CASES AND PROPOSALS
2016 Annual NACRA Conference
North American Case Research Association
October 6 – October 8, 2016
Harrah's Las Vegas, Nevada

Important Dates

- 03 June Proposals for “New Views” Panels, Workshops, and Symposia
- 06 June Case and Newcomer/Fast Track Workshop **submission deadline at Noon EST.**
- 08 July Decisions to authors; Conference registration opens
- 02 Sep Early Registration deadline (for discounted conference fee)

Cases: NACRA's annual meeting features a distinctive case roundtable discussion format which aims to help authors develop teaching cases that support student-centered discussion-based learning and are suitable for publication in textbooks and refereed journals (such as NACRA's *Case Research Journal*). Roundtable participants offer constructive suggestions about each other's cases.

*In submitting your case, you are committing to having at least one author attend the NACRA conference and participate in case roundtables on October 7 (**begins at 8 am**) and October 8 (**ends at 12pm**).*

Most cases target business school courses (e.g., accounting, entrepreneurship, ethics, finance, HRM, organizational behavior, strategy, technology and operations management, other topics). Cases dealing with educational administration, engineering, health-care management, social work, law, and other topics amenable to student-centered discussion-based learning are also welcome. Undisguised decision-focused cases based on primary sources (interviews, field visits) are highly preferred. Although cases may be disguised, they *must* be based on real events and real people in real organizations. Submitted cases may have been previously taught, but must not be previously published or accepted for publication elsewhere (journals, books, online) before the October 6-8, 2016 conference.

Newcomer/FastTrack Case Workshop: Two kinds of authors are encouraged to submit a 2-page case “embryo” for discussion at the Newcomer/Fast Track Case Workshop, Thursday October 6 (12-4 pm):

- Newcomers who want to learn how to develop effective teaching cases and instructors manuals
- Experienced authors who want advice on instructor manual (teaching note) preparation or on a new case approach -- such as an interdisciplinary or multi-media case. *In submitting your two-page Newcomer (Fast Track) case, you are committing to having at least one author attend the NACRA conference and participate in the Newcomer (Fast Track) Case Workshop on Thursday, October 6, 2016 (**12- 4 pm**).* See links on NACRA website for format instructions for FastTrack submissions.

New Views (Panels, Workshops, and Symposia): Proposals welcome. Past conferences included sessions on Teaching with Cases, Case Research for Theory Building and Testing, Interdisciplinary Cases, Multimedia Cases. **Proposals DUE 03 June, 2016.** See www.nacra.net for the link to the 2016 conference website. New Views submission instructions are on the conference website.

About Harrah's Las Vegas: Harrah's Las Vegas is located in the heart of The Las Vegas Strip. Harrah's Las Vegas accommodations include more than 2,500 beautiful hotel rooms and suites, 86,664 square feet of casino space, seven outstanding restaurants, a sparkling outdoor swimming pool, a luxurious spa, state-of-the-art health club, full-service beauty salon, and a unique variety of retail options.

Transportation: The McCarran International Airport (LAS) is a short 15 minute drive from Harrah's Las Vegas (via shuttle, taxi or car). For information, see conference links at www.nacra.net.

Sally Baack, NACRA Vice President for Programs, 2016
San Francisco State University sbaack@sfsu.edu
See conference links on NACRA website for submission instructions (www.nacra.net)

Baylor-NACRA Student Case Writing Competition
NACRA Annual Meeting
Las Vegas on October 6-8, 2016

The Baugh Center for Entrepreneurship & Free Enterprise is offering \$10,000 in prize money for the best student-written decision cases related to the intersection of entrepreneurial activity and public policy. This might include organizational examples in a variety of industries in which public policy (on a national, state or municipal level) has influenced the launching, sustaining or discontinuation of a business entity.

Cases must be accompanied by an instructor's manual and should be submitted to the NACRA annual meeting to be reviewed. A case may be authored by one to four undergraduate or graduate students who are either presently in school or have graduated within the last year. The cases shall be reviewed by NACRA members who will select the best cases to be considered for the award, and a three-person committee appointed by the President-Elect of NACRA shall oversee judging of the winning case. A maximum of six cases adjudged by the initial reviewers to be of a quality suitable to be presented to the judges will be invited to present their cases and instructor's manual at a forum set up by NACRA during their annual meeting. **Cases and instructor's manuals should be submitted to the NACRA.net website. In order to access the instructions to authors, click on "Annual Meeting" and then "Instructions to Authors."**

Each case submitted should have a faculty sponsor who will guide the students in developing the case according to the format for cases and instructor's manuals established by NACRA; however, the faculty sponsor must not be involved in the writing of the cases. Contact Dr. Marlene Reed for more information. Marlene_Reed@baylor.edu

NACRA 2015

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