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# **2017 Proceedings** of the **North American Case Research Association**

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Christopher M. Cassidy, Editor and VP of Programs  
Sam Houston State University

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# **THE NACRA 2017 PLENARY SPEAKER**

## **DR. JERRY E. TRAPNELL**

Part-Time Special Advisor to AACSB, 2012-Present

Former Chief Accreditation Officer and  
Executive Vice President of AACSB Int'l, 2004-2012

Various Board of Director Positions, AACSB, 1999-2004

Former Dean of the College of Business and  
Public Affairs, Clemson University, 1993-2004

### **Education:**

PhD University of Georgia - Business Administration (Accounting), 1977

MSC Clemson University, 1970

B.S. Clemson University – College of Business and Behavior Science, 1968

### **Accomplishments**

Prior to becoming Dean at Clemson, Dr. Trapnell served as director and professor of the Clemson University School of Accountancy. He joined the Clemson accounting program in 1986 after serving on the faculty of the department of accounting at Louisiana State University-Baton Rouge for 10 years. At LSU, he also was assistant dean for undergraduate studies in the College of Business. A CPA in Louisiana, he serves or has served on committees and boards of directors of the American Institute of Certified Public Accountants, Accounting Programs Leadership Group (including serving as president) of the American Accounting Association, Federation of Schools of Accountancy, Institute of Management Accountants, AACSB International, Southern Business Administration Association (SBAA) and the South Carolina Association of CPAs (SCACPA). He is a past president of the SBAA. He received two teaching awards at LSU and was recognized as the 1987 Outstanding Alumnus by the Clemson Chapter of Beta Alpha Psi, the national honorary and professional accounting fraternity. In 1983 he was recognized by Beta Alpha Psi as one of the top faculty advisors in the country. He received the Award of Excellence from the Louisiana Society of CPAs for earning the highest score in the state on the May 1978 CPA examination. He has published articles in a variety of professional and academic journals including Management Accounting, The Internal Auditor, Contemporary Accounting Research, Advances in Accounting, Journal of Accounting, Auditing, and Finance, Managerial Planning, Journal of Financial Research, National Public Accountant, and Business and Economic Review. He has presented programs at a variety of professional organizations at the local and national level including the Southern Business Administration Association, AACSB International, the South Carolina Association of CPAs, Institute of Management Accountants, Federation of Schools of Accountancy, and the American Accounting Association. He has served on the board of directors of three companies and is active in a variety of civic and local community activities.

# **CASE RESEARCH FOUNDATION PAUL R. LAWRENCE DOCTORAL STUDENT AND JUNIOR FACULTY FELLOWSHIP PROGRAM**

The Case Research Foundation promotes awareness, development, and dissemination of case research, writing and teaching through the provision of scholarships, grants, and more. Currently, the major activity of the CRF is administering the Paul R. Lawrence Fellowship Program. This program provides fellowships to doctoral students and junior faculty in the first three years of a tenure-track or equivalent appointment to be trained in case research, writing, and teaching at the NACRA annual meeting. This is the third year of the program's operation.

In 2017, the Case Research Foundation awarded fellowships to:

| <b>Name</b>                      | <b>Country</b> | <b>Institution</b>                            |
|----------------------------------|----------------|---|
| Ogechi Adeola                    | Nigeria        | Lagos Business School/Pan Atlantic University |
| Denise Breckon                   | USA            | University of Maryland                        |
| Nada Elnahla                     | Egypt/Canada   | Carleton University                           |
| Yu "Jack"Gong                    | China/UK       | Southampton Business School                   |
| Matthew Hollow                   | UK             | University of York                            |
| Kerryn Krige                     | South Africa   | Gordon Institute of Business Science          |
| Naoto Nadayama                   | Japan          | Kanagawa University                           |
| Gopalakrishnan<br>Narayanamurthy | India          | Indian Institute of Management - Kozhikode    |
| Pedro Sena-Dias                  | Portugal       | NOVA School of Business                       |
| Nermeen Shehata                  | Egypt          | American University of Cairo                  |
| Meredith Woodwark                | Canada         | Wilfred Laurier University                    |

The Case Research Foundation (CRF) was founded in 2014 as a nonprofit public benefit corporation. The CRF is a 501(c)3 organization. Donations to the Foundation are tax-deductible, to the extent allowed by law. For more information on the program and how to donate, please go to [www.caseresearchfoundation.org](http://www.caseresearchfoundation.org).

# NACRA 2017 START-UP CASES

**Track Chair:** Cynthia Ingols, Simmons College

## Mentors

We thank the following Mentors for reading, reviewing, giving feedback and guiding the round table discussions for participants who are learning the art and craft of case writing.

Karen Boroff  
Lisa Eshbach  
Janis Gogan  
Michael Goldman  
Joe Kavanaugh

Anne Lawrence  
John Lawrence  
Rebecca Morris  
Bill Naumes

Peggy Naumes  
Susan Peters  
Marlene Reed  
Susan Sieloff  
Linda Swayne

The following authors presented Start-Up Cases during the Conference. Since Start-Up Cases are “work in progress”, no abstracts are included in this proceedings.

### Case Author(s)

### Start Up Case Title

Ogechi Adeola

Fun Cookies: Satisfying Market Expectations in Uncertainty

Jamiel Ahmad  
Karen Boroff

Online Selling: A Digital Mess

David Baecker  
Daniel Robeso

Building Upstate Scenic

Maria Ballesteros-Sola

Habitat for Humanity & ReStore: Should Nonprofits Make a Profit?

Denise Breckon

A University Spin-Off: Dependence on a Core Function

Sergio Canavati  
Sandra Newton

Pints of Portsmouth: From Personal Passion to Brew Tour Empire?

Radha Chaganti  
Rajeswararao Chaganti  
Mayank Jaiswal

When a “No” is not a “No:” A Case Study of Time Warner Cable Acquisition

Devon Eckert

Paradigm for Parity

Nada Elnahla

Ottawa Chamber Music Society: Governance & Finance After Times of Crisis

Lisa Facey-Shaw  
Derrick Loga  
Sharon Leslie

Jamaica Customs Agency: Implementing ASYCUDA

Monica Garfield  
David Yates

Battling the Digital Divide: Tech Goes Home

Daniel George

Shatto Milk Company

Yu Gong

IKEA’s sustainable cotton initiative in China

Maria Goranova

Martin Shkreli and Turing: Strategic Decision Making and the 5000% Price Hike of Daraprim

Nicole Hay-Walters  
Beienetch Watson

Fixing the Clogs at Cloggy's on the Beach: Now or Never

**Case Author(s)**

Matthew Hollow

Nida A.Khan

Kerryn Krige  
Verity Haward  
Margie Sutherland

Sambhavi Lakshminarayanan

Karen Lightstone

Derrick Logan  
Richard Barrett

Naoto Nadayama

Gopalakrishnan Narayanamurthy  
Reddy Sai Shiva Jayanth  
Balaji Ganesan

Karen Proudford

Nitya Saxena  
Jyoti Pandey

Heather Scott-Brown

Pedro Sena-Dias

Tuhin Sengupta

Ava Sewell Williamson

Nermeen Shehata

Deep Shree  
Shiksha Kushwah  
Mahim Sagar

Servjaeta Verma  
Dhiraj Sharma

Beienetch Watson  
Nicole Hay-Walters

Meredith Woodwark  
Samantha Hazell

**Start Up Case Title**

Profits vs. Principles: The Body Shop and the Challenges of Expansion

Dunkin Donuts: Shake it with Caramel

Learning from Failure: Lessons from the collapse of Business Place

GoPro Karma – A Fateful Decision

Via Rail: Baggage safety

Cable and Wireless Jamaica: Breaking away from its monopoly roots

Sourcing New Technology across Borders: Case of Takanashi Dairy

Jallikattu – Is it just a Heroism Sport?

Deloitte Higher Ed: Which Way is Up?

Banyan Roots: Living by its name? Growth of a Social Venture

Access Financial CEO Marcus James Fights to Retain his Position

Nelo Kayaks: The best rowing boats in the world

Handicraft Retail in India: Responding to Customer Preference

Cultural and Sustainable Tourism in the Blue Mountains

Actis & Edita: A successful M&

Vidyasagar Institute of Mental Health (VIMHANS): Fighting Odds to Provide Affordable Mental Healthcare Services

Cloud Kitchen @ Wild Chef: Scale-up blues in emerging economy

Finding the Sting: A case of Jamaica's Greatest Reggae Festival

Managing Millennials in Manufacturing

# ACCOUNTING, FINANCE, AND ECONOMICS CASES

**Track Chair:** Susan White, Chair, University of Maryland

**Session Chair:** Susan White, University of Maryland

**Session Chairs:** Robert Gallagher, University of St. Thomas, and Ingrid Spletstoesser, York University

| Cases   | Authors   |
|---|---|
| Fraud: A Family Affair  | Keith Campbell  |
| To Form Or Not To Form OEM Partnership; The Case Of 3D-Printer Pioneer, STRATASYS Inc., And The HP Offer                              | Robert Gallagher<br>Rosamund Desir<br>Lumina Albert         |
| The Goodhearted CPA and the Perils of Advising a Friend   | Carolyn Conn<br>Kay Guess                                   |
| The SAMS (Social Assistance Management System) Fiasco   | Ingrid Spletstoesser  |
| Retirement Planning: When to Say When?  | Woody Richardson<br>Kenneth Machande                        |
| Private Equity and Value Creation: The Case Of Donaldson, S.A.  | Francisco Lopez Lubian                                      |
| Hedging Equity Risk At ICICI Prudential   | Vishwanath Ramanna<br>Durga Prasad<br>Kaushik Bhattacharjee |
| INFINITI HR: Target or Acquirer?<br><b>Winner of the Jonathan Welch Award for the Best Case in Accounting, Finance, and Economics</b> | Karen Hallows<br>Susan White                                |
| JMMB's Group - Repo Restructuring   | Andrea Sutherland<br>Lorraine McLeod-Thomlinson             |



# Fraud: A Family Affair

Keith B. Campbell, CFE, University of South Florida  
Janis L. Gogan, Bentley University (Faculty Advisor)

## Case Objectives and Use

The case can be used in an undergraduate or graduate accounting class in business ethics. The objectives are:

- ❖ Ethics are of great importance in business.
- ❖ It is important to know the value of being able to walk away from an assignment.
- ❖ Is everything legal ethical? or can you uphold the law but violate your ethics?
- ❖ Review established frameworks for ethical decision-making.
- ❖ Learn how to apply these frameworks to situations that involve ethical issues.

## Synopsis

This case is designed as a short case to give the students exposure to “real life” ethical situations which may come up in their professional career. It is recommended the case to be taught either in the ethics module of an accounting/fraud investigation course or as an ethics course presented to business students from multiple majors. A professional who is a member of an organization with a well thought out and practical code of ethics finds himself with an ethical problem which might possibly not only end his career but expose him to the possibility of going to prison. This disguised case is based on actual events that took place.

Colin Doyle, a former Special Agent with the U.S. Department of Treasury, now makes his living as a consulting forensic financial investigator. As a Certified Fraud Examiner he has a responsibility to uphold the integrity of his profession as outlined in the ACFE Code of Conduct. Doyle is faced with an ethical dilemma, on one side is his responsibility to his client, and on the other is his responsibility to justice.

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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 2017 Conference, Chicago, IL, October 19-21, 2017. © 2017 by Keith B. Campbell and Janis L. Gogan. Contact person: Janis L. Gogan, Information & Process Management, Bentley University, 175 Forest Street, Waltham, Massachusetts, United States, 02452-4705; 7818912098; [jgogan@bentley.edu](mailto:jgogan@bentley.edu).

# To Form Or Not To Form OEM Partnership; The Case Of 3D-Printer Pioneer, STRATASYS Inc., And The HP Offer

Robert F. Gallagher, University of St. Thomas  
Rosemond Desir, University of St. Thomas

## Case Objective and Use

The case is intended for MBA, Executive MBA, or MSA level students. It is targeted for financial statement analysis, financial modeling or strategic management courses.

This case focuses on decision making and modeling when there is a lack of guidance on potential sales volumes and product cost changes. It requires students to make their own estimates while simultaneously looking at the strategic question regarding the value of an agreement with a Fortune 50 company. It helps highlight the need to still make decisions even when there is a lack of data.

In addition, students need to address the alternative strategies for the company as well as consider the ramifications of declining to enter the OEM agreement.

## Case Synopsis

In 2008, HP looked at entering the 3D printing market. After several years of exploring the industry and evaluating technologies, HP approached Stratasys for an exclusive OEM agreement. Besides prohibiting an OEM with any other company, the agreement required Stratasys to stop selling low-end 3D printers under its own name as well. The initial agreement covered major European countries, but was intended to be worldwide in the long term. In exchange for this exclusivity, the OEM product was to go through HP's reseller network which is 100 times bigger than Stratasys' network. While believing the agreement would be successful, HP refused to commit to any volumes, but instead pointed to its success in commercial 2D printers where it grew and dominated the market. Within five years of entering the commercial 2D printer market, HP obtained an estimated 65-80 percent market share with a market size of over 200,000 printers annually. Additionally, HP offered Stratasys access to its low cost supplier base that might have allowed Stratasys to significantly reduce its product costs.

Absent any concrete numbers, Stratasys modeled what the OEM arrangement may look like. Managers at the company needed to estimate both future volumes as well as product costs and potential reductions in their marketing costs. While the substantial discount given to HP reduced Stratasys' percentage *contribution margin*, Stratasys had to determine if the increased volume and reduced product and marketing costs increased the *contribution margin dollars*.

Stratasys also considered what HP would do if Stratasys said "no" to an agreement. Would HP work with another 3D printing company or develop its own 3D printer?

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# **The Goodhearted CPA and the Perils of Advising a Friend**

Carolyn Conn, Texas State University – San Marcos  
Audrea Kay Guess, Samford University

## **Case Objectives and Use**

This case can be used in an upper-level managerial/cost accounting course, in a financial statement analysis course, or in a finance course. It could also be appropriate for a professional seminar. One aspect of the case is preparing a typical analysis of financial statements to determine whether an existing business should be purchased and for what price. Additionally, the case provides an opportunity for students to evaluate whether a CPA should provide consulting services to their friends and their professional duties in such a situation.

After studying this case, students should be able to achieve the following Learning Objectives:

- (1) prepare a financial analysis based on historical financial statements to determine whether a business should be purchased and at what price.
- (2) describe rules of professional conduct for a CPA when providing services to friends
- (3) evaluate how the commingling of friendship and providing professional services can put both at risk for a CPA.

## **Synopsis**

This case offers a chance to evaluate whether it is a good idea for a CPA to get involved with a friend by providing consulting advice. Her neighbor, Henry Walker, asked Liz Owens to help evaluate the profit potential of a franchised bakery and ice cream parlor he wanted to buy and to calculate a fair purchase price. His purpose for buying the business is to provide his wife with an alternative to her teaching job where she is so unhappy. The couple have been neighbors and have a close friendship with Liz.

Against her better judgment, Liz agrees to help Henry. She worried about getting involved – even on an informal basis – with a friend’s business deal. She quickly becomes concerned about the validity of the financial statements provided by the current business owner. She repeatedly advises Henry that the business has no value and he should *not* purchase it. Liz also describes the challenges his wife will encounter managing employees, dealing with vendors and customers, and the many hours required to be successful in a small business. Henry ignores Liz’s advice and similar advice from three bankers who refuse to loan him money to purchase the business.

After Henry moves headlong into what Liz is certain will be financial ruin and when he formulates a plan to borrow against his 401(k) retirement funds to finance the purchase of the business, she wonders whether she should stop advising Henry. This case provides the financial details such that students can prepare their own calculations to determine whether Henry should buy the business. It provides important perspectives by asking students to consider whether a CPA should provide professional services to a friend regarding their business dealings.

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# **The SAMS (Social Assistance Management System) Fiasco**

Ingrid Splettstoesser, York University

## **Case Objectives and Use**

This case could be used in a management information systems course or auditing courses at all levels (graduate or undergraduate) to analyze the governance, acquisition and implementation of the SAMS information system. The learning objectives are:

- Review the stakeholders in an information systems implementation and consider the impact of conflicting objectives upon the SAMS implementation.
- Examine external pressures that affected the decision to purchase and implement SAMS, considering the differences between profit-oriented and not-for-profit organizations.
- Provide methods that could be used to help senior management understand the severity of the impact of inadequate information systems upon employees and clients.
- Review the characteristics of effective information technology governance and of master data management and assess the effectiveness of the Ministry's oversight.
- Use the systems development life cycle approach to analyze the strengths and weaknesses of the approach used to acquire and implement SAMS.
- Use the framework of the three E's (effectiveness, economy, efficiency) or of the financial statement audit assertions (e.g. accuracy, completeness, existence) to assess the operating procedures of SAMS. Research and provide recommendations for improvement.

## **Case Synopsis**

Bartosz Amerski, Manager at the Office of the Auditor General of Ontario, Canada, was set to write up the report of his team's findings of the audit of the SAMS acquisition and implementation at the Ministry of Community and Social Services (the "Ministry," a real organization). After eight months of fieldwork ending July 2015 that included talking to clients and employees at some of the 238 social services offices of the Ministry, the audit team was overwhelmed by the extent of disruption that was affecting the distribution of over \$6.6 billion to the province's low income and disabled citizens.

The information technology consultants were derelict in providing incomplete and disorganized data to transfer into the new system, and there were literally thousands of programming deficits to deal with. Employees were pulled from their normal client service tasks, statutory functions were suspended, and employees were burning out with excess overtime. Financial accountability for expenditures disappeared, system access controls enabling unauthorized changes abounded, and employees were creating duplicate systems to try to provide needed services to their clients.

Bartosz (his real name) had the tough task of balancing detailed operational issues with strategic ones to provide both management guidance and public accountability information.

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# Retirement Planning: When to Say When?

Woody D. Richardson, University of Mary Washington  
Kenneth D. Machande, University of Mary Washington

## Case Objectives and Use

This short case can be effectively used in undergraduate classes in tax accounting, cost accounting, personal finance, or basic finance where retirement planning and the time value of money are discussed. This decision-based case developed from primary sources utilizes disguised names, but actual data to afford students the opportunity to evaluate and suggest options regarding the financial implications of varying the timing of retirement. After reading and studying this case, students should be able to estimate the income stream available to the couple at various retirement dates and offer insights into the ramifications of the timing of the couple's retirement decision. The case presents a decision that all working adults will face near the end of his or her career. It offers the opportunity to examine a couple's retirement planning and the adequacy of that planning as impacted by the decision to retire.

## Case Synopsis

Leon and Billie Reynolds have asked their niece, Stacie, to review their retirement planning as of June 2017. The couple has accumulated almost \$2,000,000 in investments with Teachers Insurance Annuity Association (TIAA). The case gives the couple's net worth, estimates of social security income, size of their annuity and stock assets, salary, spending habits, possible retirement ages, and family situation. The case asks students to apply his or her financial planning skills to review the implications of the timing of the couple's retirement. What are the financial ramifications of retiring at various ages?

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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 2017 Conference, Chicago, IL, October 19-21, 2017. © 2017 by Woody D. Richardson and Kenneth D. Machande. Contact person: Ken Machande, University of Mary Washington, 1301 College Ave, 540-654-2470, kmachand@umw.edu

# Private Equity and Value Creation: The Case Of Donaldson, S.A.

Francisco J. López Lubián, IE Business School

## Case Objectives and Use

This case illustrates the different elements that must be considered when analyzing the possible acquisition of a company by a private equity fund. Valuations of the company have been conducted based on historical data and a range of scenarios for the company's business plan in order to forecast the possible return of the new shareholders.

The case in question is aimed at post-graduate students with knowledge of the basic foundations of company valuation, and slots perfectly into an Advanced Finance course. This document could also be used in executive education in-company courses or seminars for subjects related to company restructuring and/or corporate valuation.

## Synopsis

One sunny early March afternoon, Ignacio Vercesi was analyzing the information he had at his disposal relating to the company Donaldson, S.A., a possible candidate for acquisition by the private equity firm of which Vercesi was a founding partner.

Donaldson S.A. was a Spanish company operating in the retail sector with traditional and well-known brand names, and which was experiencing difficulties as a result of the changes taking place in purchasing trends along with the recession of the previous few years.

Despite Vercesi believing the company to be in an unsustainable position, those shareholders from Donaldson that he had talked to were dismissive of any offers coming in below the book value. The bulk of Donaldson's equity was held by a family and the company was not listed on the stock market.

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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 2017 Conference, Chicago, IL, October 19-21, 2017. © 2017 by Francisco J. López Lubián. Contact person: Francisco J. López Lubián, IE Business School, C/ Maria de Molina, 12, 4<sup>th</sup> floor 28006 Madrid. Spain; [fco.lubian@ie.edu](mailto:fco.lubian@ie.edu).

# Hedging Equity Risk At ICICI Prudential

Kaushik Bhattacharjee, Associate Professor, T A Pai Management Institute  
Vishwanath S R, Professor, Shiv Nadar University  
Durga Prasad, Associate Professor T A Pai Management Institute

## Case Objectives and Use

The case has the following pedagogic objectives:

- Undertake an analysis of risk and return of mutual funds and understand issues in fund performance measurement
- Critically analyze a hedging strategy
- Understand the pricing of index futures and index options

This case can be used in a module on index futures or index options in a derivatives course or in a course on investment management. If it is used in an investment Management course, it could be used as a vehicle to teach risk management in the mutual fund industry. This case is also suitable for an executive audience.

## Case Synopsis

In early 2017, the fund manager of ICICI Prudential Value Fund Series 7 (D), a fund operating in India, was worried about the fluctuations in the value of the fund managed by him. The fund had earned substantial abnormal returns over the past three years. The market had become particularly volatile in the recent past reflecting global political and economic conditions. In his eagerness to lock in the “alpha”, he was analyzing the instruments to hedge the risk of loss in portfolio value. The case highlights the use of two derivative instruments- index futures and index options although other options such as single stock futures and options could be implemented. He expected to hold the positions for the next 3 months. The case asks students to evaluate these alternatives. In the process, the case demonstrates when and how *not* to hedge.

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# Infiniti HR: Target or Acquirer?

Susan White, University of Maryland  
Karen Hallows, University of Maryland

## Objectives and Use

This case was developed to be used in an advanced undergraduate or an MBA corporate finance class. The case provides students with an opportunity to 1) Conduct an industry analysis of professional employee organizations. 2) Assess the financial health of the firm and its competitors using ratio analysis. 3) Value the company and its competitors using discounted cash flow analysis and multiples analysis and transactions analysis. 4) Perform a sensitivity analysis to determine important variables affecting the firm's value. 5) Determine cost efficiencies possible for the company if they acquire another firm, and 6) Make a recommendation about the future direction the company should take.

The case explore an analysis of competitive advantages/disadvantages through ratio analysis, historical performance, comparable multiples analysis and transaction data, and discounted cash flow analysis to determine the value of the firm. Students interested in analyzing whether or not decision makers within a company would want to acquire a smaller company or alternatively, look for a larger company to acquire their company would find this case appealing. Other students who just want to analyze and value a unique PEO company would be good candidates to do this case.

In addition to exploring the valuation of a business, students can look at how to handle taxes in a discounted cash flow analysis when valuing an S Corp. where incentives depend on current (known) and future (unknown) tax provisions. They will also develop a cost of capital and free cash flows to conduct a DCF valuation. Students will compute revenues per internal employee and external employee and use this information to determine a potential acquisition.

## Case Summary

Mark Schwaiger and Scott Smrkovski founded INFINITI HR in 2008, a professional employer organization, or PEO. PEOs provided comprehensive human resources to their clients, including handling employee benefits, payroll and workers' compensation. INFINITI HR started with five employees and provided human resources services to clients with a total of 7,000 employees. By the end of 2015, INFINITI had 36 internal employees who serviced clients with a total of 27,000 employees, with a goal of \$20+ million in revenues by 2020. To achieve these goals, Mark and Scott believed they had two choices – look to acquire some of the smaller HR service companies in the Maryland/DC/Virginia area or look for a larger company to acquire INFINITI HR. Data is provided in the case for students to analyze the firm in order to come to a logical conclusion about which direction the firm should take.

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# JMMB's Group - Repo Restructuring

Karen Mendez (student author)

Lorraine McLeod Tomlinson (student author)

Dr Paul Golding, University of Technology (faculty supervisor)

Dr Andrea Sutherland, University of Technology (faculty supervisor)

## Case Objectives and Use

The case was designed for graduate and executive level courses in Portfolio Management, Financial Risk Management and Financial Institutions, Markets and Instruments.

The objective of this case study is to give students and understanding of repurchase agreements (repos) and risks associated with the different types of repos. To introduce repurchase agreements as an investment option. The objectives are to:

- Understand the various types of ownership structures in the repo market.
- Analyse the risks associated with different types of repurchase agreements.
- Evaluate the role of the clearing agent in repo transactions.
- Understand the legal framework for the ownership of securities.
- Evaluate the options available to David Duncan as he attempts to satisfy Board Members while adhering to the Regulations.
- Analyse the economic implications of a weakened JMMB balance sheet.

## Synopsis

In August 2015, the securities dealer industry saw the introduction of an important new structural framework the Retail Repurchase (Repo) Agreement Trust Structure. This new framework was introduced to manage retail repurchase agreement liabilities and further strengthen the financial industry by reducing any possible systemic risk. Jamaica Money Market Brokers (JMMB) Ltd., the largest player in the retail repo market in Jamaica, with repo accounting for over 45% of its revenue, had to transition its operations to comply with the new trust structure framework. JMMB's approach to the transition resulted in an increase in the overall repo business from J\$102B in 2013 to J\$133B in December 2016. The JMMB Board Risk Committee indicated to the management led by CEO Keith Duncan that the transition did not comply with the Financial Services Commission (FSC) mandate and that a new strategy was required urgently before a citation was received from the FSC.

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# DIGITAL TECHNOLOGIES, AND OPERATIONS CASES

**Track Chair:** Joan Ramon Mallart, Chair, ESADE  
**Track Co-Chair:** Javier Busquets, Co-Chair, ESADE  
**Session Chair:** Lisa Eshbach, Ferris State University

| Cases  | Authors  |
|--|--|
| Data Analytics to Create Operational Efficiency            | Carla Dorsey   |
| Ex-Cello Corporation: Solving an On-time Delivery Problem  | Andrew Pleasant<br>Andrew Radomski<br>Rosalina Reyes<br>Sabrina Bouma<br>Nancy Levenburg |
| Forwiz: Reinventing the Classroom Experience               | Simona Lazea<br>Yoo Taek Lee   |
| Stayfilm: Conquering the World Through Costumer's Emotions | Erica Berte<br>Fernanda Ribeiro<br>Lourdes Casanova                                      |
| Sunrise Construction Ltd. - Growing Smarter                | Jane Gravill   |

# **Data Analytics to Create Operational Efficiency**

Carla Dorsey, University of South Florida

## **Case Objectives and Use**

### **Synopsis**

On October 8, 2015, Glenn Peterson, President of Primo Flight Parts, Inc. (PFP), faced an important deadline: In one week, he needed to finalize his 2016 proposed budget so that supporting materials could be assembled and sent to the Board of Directors in advance of its October 23 meeting, when (he hoped) the budget would be approved. Peterson had been through this process many times since becoming president of the company in 2008.

About a month before, Peterson had received a puzzling 2016 Request for Personnel from VP of Sales Henry Gallagher. Peterson felt that Gallagher had always run a tight ship and was a strong contributor. Certainly, in the past five years, Gallagher's department had hit its sales targets. With a projected 30% increase in sales for 2016, it was not surprising that Gallagher would ask for additional staff. However, Peterson was shocked to see a request for a 40% staff increase. "Why do we need 40% more people to generate 30% more sales?" Peterson asked himself at the time.

To help him sort out this quandary, Peterson had called a consulting firm that had recently done helpful work in another part of the company. That firm, The Dorsey Group (TDG), was able to swiftly form a team to analyze PFP's Sales department, and had just reported on the findings from its three-week engagement.

With that discussion fresh in his mind, he had to decide from among several options for the 2016 Sales staff: Approve Gallagher's staffing request; follow TDG's recommendation that no new personnel be hired; or approve a number between Gallagher's request and TDG's recommendation. Thanks to TDG's work, Peterson now had the information he needed to make an evidence-based decision; but what was the right thing to do?

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# **Ex-Cello Corporation: Solving an On-time Delivery Problem**

Sabrina Bouma (Student Author), Grand Valley State University  
Rosalina Reyas (Student Author), Grand Valley State University  
Andrew Pleasant (Student Author), Grand Valley State University  
Andrew Radomski (Student Author), Grand Valley State University  
Nancy Levenburg (Faculty Supervisor), Grand Valley State University

## **Case Objectives and Use**

The case's main purpose is to focus on alternatives to remedying an on-time delivery problem during a time when the company's opportunity for growth and future business appears to be limited. The market conditions add an extra layer to the analysis, as the business is not expected to grow materially.

This creates the opportunity for students to not only evaluate the different strategies to remedy the on-time delivery problem, but to do so while incorporating an evaluation of future business opportunities. This provides students with a business problem where there isn't necessarily one clear-cut answer, introducing opportunities for addressing both current delivery issues and the possibility of limited future business. Discussion is focused around topics of supply chain management and lean operations. As such, it is best suited for a graduate-level Operations Management course.

## **Case Synopsis**

This case occurred in the fall of 2016, when Ex-Cello Corporation experienced difficulty with its on-time deliveries (OTD) to its customers. The Vice President of Operations, Robert Vandenburg, had consulted with staff members who provided two possible solutions: a review of its supply chain strategy, or adaptation of lean principles. There were pros and cons to each strategy, and both seemed like viable options to solve the on-time delivery issue.

Ex-Cello Corporation is a Fortune 500 company that integrates leading edge technologies for fuel control, actuation control, and electronic systems for the aerospace and industrial markets. Its Zeeland, Michigan, facility, the focus of this case study, specializes in fuel nozzles for gas turbine engines and dates back to 1919. The company historically thrived as a result of its innovation and adaptability to changes in the aircraft industry; however, consolidation around the time of the case presented unique industry challenges. Two of Ex-Cello's three main customers had either formed a joint venture or bought out other fuel-nozzle suppliers, leaving Ex-Cello with a drastically changed competitive landscape on top of their on-time delivery issues.

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# Forwiz: Reinventing the Classroom Experience

Simona Lazea, Boston University

Yoo-Taek Lee, Boston University

## Case Objectives and Use

This case is developed for the purpose of class discussion in the Global Supply Chain Management class both for the undergraduate and graduate level. Case writers position this case as a starting case of the semester and utilize the case for student to review various analysis tools (such as PEST, 5 Forces, SWOT, and so on) and to demonstrate an exemplary supply chain analysis. The objectives are:

- Review four common strategy analysis tools for strategic decision-making: PEST, 5 Forces, SWOT, and 5Cs
- Learn how to apply these strategy analysis tools to situations that global supply chain related strategic issues
- Provide an exemplary industry that students can discuss in the context of global supply chain so that students can discuss various industries through the semester.

## Case Synopsis

During the summer in 2016, Simona Lazea, a MBA student at Boston University Questrom School of Business participated in the Global Internship Program designed and led by Prof. Yoo-Taek Lee in the same institution. She was assigned to the case company as a consultant and spend 10 days to learn about its products, management issues, and a critical strategic issue working with Prof. Lee.

The case company, Forwiz established in 2000, has rapidly grown into one of the leading educational digital solution provider in Korean (South Korea) market and has expended to international markets such as China, Thailand, Turkmenistan, and Indonesia. Working with about 51 employees, Forwiz developed U-Smartor, a digital education solution that provides a platform that enables the instructor to share class materials (documents, images, video clips, and any kinds of internet sources) with students with the maximum capacity of 60 devices whereas its competitors' maximum capacity is 15 devices. With the innovative product and success in Korean market, the company wanted to launch its product to U.S. market.

Since the 90% of employees are computer engineers, there is a lack of capacity to analyze U.S. market and strategic options in a structured way. Having middle schools in mind as a target market in U.S., two main questions include 1) what is the middle school U.S. market looks like?, and 2) With whom do we want to work in order to slide into the current supply chain?

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# Stayfilm: Conquering the World Through Costumer's Emotions

Fernanda Cahen, Centro Universitário FEI  
Erica Berte, Metropolitan State University  
Lourdes Casanova, Cornell University

## Case Objectives and Use

This teaching case focuses on a start-up attempts to develop a competitive global business model. It is suitable for an MBA or senior undergraduate class on entrepreneurship, strategic management or global strategy courses. The case is best taught towards the early sections of the course which introduces students to the topic of business models. The case assist in discussing business models of different companies using the Business Model Canvas, which gives the students an easy and practical structure in building a business model. This will allow students to understand the dynamics and components of a business model, that impacts company's strategic choices and will give them a consolidated knowledge for evaluating different types of business model frameworks. Stayfilm teaching case can also can serve to test students' knowledge of the complexities of global industries, emerging markets in particular and the nuances of international strategy issues.

## **Learning Objectives**

- To understand the complexities of starting and operating an Internet-based company in an emerging market.
- Explain how start-ups respond to home-country institutional environment (laws, regulations and public policies) which affects the Internet business and entrepreneurship conditions, in general.
- To understand how an emerging market Internet-based company can build capabilities to be able to compete in global markets.
- To comprehend how start-ups Internet-based business develop a competitive business model.

## Synopsis

It was January of 2015, when Douglas and Daniel Almeida received the most important phone call, in three years of their company existence. In the other side of the phone line, was a senior manager from Facebook, announcing that their company, was one among 35 startups around the world, selected to participate in a social networking project with them, to develop new features within Messenger. First, they were extremely happy, but then they realized that everything was about to change, and they were not sure yet, about all the challenges this new partnership would bring. Their company, Stayfilm, an internet-based startup, was a platform that allowed anyone to produce and share movies made from automatic selection of photos and videos of people's personal files. Users of social networking platforms, could share these movies with friends and easily personalize their videos with soundtrack and different themes or free visual effects. Daniel Almeida said: "We were the only ones in Latin America (to be selected to work with Facebook in the project) and we realized that we had a bigger goal than we thought." This partnership with Facebook was what Stayfilm needed, to become more global. When things started to chill out, after celebrating the news, Douglas and Daniel realized that it was time to re-organize the company and design their growth strategy to deal with the new challenges. That night, none of them could sleep. In the brothers mind they had just one question: How could a Brazilian start up survive and grow in a very competitive environment, whereas some organization disappear very fast, even after great opportunities like the one they had in hands? The brothers new that their technology and business model could be copied by other global start-ups or they could be "swallowed up" by a larger company if they don't act fast. Since the partnership with Facebook represented the concretization of a global expansion, now it was time to regroup and define the next steps. Becoming the greatest internet-based film production, by establishing a strong international presence, was far from an easy task.

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# Sunrise Construction Ltd. - Growing Smarter

Derek Lenos, Conestoga College, (student author)  
Robert McKenna, Conestoga College, (student author)  
Jane Gravill, Conestoga College, (faculty supervisor)

## Case Objectives and Use

This case can be incorporated into courses such as Management Information Systems, Integrated Business Processes, Project Management or Introduction to Business at the undergraduate level. The Sunrise Construction Ltd. case addresses the need for a firm to reengineer key business processes to remain competitive in the construction industry as the firm transitions from a single to multi-project management entity. The case requires students to evaluate which processes need to be revised within the organization, and to determine a solution to meet the changing information management needs of the firm.

## Case Synopsis

It was 2016 and Ben Smith, Project Manager for Sunrise Construction Ltd. (Sunrise) was faced with some difficult decisions regarding the future direction of the firm. Sunrise, a company focused on construction for commercial buildings in the Southern Ontario region, had been in operation for seven years. During that time, the firm had managed one major multi-faceted project that sparked its entry as a competitor in the local construction industry. The project, The Leather Yards, was now nearing completion.

Ben realized that relying on one long term multimillion-dollar project had become too risky, so he started to evaluate strategies to allow the firm to manage concurrent projects, and transform the company into a multi-project operation. It was clear that the time was quickly approaching for Sunrise to obtain new customers, and projects, to continue growing its operations. Ben began meeting with the firm's key stakeholders to develop a plan of action aimed at preparing the company for its transition toward handling multiple, smaller projects with shorter timelines. He realized there were many hurdles the firm would need to overcome during this major transition, including reengineering its key business processes.

Ben began collecting his thoughts to prepare for the upcoming management meeting with the President, Financial Administrator and Project Supervisor where alternatives to help the firm successfully transition to a multi-project operation would be considered.

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# CASES WRITTEN IN FRENCH

**Track Chair:** Christine Kratz, Chair, ICN Business School

**Track Co-Chair:** Jeanine Billet, Co-Chair, ESC Pau

**Session Chairs:** Christine Kratz, ICN Business School, Sabine Ruaud, Jeanine Billet, ESC Pau, and Marc Jauffrit

| Cases   | Authors   |
|---|---|
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| KIWAMI : Investir ou pas au « Triathlon de Nice Côte d’Azur »?  | Frederic Dosquet<br>Jeanine Billet<br>Nicole Bourdalle            |
| Société Des Alcools Du Québec : La Gestion D’une Nouvelle Expérience Client Inspirée Et Inspirante !          | Sabrina Hombourger-Barés<br>Alice Martin<br>Leila El Kamel        |
| Merci Handy ou le développement international d'une start-up  | Sabine Ruaud<br>Véronique Boulocher                               |
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| Terraillon, Le Bien Être Connecté   | Claire Garcia<br>Christine Kratz                                  |
| Moustache Bikes : Pédaler Moins Pour Avancer Plus !<br><b>Winner of the Best Case Written in French Award</b> | Christine Kratz<br>Jacky Koehl                                    |
| La Tesla Modèle 3 : Vers Une Conduite Durable Pour Tous   | Francois Domergue   |
| Le Barrage De Cibola Parties 1, 2 Et 3  | Vincent Calvez<br>Joseph Facal                                    |
| Cas Schindler   | Marc Jauffrit   |
| Second Sight Medical Products: Le Parcours D'une Born Global  | Philippe Lamb<br>Oussama Darouichi<br>Odile Didier                |
| Showroomprive.Com Sonne La Cloche ! Quels Enseignements En Tirer Pour Une Introduire En Bourse ?              | Imen Mejri<br>Laurent Herve<br>Bénédicte Subtil                   |
| Jeux Et Enjeux Des Coalitions Dans Un Conseil D’administration : Le Cas De Vinci                              | Joanna Pousset<br>Wafa Khelif<br>Konan Seny Kan<br>Sami El Omari  |
| Vignerons De Pere En Fille : Les Vins Du Domaine Uroulat  | Jeanine Billet  |
| Kyburz & Cie SA : De Sous-Traitant Horloger À Fournisseur De Solution Digitale De Détection Des Mélanomes     | Oussama Darouichi<br>Philippe Lamb<br>Jonathan Cuneo<br>Sam Blili |



# Laiterie Les Fayes : un rajeunissement de marque pour relancer la croissance et survivre ?

Sabine Ruade Edhec, Business School, Lille  
Véronique Boulocher-Passet, Brighton Business School,

## Objectives and Use

Ce cas confronte les apprenants à la complexité de la problématique du rajeunissement d'une marque. Il les projette dans la situation actuelle d'une entreprise régionale, âgée de 70 ans, en difficulté sur un marché banalisé et hyper concurrentiel. Ils vont donc mener une réflexion approfondie qui leur permette de formuler des recommandations stratégiques pour que la Laiterie Les Fayes retrouve rapidement le chemin de la croissance. Plus précisément, ils vont devoir :

- analyser l'environnement de référence ;
- modifier l'identité de marque ;
- développer une communication au diapason ;
- renouveler la cible ;
- étendre le portefeuille de produits.

Les étudiants vont, en conséquence, acquérir des compétences en matière d'implémentation d'une stratégie de lifting et de relance d'une marque mais également développer une bonne connaissance du marché français de l'industrie laitière.

## Case Synopsis

« Dis, Papa, c'est quoi cette bouteille de lait ? » En ce dimanche de janvier 2014, Johnny Grippon, responsable commercial de la Laiterie Les Fayes sise sur les bords de la Vienne à Isle (87), prend son petit déjeuner et se remémore ce spot publicitaire qui a marqué sa jeune vie d'adulte. Toutefois, la légèreté n'est pas à l'ordre du jour. Il y a un six mois, le vent de la fermeture a soufflé dangereusement sur l'entreprise pour laquelle il travaille. Comme les autres coopératives (Sodiaal, Agrial) ou les groupes privés (Lactalis, Danone), la Laiterie Les Fayes est profondément fragilisée par la crise que traverse, depuis plusieurs années, la filière laitière (concurrence accrue, érosion des ventes, paupérisation globale du secteur). Elle se trouve aujourd'hui dans une situation financière critique. Et pourtant, ses produits sont de grande qualité, avec un vrai savoir-faire. Le discours des vœux, prononcé il y a deux jours par Alain Lebreton, Président de Terra Lacta, propriétaire de la laiterie, prouve qu'un lifting en profondeur, un renouveau, s'impose de toute urgence : « *Nous avons des projets pour Les Fayes. Mais avant tout les gammes actuelles doivent être valorisées et de nouveaux produits doivent être développés. A vous d'opérer un rajeunissement fort de cette marque si vous souhaitez qu'elle survive !* ». Johnny Grippon s'interroge : « *Comment renouveler l'identité de la marque et affirmer son expertise ? Comment sublimer un produit simple ? Comment se différencier et s'inscrire dans la modernité afin de capter une clientèle plus jeune ? Comment obtenir davantage de visibilité hors du Limousin ?* ». Tout à coup, jaillit de sa pensée : « *Le bonheur est dans le lait ! I have a 'cream'...* ». Ce comptable de formation, à l'humour pince-sans-rire, se lance le défi de porter la métamorphose de la marque Les Fayes afin relancer la croissance de sa société.

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# **KIWAMI : Investir ou pas au « Triathlon de Nice Côte d’Azur »?**

Frédéric DOSQUET, Docteur en Sciences de Gestion, Professeur de marketing ESCPau  
Nicole BOURDALLE, Docteur en droit, Professeur de Droit et Chef de Projets Académiques IRMAPE ESC Pau  
Graig WATSON, dirigeant co-créateur de l’entreprise Kiwami  
Jeanine Billet, Professeur de Management/Entrepreneuriat, Responsable parcours Entrepreneuriat, ESC Pau

## **Etablissement créateur :**

ESCPau.

## **Résumé : Cas réel écrit en partenariat avec un des fondateurs de la marque Kiwami.**

L’étudiant est le/la Responsable adjoint Marketing/Communication de la société KIWAMI, spécialisée dans l’équipement, tenue de course de haut niveau en triathlon, créée en 2003. La fonction est de seconder Hélène Salomon et Craig Watson, créateurs de l’entreprise. La mission consiste à :

- Constituer un dossier pour le banquier afin de lui montrer que le marché du triathlon en France est porteur (une analyse PESTEL est demandée);
- Savoir si la présence de la marque KIWAMI sur l’évènement Triathlon de Nice Côte d’Azur est pertinent et si oui de bâtir un budget de communication pour le stand et l’animation de ce stand pour la durée de l’évènement.

## **Les documents communiqués concernent :**

- La description des disciplines requises dans le cadre d’un triathlon ;
- Les chiffres du marché du sport, du sport outdoor et du triathlon ;
- Les tarifs proposés pour la réalisation et l’animation d’un stand sur l’évènement niçois.

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# Société Des Alcools Du Québec : La Gestion D'une Nouvelle Expérience Client Inspirée Et Inspirante !

Sabrina Hombourger-Barès, Université TÉLUQ  
Alice Martin, Université TÉLUQ  
Leila El Kamel, Université TÉLUQ

## Objectifs du cas et utilisation

Cette étude de cas s'adresse à des étudiants de premier cycle universitaire ou des professionnels en formation continue. Il s'intègre en tant que cas de synthèse ou cas fil rouge à des cours sur le marketing du commerce de détail, la gestion de l'expérience client, la communication et gestion de la relation client. Elle aborde les enjeux contemporains du commerce de détail, la gestion des mégadonnées, l'initiation aux outils de la méthode « *Value Proposition Design* » (Osterwalder et al., 2015), inspirée de la pensée Design (« Design Thinking ») ainsi que les concepts de marketing individualisé et marketing communautaire associés à l'intégration omnicanal des entreprises.

À l'issue de cette étude de cas, les étudiants seront en mesure de :

- Formaliser le diagnostic marketing d'un détaillant.
- Expliquer et justifier le rôle fondamental de la gestion des mégadonnées clients dans les stratégies marketing du commerce de détail.
- Concevoir ou renouveler une proposition de valeur expérientielle grâce à une méthode inspirée de la pensée design.
- Élaborer une politique de communication et de relation client évolutive dans un contexte d'intégration omnicanal et y associer des outils adéquats.

L'évaluation de cette étude de cas est tantôt sommative, tantôt formative, dépendamment des activités proposées.

## Résumé du cas

La Société des Alcools du Québec (ci-après SAQ), détaillant historique de la province canadienne, est « *une société d'état dont le mandat est de faire le commerce des boissons alcooliques en offrant une grande variété de produits de qualité* » (source : *saq.com*) sur l'ensemble du territoire québécois. En 2015, l'entreprise figurait parmi les 30 plus importantes entreprises du Québec et comptait environ 7 500 employés.

À la fin de l'année 2014, la haute direction de la SAQ a souhaité accélérer le processus d'intégration de ses canaux de distribution et de communication et de renouveler sa proposition d'expérience de magasinage. En plus du développement d'un service cross-canal de commande en ligne et de cueillette en magasin, prêt à être lancé au début de l'année 2015, elle décida d'initier la conception d'un programme de fidélisation et de reconnaissance clients : SAQ Inspire.

Pour mener à bien le renouvellement de l'expérience de magasinage, la SAQ recrute un nouveau Vice-Président Commercialisation, qui a été confronté dès sa prise de fonction à une série d'enjeux, de questionnements et de décisions, tant stratégiques qu'opérationnels.

La présente étude de cas porte sur le processus de réflexion stratégique associé à l'intégration omnicanal de la SAQ et son opérationnalisation en termes de politique de communication et de relation client.

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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 2017 Conference, Chicago, IL, October 19-21, 2017. © 2017 by Hombourger-Barès, Martin, and El Kamel. Contact person: Sabrina Hombourger-Barès, TÉLUQ, 5800 Saint-Denis, Montreal, H2S 3L5, Canada; 1 514 619 5331; [sabrina.hombourger-bares@teluq.ca](mailto:sabrina.hombourger-bares@teluq.ca).

# Merci Handy ou le développement international d'une start-up

Sabine Ruade Edhec, Business School, Lille, France  
Véronique Boulocher-Passet, Brighton Business School, UK

## Objectives and Use

Ce cas projette les apprenants dans la situation actuelle d'une start-up âgée de trois ans qui souhaite poursuivre son expansion à l'international. Ils vont donc mener une réflexion approfondie qui leur permette de formuler des recommandations stratégiques pour que cette jeune pousse puisse exporter ses produits. Plus précisément, ils vont devoir :

- apprendre à élaborer une politique marketing dans un contexte asiatique et américain ;
- comprendre les spécificités culturelles propres à ces marchés ;
- concevoir la stratégie marketing (segmentation, ciblage, positionnement) ;
- élaborer le marketing-mix pour chaque pays.

Les étudiants vont, en conséquence, acquérir des compétences en matière d'implémentation d'une marque à l'international.

## Case Synopsis

Avez-vous déjà vu une licorne à la crinière arc-en-ciel et qui pleure de rire ?! En ce mois de février 2017, Louis et Roland, 25 ans, fraîchement diplômés d'une école de commerce française, sont rassemblés dans le métro parisien pour contempler la première campagne d'affichage publicitaire de leur start-up, Merci Handy. Cet animal a été savamment choisi : outre son côté mythique, il est aussi le symbole de ces start-ups qui ont moins de dix ans d'existence mais qui atteignent une valorisation d'au moins un milliard de dollars. Par cette prise de parole pleine d'humour et décalée, car éloignée de tous les codes propres aux identités de son secteur, Merci Handy exprime ainsi ses ambitions. Il faut dire que cette jeune pousse a connu un développement fulgurant, passant de 300 000 euros de chiffre d'affaires en 2014 à 900 000 euros fin 2015 et clôturant l'année 2016 avec une levée de fonds de 3 millions d'euros. Son concept ? Ré-enchanter les produits d'hygiène-beauté les plus basiques en leur offrant un look fun et design, très lifestyle, et en y ajoutant une pointe d'humour et beaucoup d'amour ! Fiers de ce succès sur le marché français, ces deux audacieux « millennipreneurs » souhaitent poursuivre leur expansion en Europe et ambitionnent de s'implanter à l'international, notamment en Asie et aux Etats-Unis. Leur challenge : devenir LA marque de cosmétiques du quotidien référente dans le monde. Toutefois, le chemin est encore long et moult questions se posent à eux : quelle est la stratégie marketing la plus appropriée pour conquérir ces marchés ? Est-il préférable de standardiser ou d'adapter les produits ? Faut-il opter pour la même politique de prix qu'en Europe ou la personnaliser à chaque pays ? Faut-il privilégier une politique de distribution exclusive ou sélective ? Quels sont les éléments à prendre en compte pour élaborer une politique de communication destinée à ces marchés ?

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# La Plateforme D'autopartage Tripndrive : Comment Trouver De Nouveaux Leviers De Croissance ?

Catherine Lejealle, Institution de Rattachement : ISC Paris

## Résumé

Créée en 2013, la plateforme d'autopartage Tripndrive surfe sur deux marchés en plein essor : celui de l'économie collaborative et celui des nouvelles mobilités. L'entreprise cible les voyageurs et offre le parking dans les aéroports et les gares pour inciter les propriétaires de voitures à mettre leur bien en location. Mais la plateforme est déséquilibrée car les propriétaires freinent à proposer leur voiture malgré une assurance prise en charge par Tripndrive. Des stratégies B2B2C ont été déployées avec un succès relatif notamment avec Airbnb, Le Routard ou Citroën.

Le 5 septembre 2016, le constat est clair pour le CEO François-Xavier Leduc : ce premier modèle de développement s'essouffle et ne permettra pas de justifier des relais de croissance demandés par les investisseurs lors des nouvelles levées de fonds qui sont nécessaires. Les rendez-vous avec les investisseurs sont prévus début décembre et le plan de croissance - la scalability de l'activité - pour les prochaines années doit être clairement défini.

Il missionne sa collaboratrice Léa Michaut, responsable des leviers d'acquisition afin de proposer d'ici la réunion de l'équipe marketing du 15 septembre des solutions pour lever les freins des propriétaires pour les inciter notamment via des solutions B2B2C/partenariat à proposer leur voiture sur la plateforme ou pour trouver des voitures à mettre dans le circuit afin d'accompagner le développement de l'activité. Faut-il en louer directement quitte à envisager un changement de business model et d'activité ? L'idée serait de proposer des packs à des clients désireux de conduire « presque » toujours la même voiture : la voiture neuve, l'assurance, la maintenance et l'entretien, le parking situé à moins de 10 mn à pied du lieu souhaité (domicile, lieu de travail...). Le marché test pouvait être Paris. Léa Michaut avait en tête une phrase régulièrement répétée au sein de son entreprise : « 80% des Parisiens n'ont pas de voiture, les voitures roulent en moyenne 5% du temps... elles sont immobilisées avec perte de valeur 95% du temps ». La décision doit être prise rapidement.

Léa avait 10 jours pour proposer des leviers de croissance à sa direction : acquérir ses propres voitures serait un argument de plus pour justifier la nouvelle levée de fonds auprès des investisseurs.

Le cas permet de remplir les objectifs pédagogiques suivant :

- Comprendre le fonctionnement des plateformes et leur business model en s'appuyant sur un cas concret
- Analyser le marché de la mobilité dans le cadre de l'économie collaborative
- Proposer des stratégies de développement de type B2B2C ou partenariat
- Evaluer la viabilité de l'offre alternative que constitue l'acquisition de véhicules en propre via LLD
- Faire la synthèse des alternatives et conseiller dans la prise de décision

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# Terraillon, Le Bien Être Connecté

Claire Garcia, TBS  
Christine Kratz, ICN Business School

## Objectifs du cas et utilisation

Le cas est construit pour être utilisé dans le cadre d'un cours de stratégie ou de marketing à un niveau Licence ou Master. Dans le cadre d'un cours sur le marketing, le cas est peut-être utilisé comme un cas fil rouge qui permettra de comprendre les différentes phases de la démarche marketing.

Dans le cadre d'un cours de stratégie, le cas peut être utilisé comme illustration et élément de réflexion sur la diversification de la marque sur une autre catégorie de produit. Ainsi, l'analyse des informations sur l'entreprise doit permettre de mettre en avant son (ses) avantage(s) concurrentiel(s), les ressources et compétences et de proposer une recommandation permettant à l'entreprise de satisfaire toutes les parties prenantes de l'entreprise. La stratégie étant aussi une science sociale qui traite beaucoup de l'humain, la personnalité du dirigeant et sa vision du futur de l'entreprise pourront aussi être abordées en tant qu'illustration.

Les objectifs pédagogiques sont les suivants :

- évaluer la maîtrise du diagnostic interne et externe ;
- évaluer la capacité des étudiants à utiliser les outils d'aide à la décision stratégique de façon pertinente ;
- évaluer la capacité des étudiants à identifier les facteurs clés de succès pour toucher une cible particulière ;
- évaluer la capacité des étudiants à concevoir une nouvelle offre ou de proposer une évolution de l'offre.

## Résumé et problématique du cas

Depuis la reprise de l'entreprise par un groupe familial hongkongais en 2012 et la nomination d'un nouveau PDG, l'entreprise a pris conscience du fort besoin de renouvellement de sa gamme voire de sa diversification. Au regard des prévisions concernant le marché des objets connectés en France et au niveau mondial, **Didier Bollé, le PDG, se questionne sur l'opportunité pour Terraillon de s'y aventurer mais il vous sollicite dans l'optique de confirmer sa décision.**

A cet effet, il vous demande de lui fournir un rapport lui permettant de prendre une décision.

Votre travail doit intégrer des éléments d'analyse à l'appui d'un ou plusieurs outils dont vous justifierez l'utilisation ainsi qu'une recommandation étayée et à forte portée opérationnelle. Votre rapport doit en outre, comporter une synthèse managériale.

Comment Terraillon pourrait-il envisager son entrée dans le secteur de la e-santé en commercialisant un nouveau produit ?

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# Moustache Bikes : Pédaler Moins Pour Avancer Plus !

Christine Kratz, ICN Business School  
Jacky Koehl, ISAM-IAE Nancy

## Objectifs du cas et utilisation

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. Il met l'étudiant dans la position des deux créateurs qui réfléchissent à leur stratégie et doivent faire des choix.

La présente étude de cas est appropriée dans un cours de stratégie (diagnostic stratégique, lancement d'activités sur un nouveau marché), ou un cours de marketing de produits nouveaux ou peut être utilisée sur des thématiques plus spécifiques de management de l'offre commerciale.

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).

Les objectifs pédagogiques visent à :

- Maîtriser le diagnostic stratégique ;
- Comprendre la problématique d'une entreprise entrée sur un marché nouveau ;
- Appréhender un marché (celui du VAE) et ses spécificités (concurrence, pouvoirs publics, nouvelles tendances de consommation, ...) ;
- Caractériser la nature de l'environnement ;
- Développer des recommandations managériales ;
- Identifier le type de stratégie adaptée à l'environnement.

## Résumé et problématique du cas

En 2010, ne trouvant pas de vélos correspondant à leurs attentes, Greg Sand et Emmanuel Antonot, imaginent donner vie à leur vélo idéal, un vélo à assistance électrique design, performant et de qualité. « Il existait soit des vélos d'import de mauvaise qualité, soit des vélos hollandais, qualitatifs mais peu adaptés au marché français ». Greg Sand est alors responsable commercial dans une entreprise de mobilier, et Emmanuel Antonot, salarié des cycles Lapierre.

En 2011, leur rêve devient réalité, ils fondent leur structure, « Moustache Bikes ». La société est spécialisée dans la conception, le développement, l'assemblage et la distribution de Vélos à Assistance Electrique (VAE). Ils envisagent de produire 600 vélos la première année, ils en produiront finalement plus du double !

« Moustache Bikes » est implantée à Golbey, dans les Vosges, la terre de leur enfance, de leurs familles. Les créateurs partagent des valeurs fortes, en particulier pour eux, la force d'une entreprise est avant tout basée sur ses hommes. Après un démarrage à deux personnes, Emmanuel (développement) et Greg (commercial), l'entreprise compte aujourd'hui plus d'une trentaine de salariés pour le développement et la production d'une gamme large de vélos à assistance électrique.

Ainsi, sept ans plus tard, forts d'un démarrage couronné de succès, ils s'interrogent sur la stratégie à mettre en œuvre pour poursuivre leur aventure.

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# La Tesla Modèle 3 : Vers Une Conduite Durable Pour Tous

François Domergue, Enseignant Inseec Business School

## Résumé du cas

Los Angeles, février 2016, dans l'une des vastes salles de réunion au large baie vitrée du Tesla Design Center, les membres du conseil de direction de Tesla Motors sont en attente de leur dirigeant emblématique, Elon Musk. Le responsable du design précise que le CEO de Tesla Motors va bientôt atterrir sur l'aérodrome attenant au Centre. L'objet de la rencontre s'inscrit dans une démarche d'amélioration de la visibilité de la marque Tesla dans le monde suite aux difficultés financières et la modeste part de marché occupé par Tesla sur le secteur automobile « tout électrique ». En effet, après le lancement de la Tesla Roadster en 2008 puis de la Tesla Modèle S en 2012 et enfin le Modèle X en 2015, les ventes mondiales se stabilisent autour de 55 000 véhicules/an.

L'arrivée d'Elon Musk dans les locaux du Tesla Design Center s'accompagne d'une ferveur de la part des salariés, faisant suite à des amabilités auprès des directeurs de sites, il commence la réunion. Le CEO de Tesla Motors présente les réussites du groupe Tesla en matière d'innovation et de design. Il fait part d'une concurrence accrue sur le secteur de l'automobile « tout électrique » avec les projets du constructeur allemand BMW avec son prochain véhicule haut de gamme et des industriels français et américains comme Ford (Ford C-Max) et GM (Chevrolet Bolt).

Afin de se différencier de la concurrence et marquer le futur, Elon Musk annonce que dans un mois, il présentera la nouvelle Tesla modèle S dans les locaux mêmes du Tesla Design Center. Ce modèle « tout électrique » pour « monsieur tout le monde » se veut une réponse à la transition énergétique et les défis liés au changement climatique. Le déplacement des personnes reste une priorité selon le CEO, mais doit engager une nouvelle pratique : la conduite durable.

Ce concept de « Conduite Durable » ou de « Green Driving » suggère un nouveau modèle d'accès à l'automobile où les usagers prendront la route comme un divertissement, une expérience, un mode de vie respectueux de l'environnement et par ailleurs, adapté à son temps.

À la suite de cette présentation officielle et dans la perspective d'une commercialisation à l'été 2017 pour les États-Unis et 2018 en Europe et le reste de la planète, Elon Musk souhaite élaborer et valoriser un plan d'action pour signifier sa place de numéro un dans le marché automobile « tout électrique » pour tous.

Les différentes succursales de la marque Tesla dans le monde sont invitées à participer à cet événement en proposant des éléments de réflexion, en cohérence avec la stratégie générale de l'entreprise. L'une d'entre elles, sur le site de Bordeaux amené par son jeune manager, se propose de participer à ce nouveau mode de conduite durable.

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# Le Barrage De Cibola Parties 1, 2 Et 3

Cas rédigé par Vincent Calvez et Joseph Facal.

## RÉSUMÉ

Dans un jeune pays imaginaire d'Afrique, qui lutte pour sortir du sous-développement, une société d'État prévoit la construction d'une série de barrages afin de générer de l'hydro-électricité pour satisfaire à la demande croissante. Devant faire face à la contestation d'activistes écologistes, la société d'État forme et mandate un jeune employé pour qu'il communique efficacement le point de vue de la direction. Mais le jeune homme découvre que le projet est beaucoup plus vaste que ce qui a été dévoilé à la presse. Tiraillé par sa conscience, il remet secrètement des documents internes au leader des contestataires. Le scandale éclate. La protestation grossit de jour en jour. Le gouvernement ordonne finalement à la société d'État de tout stopper.

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<sup>1</sup> Les parties A et B du récit ont déjà été publiées dans l'ouvrage suivant : *Le management en archipel. Tome 2 : réussites, tensions et paradoxes dans les organisations* (sous la direction de V. Calvez), Éditions EMS Management & Société, Paris, 2016, pp. 32-35. Des changements minimes ont été apportés à cette version originale dans le présent texte. La partie C est inédite.

<sup>1</sup> Vincent Calvez est professeur à l'ESSCA au campus d'Angers. Joseph Facal est professeur titulaire à HEC Montréal.

# Cas Schindler

Marc Jauffrit, Groupe ESC-PAU

## Résumé

Quelques mois après avoir pris ses fonctions, Monsieur François LHOUTELLIER doit imaginer une ou des options stratégiques pour combattre la guerre des prix qui s'engage sur le marché des ascenseurs en France. Pour son Groupe : SCHINDLER, le marché français a du potentiel : le parc est vétuste, c'est le pays d'Europe de l'ouest le moins bien équipé et la loi Urbanisme et Habitat est peu respectée et au moindre accident les Pouvoir Publics deviendront drastiques. Pourtant c'est bien cette loi de 2003 qui a règlementé l'essentiel des caractéristiques des ascenseurs, et, ce faisant, elle a déporté sur le prix tous les arguments de ventes. Dès lors, les appels d'offres publics ou privés sont emportés par les entreprises qui ont des stratégies *low-cost* !

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# Second Sight Medical Products: Le Parcours D'une Born Global

Philippe Lamb, Université de Neuchâtel  
Oussama Darouichi, Université de Neuchâtel  
Odile Didier, Université de Neuchâtel

## Objectifs du cas et utilisation

**Public-cible** Ce cas s'adresse à des étudiants en classe de management, entrepreneuriat et stratégie d'entreprise de niveau bachelor, master ou MBA. Bien que le cas porte sur les technologies médicales de diagnostic des mélanomes, il ne nécessite pas de connaissances préalables sur ce sujet. Toutes les informations nécessaires à la compréhension du contexte technologique sont fournies dans l'énoncé du cas.

**Notions abordées** Modèles d'internationalisation, sélection de marché, analyse SWOT et recommandations stratégiques. **Objectifs pédagogiques** Ce cas vise à développer l'entier des connaissances selon la taxonomie de Bloom (1969):

- Être capable d'identifier et d'analyser le modèle d'internationalisation de l'entreprise
- Analyser l'environnement d'affaire et l'entreprise et les synthétiser à l'aide de la matrice SWOT
- Identifier les marchés les plus intéressants pour l'entreprise au-travers d'une procédure de sélection de marchés à l'international
- Développer des connaissances concernant les technologies médicales

## Synopsis du cas

Cette étude de cas se penche sur l'une des plus grandes avancées en ophtalmologie de ces dernières décennies. Fondée en 1998, Second Sight a développé et commercialisé une prothèse rétinienne capable de redonner une vue fonctionnelle aux patients atteints d'une rétinopathie pigmentaire avancée ou d'une dégénérescence maculaire. Second Sight est une PME d'une centaine d'employés établie aux USA et en Suisse, et a réalisé un chiffre d'affaires annuel de 8.9 millions en 2015.

Si la PME fait figure de pionnier dans ce type de dispositif médical, le marché évolue rapidement tant au niveau de la technologie que de l'émergence d'offres concurrentes. Afin de maintenir et d'accroître ses parts de marché, Second Sight cherche notamment à augmenter le taux de pénétration des marchés sur lesquels elle est déjà présente et à élargir le champ de traitement de ces produits. Marcus Simon, Market Access Manager auprès de la filiale suisse de Second Sight, commente les solutions mises en oeuvre par l'entreprise pour relever ces défis.

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# Showroomprive.Com Sonne La Cloche ! Quels Enseignements En Tirer Pour Une Introduction En Bourse ?

Laurent Hervé, NEOMA Business School  
Imen Mejri, NEOMA Business School  
Bénédicte Subtil, NEOMA Business School

## Objectifs et Utilisation du Cas

Ce cas s'adresse à un public de formation initiale de niveaux M1, M2, Masters spécialisés et MBA. Il peut être aussi utilisé dans les cours d'analyse financière, de politique financière, de finance d'entreprise et d'ingénierie financière. Il a pour objet :

- d'élaborer un diagnostic financier et d'analyser les perspectives d'une entreprise (et plus spécifiquement dans le e-commerce) cherchant à s'introduire en bourse;
- d'examiner les motivations stratégiques et financières ainsi que les avantages et inconvénients d'une telle introduction;
- d'appréhender le choix du marché français et les différents compartiments possibles et leurs conditions d'accès ;
- détailler les démarches pour une admission à la cote, le calendrier de lancement et les acteurs intervenant dans le processus ;
- d'étudier en parallèle les motivations spécifiques d'une IPO sur le Nasdaq;
- d'analyser les suites d'une introduction notamment sur le plan des cours boursiers.

## Synopsis Du Cas

Par un communiqué de presse du 29 Octobre 2015, la société showroomprivé.com a annoncé le succès de son offre d'introduction en bourse sur Euronext Paris, souscrite pour un montant global de 226 millions d'euros (M €). Si, le lendemain, à la sonnerie de la cloche du Palais Brongniart tout le monde applaudissait, l'enthousiasme du moment était atténué le soir, au vu du décrochage du cours de près de 10%.

Ayant vous-même créé une start-up pleine d'avenir, l'annonce du montant et du succès relatif de cet IPO (« *Initial Public Offering* ») vous intéresse particulièrement, pour à la fois lever des fonds complémentaires pour le développement de votre entreprise et réaliser une partie de votre patrimoine entrepreneurial. Afin d'en tirer les enseignements nécessaires, il vous paraît, donc, important de vous informer sur le cas showroomprivé.com.

A travers ce cas ludique, fondé sur un cas réel, les étudiants pourront se mettre dans la situation d'un chef d'entreprise et approfondir leurs connaissances en prise de décisions stratégiques, en analyse financière et sur les marchés financiers domestiques et étrangers ouverts aux jeunes pousses de l'e-économie.

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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 2017 Conference, Chicago, IL, October 19-21, 2017. © 2017 by Laurent Hervé, Imen Mejri, and Bénédicte Subtil. Contact person: Laurent Hervé, NEOMA Business School - Campus de Reims, 59, rue Pierre Taittinger-BP 302-51061 REIMS CEDEX- France, Tel. +33(0)377264670, Mail: [laurent.herve@neoma-bs.fr](mailto:laurent.herve@neoma-bs.fr).

# Jeux Et Enjeux Des Coalitions Dans Un Conseil D'administration : Le Cas De Vinci

*J. Pousset, W. Khlif, Toulouse Business School, Campus Barcelona  
K.A. Seny Kan, S. El Omari, Toulouse Business School, Campus Toulouse*

## Objectifs pédagogiques

Ce cas peut être proposé aux étudiants ayant des notions générales en gestion, d'organisation et de gouvernance d'entreprise. Ce cas peut être utilisé dans les programmes suivants: programmes de licence, programmes de mastères, programmes de mastères spécialisés et MBA en gestion.

Les objectifs sont les suivants:

1. Le cas a été développé pour permettre aux étudiants d'analyser un conflit entre dirigeants stratégiques (directeur général et président) à travers la formation de coalitions des parties prenantes (salariés, directeurs d'entreprises filiales ou adossées) au sein d'un conseil d'administration.
2. Le cas permet aux apprenants de reconnaître des situations organisationnelles impliquant des conflits, des luttes de pouvoir, de formation de la coalition et des problèmes éthiques.
3. Les étudiants peuvent réfléchir sur les critères de constitution d'un conseil d'administration et débattre sur l'illusion de construire un conseil efficace, sans conflits et divisions destructives.

## Synopsis

Le groupe Vinci, autrefois dénommée SGE (Société Générale d'Entreprises) est créé en 1899. Il est actuellement le leader mondial du BTP et de services associés, devant Bouygues. En mars 2002, le groupe Vinci entre en cotation au CAC40.

Jusqu'en 2002, le conseil d'administration (CA) est présidé et dirigé par Antoine Zacharias. Il comporte 15 membres, tous des hommes français, fidèles au développement du groupe. Plusieurs d'entre eux occupent des postes de responsabilité au sein du groupe, soit dans les filiales, soit dans la société mère. Inspiré par la loi sur Nouveau Règlement économique (NRE) ainsi que celles du rapport Vienot, le CA de Vinci a pris la décision de séparer les deux fonctions de président et de directeur général de Vinci, à compter du 9 janvier 2006. Xavier Huillard est ainsi devenu directeur général avec mandat d'administrateur.

Les relations entre le président et le DG se sont brusquement détériorées après la réunion du 28 février 2006, à peine deux mois après la séparation des rôles. La principale cause déclarée du conflit est une prime que le président demandait et que le directeur général dénonçait comme non légitime. Le jeu d'influence lancé par les deux leaders est à la fois interne et externe. En définitive, c'est le directeur général qui a emporté la majorité au conseil, avec neuf voix sur seize. Le président a présenté sa démission de ses fonctions de président et membre du conseil d'administration de Vinci et a été suivi par presque tous les administrateurs qui l'avaient soutenus dans sa lutte. Actuellement, les critères de recrutement des administrateurs ont été revus. L'accent est mis sur l'indépendance et la diversité des profils des membres, comme recommandé par la majorité des normalisations internationales en matières de bonne gouvernance.

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# Vignerons De Pere En Fille : Les Vins Du Domaine Uroulat

Jeanine Billet, Groupe ESC PAU

## Case Objectives and Uses

Ce cas d'entreprise réalisé sur une PME viticole du jurançonnais, sud-ouest de la France, a été rédigé pour des enseignements en management stratégique et/ou en stratégie-marketing, pour des étudiants / apprentis en Sciences de Gestion, niveau Master (M1 et M2), ainsi que des stagiaires de la formation continue.

### **Le cas a pour objectif de :**

- Revisiter les démarches stratégiques au travers de l'analyse SWOT, l'analyse PESTEL et de l'analyse des 5 forces de Porter, pour identifier les Facteurs Clés de Succès (FCS) et les Facteurs Structurels de Risque (FSR).
- Utiliser le modèle de Porter pour identifier la chaîne de Valeur et l'avantage concurrentiel.
- Identifier les Ressources et Compétences de l'entreprise et s'appuyer sur le Business Model RCOV (Ressources / Compétences / Organisation / Valeur).
- Prendre en compte la transformation de la chaîne de valeur et proposer, en s'appuyant sur les 5 formes d'innovation de Schumpeter, des stratégies d'Innovation différenciantes.
- Faire référence au marketing identitaire du vin (FAIVRE G, 2009), pour apporter des axes de préconisation.
- Montrer l'importance du rôle de l'entrepreneur et des choix stratégiques et managériaux qui lui incombent, pour se différencier de la concurrence, en période de transmission d'entreprise.

## Case Synopsis

Aujourd'hui, le domaine UROULAT est un domaine viticole, qui s'étend sur 16 hectares de vigne, à Monein, dans le Piémont pyrénéen. C'est la famille Hours, Charles et Marie, qui exploite le domaine. « Papa » Hours, Charles, a acheté en 1983 le clos UROULAT, 3 hectares et demi et sa fille, Marie l'a rejoint en 2005. A eux deux, ils ont su allier authenticité et tradition dans les vins de Jurançon, des vins de blancs doux et secs. Ils ont créé deux gammes de jurançon : la gamme TRADI et la gamme TRENDY.

En 2017, dans cet espace paradisiaque, des turbulences existent, les enjeux actuels sont différents, il existe des transformations dans les habitudes de consommation du vin et Charles est en train de vivre une ère nouvelle, avec des attentes différentes. La concurrence est rude, il y a de plus en plus de vins du nouveau monde. De plus, la clientèle de Charles a vieilli, comme lui et il se demande comment transmettre ce patrimoine à sa fille ?

Charles s'interroge : « *Comment continuer à développer ma notoriété ? Comment rajeunir ma clientèle ? Quelle est la gamme de vin à conserver ? Faut-il que je vende encore plus mes vins sur Paris ? Dois-je me développer à l'international ? Comment renouveler ma clientèle ?* En fait, quelle est la stratégie marketing que je dois mener pour les jurançons UROULAT ? »

*En tenant compte de la stratégie menée par Charles, des Ressources et Compétences de cette PME viticole du jurançonnais et du contexte familial, quelle stratégie marketing faut-il mener, pour développer et pérenniser les Jurançons UROULAT ?*

MOTS CLES : vin, terroir, stratégie, innovation, marketing identitaire.

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# Kyburz & Cie SA: De Sous-Traitant Horloger À Fournisseur De Solution Digitale De Détection Des Mélanomes

Oussama Darouichi, Université de Neuchâtel  
Philippe Lamb, Université de Neuchâtel  
Jonathan Cuneo, Université de Neuchâtel  
Sam Blili, Université de Neuchâtel

## Objectifs du cas et utilisation

Public-cible Ce cas s'adresse à des étudiants en classe de management, entrepreneuriat et stratégie d'entreprise de niveau bachelor, master ou MBA. Bien que le cas porte sur les technologies médicales de diagnostic des mélanomes, il ne nécessite pas de connaissances préalables sur ce sujet. Toutes les informations nécessaires à la compréhension du contexte sont fournies dans l'énoncé du cas. Notions abordées Modèle d'affaires, entrepreneuriat et innovation, ambidextrie organisationnelle, analyse concurrentielle, analyse de scénario et de risque, digitalisation.

Objectifs pédagogiques Analyser et définir un modèle d'affaire conformément au business model canvas d'Osterwalder et Pigneur (2010), comprendre les opportunités relatives à la digitalisation d'une industrie, analyser et formuler des recommandations stratégiques par rapport à un projet entrepreneurial innovant, développer des connaissances concernant les technologies médicales et étudier un exemple d'ambidextrie organisationnelle

## Synopsis du cas

Kyburz & Cie SA est une PME familiale basée en Suisse et active dans l'industrie horlogère. L'entreprise fabrique des produits en verres plastiques, minéraux et saphir, qui sont principalement utilisés pour les verres de montres. Fortement dépendante du secteur horloger à plus de 90%, l'entreprise souhaite diversifier ses activités.

A cette fin, Takashi Kyburz, le directeur de Kyburz & Cie SA a créé en 2014 une société de R&D, Placor SA, qui a pour mission le développement de nouvelles propositions de valeurs, basées idéalement autour des compétences clés de Kyburz SA, telle que l'injection plastique.

Depuis la création de Placor SA, divers projets ont été lancés parmi lesquels le Melatest, un outil d'aide au diagnostic des mélanomes. Cette innovation permettrait à Kyburz & Cie SA de se positionner dans la médecine digitale, domaine en très forte croissance.

La prévalence des mélanomes est en constante hausse et touche désormais plus de 100'000 personnes en Europe chaque année. De plus, les médecins dermatologues se font de plus en plus rares dans de nombreux pays, à l'instar de la France et de la Suisse. Dans ces conditions, la nécessité de faciliter l'accès au diagnostic devient aussi croissante que pressante. Le Melatest vise à répondre à ce besoin.

Le présent cas porte la stratégie de diversification et l'ambidextrie organisationnelle d'une PME familiale. Le cas expose comment le modèle d'affaires du Melatest permet à Placor SA de se distinguer des principaux acteurs du marché et de saisir les opportunités de la digitalisation du secteur de la santé.

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## CASES WRITTEN IN SPANISH

**Track Chair:** Josep Lluís Cano Giner, Chair, ESADE Business School

**Session Chair:** Josep Lluís Cano Giner, ESADE Business School

| Cases   | Authors   |
|---|---|
| AENA Aparcamientos  | Josep Lluís Cano Giner  |
| Caso Casa Magnolia  | Josep M. Sayeras<br>Francisco Rodríguez<br>Pedro Aznar<br>Grisell Leyva |
| Ecoservices: Saneando La Cultura Interna<br><b>Winner of the Best Case Written in Spanish Award</b> | Juan Parra  |
| Grupo Meiko   | Ignacio Osuna<br>Juan Medina  |
| HATSU: Competir Contra Marcas Establecidas  | Ernesto Barrera   |
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# AENA Aparcamientos

Josep Lluís Cano Giner, ESADE Business School (Ramon Llull University)

## Case Objectives and Use

El objetivo principal del caso es:

Comprender la importancia de definir bien los procesos y el impacto que estos tienen tanto sobre el nivel de satisfacción de los clientes como sobre los recursos con que tenemos que dimensionar los servicios de atención al cliente.

El caso ha sido diseñado para ser utilizado en cursos sobre sistemas de información.

El caso “AENA aparcamientos” ha sido diseñado para ser utilizado en cursos sobre sistemas de información.

El principal interés del caso para el alumnado es:

- Comprender la relación existente entre el diseño de un proceso, el nivel de satisfacción de los clientes y los recursos necesarios para su gestión.
- Rediseñar los procesos basándose en su capacidad de análisis.

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

## Case Synopsis

En abril de 2017, el profesor Josep Lluís Cano tenía que hacer un par de reservas en el parking del Aeropuerto de Barcelona – El Prat, pero una de ellas, debido al proceso online, la hizo en el Aeropuerto de Madrid – Barajas. Después de intentar gestionar la incidencia online, desde el centro de atención al cliente le recomendaron que enviara un e-mail para solucionarla, del cual no recibió respuesta. Al volver a hacer la reserva para el día en que había un error en el aeropuerto, pudo realizar todo el proceso e incluso pagar, pero junto al localizador de la reserva recibió un e-mail que le indicaba que no podía tramitar esa reserva ya que tenía una anterior con la misma matrícula, de modo que tenía que cancelar la anterior para que la actual fuera válida.

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# Casa Magnolia

Josep M. Sayeras, ESADE – Universitat Ramon Llull  
Francisco Rodríguez – Universidad de La Habana  
Pedro Aznar, ESADE – Universitat Ramon Llull  
Grisell Leyva – Universidad de La Habana

## Case Objectives and Use

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 posibles ventajas competitivas, sus fuentes así como su posibilidad de permanencia en el tiempo.
- Analizar la posibilidad de implantación y evolución futura de una empresa en un mercado emergente.
- Analizar la toma de decisiones no estructuradas sobre la base del análisis estratégico con múltiples variables.

El caso Casa Magnolia ha sido diseñado para ser utilizado en cursos de *Managerial Economics*; de Política de Empresa/ Estrategia, Creación de empresas y Emprendeduría. Se puede utilizar tanto en cursos básicos como avanzados, adaptando su enfoque. En los cursos básicos, se puede utilizar como introducción a la delimitación del mercado y cálculos financieros; mientras que, en cursos avanzados, el principal foco debe ser la evolución del sector y de la industria y la “posible” interacción estratégica. Asimismo, puede utilizarse tanto en cursos de post-grado como de pre-grado. La metodología descrita a continuación permite adaptarse a dichos enfoques: A.- Entregar Caso y la sección de Cálculos y que los participantes evalúen la situación utilizando la información que aparece en dicha sección y resuelvan el caso. B.- Entregar Caso y que los participantes efectúen los cálculos correspondientes según la metodología de evaluación económico-financiera adoptada; y posteriormente, resuelvan el caso.

## Case Synopsis

El caso presenta la situación de la decisión por parte de dos emprendedores de si iniciar o no una microempresa en un mercado emergente en un contexto donde la demanda aumenta la oferta también y con una fuerte incertidumbre institucional. 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 emprender el reto de la creación de dicha microempresa. Se facilitan datos sobre el sector así como sobre la inversión a realizar. Esta discusión se plantea en una situación real, de una compañía real, en un mercado determinado.

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# **Ecoservices: Saneando La Cultura Interna**

Juan Manuel Parra, INALDE Business School - Universidad de la Sabana

## **Objetivos del caso y posibles usos**

Este caso fue originalmente desarrollado para usarse en módulos de Gestión del Talento Humano para participantes de programas MBA, tanto en primero como en segundo año, así como en programas de Executive Education (incluyendo programas para propietarios de empresas familiares). Su propósito principal fue ilustrar posibles caminos con que pueden gestionarse los problemas disciplinarios y para dar alternativas y criterios diferentes de lo legal al momento resolver situaciones conflictivas con los empleados y corregir culturas organizacionales malsanas. A la vez, es útil para ayudarles a los directivos a evitar la forma fácil de enfrentar estas situaciones, usualmente acudiendo al despido como única opción.

1. Aportar criterios y alternativas diferentes que contribuyan a evitar el despido de personal como primera o única opción frente a situaciones de conflicto;
2. Analizar las ventajas y desventajas de diversas medidas disciplinarias que se pueden tomar frente a diversas situaciones humanas con diversos grados de complejidad;
3. Demostrar la importancia de involucrar a otras personas y analizar colegiadamente los problemas difíciles con el personal, procurando generar un proceso más creativo, prudente y justo;
4. Reconocer la importancia de aplicar medidas correctivas coherentes con los valores de la organización, en empresas con ambientes laborales permisivos, comenzando por la ejemplaridad de los directivos.

## **Resumen del caso**

En septiembre de 2011, Ecoservices –empresa familiar que ofrecía servicios de aseo y mantenimiento locativo- se encontraba en medio de una mala situación económica como consecuencia de su baja competitividad. Parte del problema radicaba en su cultura organizacional, fuertemente influida por los problemas de gobierno que la hacían ver como un desorden poco controlado. En el resto del personal –que incluía a casi 1400 empleados- este desorden se reflejaba en múltiples conflictos internos y en problemas de comportamiento que incluían acoso sexual, abusos de confianza, ausentismo, conflictividad laboral, y muy poco control en el comportamiento de los colaboradores, la mayoría de los cuales trabajaban en las instalaciones de los clientes (como bancos, centros comerciales y aeropuertos), quienes se empezaban a quejar ante la falta de correctivos.

Tratando de resolver el problema, John Fernández –Gerente General e hijo del dueño- y su primo Julián –recién vinculado a la empresa como potencial sucesor en la alta dirección-, junto con un grupo de consultores, conformaron un Comité de Convivencia para analizar los casos más emblemáticos y visibles de malos ejemplos, los cuales podían representar a no menos del 30% del personal que seguían la misma línea de conducta. Por orden de Don Jorge – dueño y fundador de la empresa, altamente paternalista y cercano a algunos de estos colaboradores y a sus familias-, el nuevo Comité debía determinar si convenía o no despedir a estos empleados, o si procedía con ellos alguna otra medida para evitar salir de lo que él consideraba “su gente más leal”.

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# Grupo Meiko

Ignacio Osuna Soto – INALDE Business School  
Juan Manuel Medina – INALDE Business School (student)

## Objetivo del caso y uso

Este caso pretende exponer las fases de crecimiento de la empresa, basándose en la teoría de Larry E. Greiner, los momentos de crisis que las acompañan, y cómo el protagonista las ha enfrentado y resuelto. En consecuencia, se busca reconocer a través de la curva de Greiner cómo las crisis traen la responsabilidad de tomar decisiones que consoliden o destruyan una compañía e identificar el *momentum* en las compañías.

Se pretende confrontar al participante con el constante cambio de las empresas en la medida en que pasa el tiempo, y se hacen más grandes y con más responsabilidades. Así mismo, el emprendedor se enfrenta al reto de delegar el poder, pero se queda con la iniciativa para impulsar el crecimiento. Se puede profundizar en el reto que significa combatir la arrogancia del emprendedor para privilegiar el desarrollo de la empresa siempre, aún en contravía de las ínfulas de grandeza, el ego, y los deseos personales. Para ello, se pretende hacer un profundo análisis en la personalidad y forma de actuar del emprendedor, de su pasado y su responsabilidad para con la empresa, clientes, socio y entorno, y cómo hace frente a la adversidad.

Hay oportunidad de involucrar tangencialmente temas que pueden enriquecer el aprendizaje y son el dilema moral que hay al renunciar a una compañía y emprender basado en el conocimiento adquirido y las responsabilidades que hay al trabajar con la familia (Family Business). El doble dilema moral en que incurre el padre de Juan Manuel al dejarlo con una empresa quebrada, así como él mismo al emprender un negocio a espaldas de su padre y socio.

Es un caso previsto para el desarrollo del área de Emprendimiento, Análisis de Situaciones de Negocio, Gobierno Corporativo y Política de Empresa. Adicionalmente incluye temas de marketing (consumo masivo), Ética en los negocios (dilema moral) y empresas familiares. Puede ser utilizado en distintos programas tanto en Executive Education, como en MBA.

## Sinopsis del Caso

Grupo MeikO era una empresa de investigación de mercados en consumo masivo que se enfocaba en el canal tradicional. Juan Manuel Medina Montejo, su fundador, trabajó tres años en Nielsen, una de las empresas más grandes de investigación de mercados, y, durante su paso por esta empresa, notó que había un sector que no se estaba estudiando con la debida profundidad, y que, para él, era de suma importancia: el canal tradicional. Es así, como en el 2006 constituyó una razón social en la que construiría conocimiento para los fabricantes de consumo masivo, y con un servicio consultivo, para ayudar a acelerar su crecimiento, identificando oportunidades accionables en el canal tradicional.

En medio del apresurado crecimiento de MeikO, y tras la superación de importantes crisis en medio de él, Juan Manuel estaba ante el interrogante de cómo proteger la dinámica de su Startup, aumentar el crecimiento y recuperar la relación con su socio y jefe.

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# HATSU: Competir Contra Marcas Establecidas

Ernesto Barrera Duque

## Resumen

El caso describe el surgimiento de la marca Hatsu en un mercado saturado de marcas establecidas de propiedad de empresas multinacionales. Encuentra en el mercado, mediante la experimentación, un segmento de clientes que buscaba productos que representaran estilos de vida saludables en momentos específicos de consumo, iniciando en los restaurantes de alto nivel. Se describe el lanzamiento de la marca y su estrategia comercial que logró un crecimiento exponencial en seis años. El caso se ubica a mediados de 2016 cuando la expansión de la distribución inicia un proceso acelerado debido a la fuerza de la logística y distribución de la empresa Postobón, el nuevo dueño de Hatsu. Se presentan decisiones en relación con el *stretch* de marca, es decir, cómo “masificar la marca Hatsu” y el lanzamiento de una nueva línea de productos, los jugos, y también cómo aumentar la participación de mercado en una categoría donde las marcas establecidas empiezan a lanzar marcas de alto valor y a identificarse con estilos de vida saludable.

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# La Inversión En Flex En El Parque Austral

Prof. Gabriel Noussan  
IAE Business School

## Case Objectives and Use

Este caso ha sido preparado especialmente para ser incorporado en la parte inicial del curso de finanzas de un programa de perfeccionamiento para directivos. Permite una introducción relativamente sencilla pero también interesada a los elementos básicos de las inversiones. Decimos introducción interesada pues en cursos de perfeccionamiento para directivos los participantes deberían tener aproximadamente un perfil de inversores similar al del personaje del caso. Podría también ser utilizado en los cursos iniciales de finanzas de programas MBA.

La información que provee el caso permite un abordaje conceptual introductorio a la inversión bajo análisis, aunque no brinda mucha información cuantitativa que posibilite un abordaje numérico extensivo que lo haría demasiado técnico para el público y el nivel de conocimientos para el que se está planteando.

Por lo tanto para el tratamiento de este caso no se requiere un amplio conocimiento previo de herramientas, por parte de los estudiantes, sin embargo es aconsejable que vaya acompañado por una nota técnica introductoria sobre: análisis de inversiones, Valor presente neto, tasa interna de retorno, rentabilidad y riesgo.

El caso también puede usarse en cursos para Directivos del sector de negocios de Real Estate pues permite un abordaje sencillo a modelos de negocios no habituales en el sector. El caso es sencillo para estudiantes que posean un buen background de conocimientos financieros pero puede pensarse el caso también como una buena forma de introducir a los que no los tengan para generarles interés en la necesidad de contar con el mindset básico de análisis de inversiones.

## Case Synopsis

El caso describe la situación de Gonzalo Fernández un directivo que regresa de un viaje de negocios en Boston y tiene que decidir en qué invertir un excedente en efectivo equivalente al 10% de su patrimonio financiero de US\$ 2.500.000. Está especialmente interesado en una curiosa inversión propuesta por el Parque Austral de la Universidad Austral de Pilar, Argentina y Taurus Investment un poderoso fondo de inversión inmobiliaria. El caso describe las características de la inversión y explica las dificultades que tiene el personaje del caso para entender la propuesta y hacerla de alguna manera comparable con otras alternativas de inversión más convencionales.

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# CORPORATE GOVERNANCE, ETHICS, SOCIAL ENTREPRENEURSHIP, AND SUSTAINABILITY CASES

**Track Chair:** Marlene Reed, Chair, Baylor University

**Track Chair:** Vi Narapareddy, Co-Chair, University of Denver

**Session Chair:** Marlene Reed, Baylor University

**Session Chair:** Vi Narapareddy, University of Denver

| Cases  | Authors   |
|--|---|
| Depilex Smileagain Foundation  | Shezeen Hemani<br>Misbah Choudhry   |
| For-Profit Or Non-Profit: What Is The Right Legal Structure For Mission-Driven Ventures?                               | Maria Ballesteros-Sola<br>Jacquelyn Forrester                             |
| The Competitive Intelligence Unit at Deloitte  | Paul Dunn   |
| La Pateria de Sousa  | Paul Corcuera<br>Remy Balarezo  |
| Strategic Merger or Tax Inversion? The Role of Corporate Governance in Johnson Controls Merger with Tyco International | Maria Goranova<br>Ivan Rousev   |
| Sustainability CoLab - Scaling Local Impact  | Kevin Mcdermott<br>Barry Colbert<br>Elizabeth Kurucz                      |
| Turbulence On The Runway: The Case Of UAL  | Vi Narapareddy<br>Debapratim Purkayastha<br>Syeda M. Qumer<br>Erica Berte |

# Depilex Smileagain Foundation

Misbah Tanveer, Lahore University of Management Sciences  
Shezeen Hemani, Lahore University of Management Sciences

## Case Objectives and Use

The case can be taught in MBA, Executive MBA or Executive Development programs, in courses related to *Social Enterprise Management* and *Leadership* (Women Leadership). The case will allow participants to:

- (i) Understand organizational sustainability issues
- (ii) Comprehend and assess the role of leadership in creating and sustaining an organization.

## Case Synopsis

The case documents the journey and challenges of Mussarat Misbah- entrepreneur of a successful beauty clinic and founder of Depilex Smileagain Foundation (DSF). The case brings forward lessons on leadership and the question of organizational sustainability.

DSF was established in 2005 and had treated over 700 acid burn victims so far. DSF was committed to providing treatments and rehabilitation to these victims. Moreover, it hoped to rehabilitate the victims by equipping them with varied skills. In the year of 2016, Ms. Misbah was contemplating on strategies to increase organizational sustainability- traditionally the organization was dependent on donations and funds. Therefore, the chairperson, Mussarat Misbah, realized that it was imperative to create a plan which supported sustainability.

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# For-Profit Or Non-Profit: What Is The Right Legal Structure For Mission-Driven Ventures?

Maria Ballesteros-Sola, California State University, Channel Islands  
Jacqueline Forrester, California State University, Channel Islands

## Case Objectives and Use

The case can be used in both undergraduate and graduate courses for Social Entrepreneurship and Non-Profit Leadership Management courses: either at the introductory or intermediary level. The case does not presume a previous knowledge of the social entrepreneurship phenomena but preferably, the case should be introduced toward the end of the indicated courses, when the students have been exposed to some of the overlapping concepts described in the case, such as social enterprises, social entrepreneurs and non-profit organizations engaged in earned income strategies. Students, especially undergraduates find lectures on legal structures dry and unconnected. With this case, students are intrigued about Liu's story and progress so the analysis of the legal structures become relevant as they can apply it to a real case.

Topics Covered: Social Enterprises, Work Integration Social Enterprises, Social Entrepreneurship, Legal Structures, Entrepreneur's Motivations, Benefit Corporation, Non-profits

## Synopsis

This real and undisguised case is based in Black Sheep Food (BSF) a social enterprise located in Ventura County (California). The case features the decision process followed by BSF's founder, Cindy Liu regarding the optimal legal structure to optimize BSF's social impact. Cindy's professional background ranged from senior marketing positions in corporate America to starting her own Asian food catering service. In 2015, after a few iterations, she started Black Sheep Food, a preserved food company that trains and employs young adults with disabilities. Liu pursued this path because her first daughter, Samantha, was born with Down syndrome in 2012. Liu's mission was to change cultural perceptions about individuals with disabilities in the workforce and to show that individuals with disabilities could make a positive contribution to any organization and earn a living wage. To accomplish this social mission, Liu needed to decide between setting up a for-profit, a non-profit organization or an alternative hybrid structure. The case introduces the students to the social issue (lack of employment for individuals with disabilities), the concept of social enterprise in general and Work Integration Social Enterprises (WISE) in particular. Using primary data collected via in-depth interviews with the social entrepreneur, this case study also explores the advantages and disadvantages of different legal structures available for social ventures, formulates key questions to be asked by social entrepreneurs under the principle that "*forms follows function*" and captures Liu's decision-making process. This case sheds light on a critical question relevant for social entrepreneurship students, scholars and practitioners.

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# The Competitive Intelligence Unit at Deloitte

Paul Dunn, Goodman School of Business, Brock University

## Case Objectives and Use

This case is designed for use in either an accounting theory course or a business ethics course. It provides an opportunity for students to discuss the general issues of corporate espionage and competitive intelligence, as well as the specifics of whether or not accounting firms should be spying on their competitors and other companies.

The case is designed to stimulate ethical discussion.

- What is the relationship between the economic desire to obtain a competitive advantage over a rival with the ethics of obtaining information about that rival surreptitiously?
- The perceived hypocrisy by an accounting firm of providing anti-corporate espionage advice while actively engaging in industrial spying.
- Does not breaking the law mean that an accounting firm is upholding the public interest?

## Synopsis

BearingPoint was a management consulting firm that began as a spinoff of KPMG's consulting services. Through acquisitions and debt to become one of the world's largest management consulting firms. However, its United States unit, that had an extensive government consulting practice, also had severe financial problems. In 2007, the senior partners of BearingPoint held an emergency meeting in Orlando, Florida. At that time, Deloitte, the largest of the Big-Four accounting firms, did not have a large federal government consulting practice. When Deloitte learnt of the BearingPoint meeting it sent two employees of its Competitive Intelligence unit to Orlando to gather information. The employees sat in bars eavesdropping on conversations from worried BearingPoint partners. They picked up any material that had been inadvertently left behind, but only after several hours had passed. They hid for prolonged periods of time in the men's and women's bathrooms surreptitiously listening in on conversations. The insights gathered by the Competitive Intelligence proved to be useful. In February 2009, BearingPoint's U.S. division filed for bankruptcy protection. Three months later, Deloitte bought it for \$350 million. One year later, Deloitte's revenue from consulting fees paid by the federal government grew by \$220 million.

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# La Pateria De Sousa

Paul Corcuera, Universidad de Piura  
Remy Balarezo, Universidad de Piura

## Case Objectives and Use

### Synopsis

La Pateria de Sousa is a small Spanish company located in the region of Andalusia that is dedicated to the manufacture of ecological *foie gras*, with a special respect to the animal, in this case the geese.

Eduardo Sousa and Diego Labourdette, founder and partner respectively of La Pateria de Sousa, after receiving recognition at the International Food Fair in Paris for the quality of their products and the production methods of their company, saw how demand for its ecological *foie gras* increased remarkably.

The company had maintained a rather reduced production, according to a very particular production system. Now, after nine years, managers must make a decision about the future of the company. They had to face a tradeoff between generating a short-term profitability or respecting their business vision, obtaining smaller, though stable, long-term profits.

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# Strategic Merger or Tax Inversion? The Role of Corporate Governance in Johnson Controls Merger with Tyco International

Maria Goranova, University of Wisconsin Milwaukee  
Ivan Rousev, Sofia, Bulgaria

## Synopsis

This case describes Johnson Controls' tax inversion merger with Tyco and the role of Johnson Controls' corporate governance - monitoring by board of directors and large shareholders, as well as incentive alignment mechanisms, such as executive compensation and ownership. At the time the deal was announced on January 25<sup>th</sup>, 2016, Alex Molinaroli has led Johnson Controls for two and a half years, with his tenure as CEO of the firm mired by negative publicity and controversy. The stated rationale for the merger was that the \$23 billion dollar corporation (stock market valuation) would realize synergies of \$500 million and \$450 million in tax savings over the three years following the deal.

The case encourages students to understand the heterogeneous and at times conflicting interests of the parties involved in a firm's corporate governance. Agency problems, as well as the ethical dimensions of strategic leadership are introduced with the background information on Molinaroli's term as a CEO of Johnson Controls, one of the world's most ethical companies according to Ethisphere Institute. Furthermore, the strategic implications of short-term v. long-term shareholder value are highlighted in the tensions between shareholders' and stakeholders' interests and how potential misbalance could affect the competitive position of the firm. The focus of this case study is to show the role of corporate governance mechanisms for mergers in general and corporate tax-inversions in particular.

## Teaching Objectives

The learning objectives are for students to understand the following:

- Corporate governance mechanisms, including monitoring by board of directors and large shareholders, and incentive alignment through executive compensation plans and ownership
- The conflicting interests of the parties involved in corporate governance
- Understand the mechanisms behind corporate mergers and how companies secure the approval of their shareholders
- The implications of corporate tax inversions for both shareholders and stakeholders
- The ethical implications of maximizing short-term shareholder value and executive wealth

By understanding these objectives, students can differentiate between check-the-box approaches to corporate governance and the strategic use of corporate governance, where long-term shareholder value maximization is aligned with optimizing the competitive position of the firm. By distinguishing between short-term and long-term implications for shareholder value, students will be able to improve their strategic decision-making.

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# Sustainability CoLab - Scaling Local Impact

Kevin McDermott, Wilfrid Laurier University  
Barry Colbert, Wilfrid Laurier University  
Elizabeth Kurucz, University of Guelph

## Case Objectives and Use

This case is intended for undergraduate or graduate level business courses. It is appropriate for courses examining non-profit management, social enterprise, leadership, cross-sector partnerships and business sustainability. This case was written to be a flexible tool to examine a variety of sustainability and non-profit management topics. The issues addressed in this case require decision making in the face of ambiguity; students should identify options that balance central control with local autonomy. The case could be analyzed using a traditional option/decision criteria analysis, or used as a prompt for discussion in a seminar or class.

## Case Synopsis

This teaching case, based on real people, organizations and events, describes a critical decision point in the creation of an organization called Sustainably CoLab in 2012. Mike Morrice, the founder of a successful social enterprise called Sustainable Waterloo Region (SWR) was faced with the challenge of scaling his organization up an out. SWR is an organization that brings together organizations from across societal sectors, including: government agencies; academia; for-profit businesses; and the non-profit sector, to facilitate the tracking and reduction of greenhouse gas emissions. After four years of operation, SWR was financially stable and had a good retention rate of fee-paying member organizations. Mike knew that the local conditions that exist in the Waterloo Region, might not be the same in the nearby communities in which he wants to grow. Scaling their environmental impact to new communities is also complicated by the fact that copycat organizations are appearing around the province. However, collectively harnessing these copycat organizations may be an opportunity to provide leadership.

With the experience that Mike has gained creating SWR, he has decided to create a new organization called Sustainability CoLab that will endeavor to scale the processes developed in the Waterloo Region into the rest of the country. Mike has to choose the appropriate model for his network of affiliate organizations around the province. Should Sustainability CoLab have a tight centrally controlled network model that may ensure consistency and quality between network affiliates, or should he provide local autonomy to each network affiliate so that they can best fit the needs of each community?

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# **Turbulence On The Runway: The Case Of UAL**

Vijaya Narapareddy, University of Denver  
Debapratim Purkayastha, IBS, Hyderabad, India  
Syeda M. Qumer, IBS, Hyderabad, India

## **Case Objectives and Use**

This case was developed for undergraduate, graduate, and executive courses in Strategic Management. Issues addressed in the case pertain to the responsibilities of an organization and allows to debate and discuss whether United Airlines fulfilled its responsibilities applying theoretical frameworks proposed by Milton Friedman and Archie Carroll. Thus, it is suitable for use in the Ethics and Social Responsibility module of strategic management courses. As a result of preparing and discussing this case, students will learn how to conduct a thorough analysis of the company, including its financial performance, and integrate multiple perspectives into the debate and dialogue of managing organizations and the realities of operating in a digital world.

## **Case Synopsis**

This case developed from primary and secondary sources starts with the recent incident that occurred on board United Airlines Flight in Chicago on April 9, 2017. Several YouTube video links included in the case and the teaching plan described in the teaching note allow instructors to create a lively and engaging discussion and debate in class. The financial statements presented in the case cover a five-year period, from 2012 through 2016. Industry and key competitor information allow students to develop a thorough picture of the competitive landscape necessary for evaluating the company's performance and arriving at answers to the key question posed by the protagonist in the case.

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# ENTREPRENEURSHIP, FAMILY, AND SMALL BUSINESS CASES

**Track Chair:** Mark Rice, Chair, Worcester Polytechnic Institute

**Track Co-Chair:** Gina O’Conner, Co-Chair, Rensselaer Polytechnic Institute

**Session Chairs:** Mark Rice, Worcester Polytechnic Institute, and Gina O’Conner, Rensselaer Polytechnic Institute

| Cases  | Authors  |
|--|--|
| Launching a Craft Cidery: High Quantity or High Quality?<br><b>Winner of the “Silver” Best Case Award for NACRA 2017</b> | Tierney Schipper<br>Kathryn Savage   |
| Reaching the Space with Zero2Infinity  | Lourdes Urriolagoitia<br>María José Parada   |
| Tariq Books: Responding to Changing Market Dynamics  | Nida A. Khan<br>Jami Moiz  |
| FANchise: Professional Football Disrupted?   | Paul Swiercz<br>Philip Rizk<br>Elias Economou  |
| Hylux Vitamin Enhanced Water: Finding Distribution   | John Friar<br>Cheryl Mitteness   |
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| Ingredients Delivered – Growing A Local Meal Kit Delivery Service  | Quintin Quevedo<br>Aaron Caughey<br>Jacob Evans<br>Joan Nordbrock<br>Sean Denning<br>Erin Pleggenkuhle-Miles |
| Should The Pushcart Cafe Push Forward?   | Danielle Clark   |
| Ready or Not<br><b>Winner of the NACRA Newcomer Award for the Best Case Written by a NACRA Newcomer</b>                  | Terry McGovern   |

# Launching a Craft Cidery: High Quantity or High Quality?

Tierney Schipper, Northern Arizona University  
Kathryn Savage, Northern Arizona University

## Case Objectives and Use

This case can be used in an undergraduate or graduate course in Entrepreneurship, Small Business Management or New Venture Planning. The case describes the preparation and planning for a craft cidery. The founders of the firm are confident in their ability to produce quality hard cider but questions still remain regarding the varieties of cider to be produced and the target market. After performing the case analysis, students should be able to:

- Apply the Timmons Model of Entrepreneurial Process in order to evaluate the fit of opportunity, resources, and team for a new venture.
- Understand the potential for successful competition in a “long-tail” niche market.
- Develop and evaluate alternative markets for a new product.
- Assess market fit to product design, promotion, distribution channels, and production plans.

## Case Synopsis

Brothers Cody and Kanin Routson have completed much of the work needed in preparation for the opening of their cidery. The planning process has been ongoing for over a year, and a stand-alone commercial kitchen on their parent’s ranch near Prescott, Arizona has been converted into a cider facility. To date, the cidery has been self-funded and the brothers plan to staff the operation themselves, in addition to maintaining their current careers. Given the brother’s scientific background and long-standing interest in historic apples and cider production, they were confident that they could produce a unique, high-quality, wine-type cider. However, interviews with other cidery owners and potential customers revealed a new set of issues. Several major decisions needed to be made before the first batch of cider was produced: Would a lower quality beer-type flavored cider be more popular than the premium wine-type cider? How would the type of cider affect production, distribution, and marketing plans? Were planned resources adequate for production and sale of both beer- and wine-type cider?

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# Reaching the Space with Zero2Infinity

Lourdes Urriolagoitia, ESADE Entrepreneurship Institute  
María José Parada, ESADE Business School

## Case Objectives and Use

The case was designed to be used by the end of the strategy I course taught at the BBA. Its purpose is that Students use the different concepts and strategy analysis tools they have learned along the course to answer two basic strategic choices: where to compete and how to compete.

In analyzing the case, students will face a complex decision making concerning the company's growth strategy: the tension between expanding several business units under the umbrella of the original core of the company or to change the core and concentrate in only one business unit.

## Case Synopsis

In 2009 José Mariano López Urdiales founded Zero2Infinity in Barcelona, Spain with the aim of making easy the access to space for the humanity. Zero2Infinity was created to design and operate stratospheric balloons carrying a pressurized capsule for passengers and pilots to the stratosphere. From 2009 to 2012 López-Urdiales and his team made several tests and continued improving the balloon technology, however, in 2012 they had spent most of the money and they lost their sole client. Instead of giving up, they managed to start generating cash flow immediately by lifting payloads as a space transportation service for an array of clients. Eventually, investors provided new funds that Zero2Infinity used entirely to continue developing Bloon as the transportation services became a self-sustained line of business.

By 2015, the company saw a window opportunity to use its stratospheric balloon within a rising new market, the microsatellite stratospheric launching sector. From that moment, most of the money and time were devoted to Bloostar, a dedicated orbital launcher to put micro satellites into low Earth orbit and Marc Rovira led this new line of business. It was expected that Bloon would start commercial flights by 2020 and Bloostar by 2019. Meanwhile, they had to support both projects' development and they were aware they would need to look for new investors by the beginning of 2017.

In 2017, Marc was convinced that ending Bloon would achieve an improvement focus in Bloostar and would accelerate the growth of Zero2Infinity. López-Urdiales was not sure that ending Bloon was the best option. He considered it was the perfect moment to anticipate competition and capture market share.

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# **Tariq Books: Responding to Changing Market Dynamics**

Jami Moiz, Institute of Business Administration - Karachi  
Nida Aslam Khan, Institute of Business Administration - Karachi

## **Case Objectives and Use**

### **Synopsis**

This is a work-in-progress teaching case along with a teaching note. Tariq Books is the leading bookstore in the city of Karachi, Pakistan – faced by the crisis of changing demographics and changing industry trends. These changing trends had impacted the revenue streams of the business, which had gradually seen a loss in its market leadership. The visionary CEO of the bookstore revamped the business brand after evaluating different strategic alternatives – and fueled it forward for future growth and expansion – based on strong market insights, consumer behavior and needs of the time

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# FANchise: Professional Football Disrupted?

Paul Swiercz, George Washington University  
Philip Rizk, George Washington University  
Elias Economou, George Washington University

## Case Objectives and Use

Target Audience: graduate and undergraduate business students, investors, sports management

## Case Synopsis

In 2015 the Salt Lake Screaming Eagles became 10th team to join the US Indoor Football League (IFL). While the announcement received a level of attention consistent with the regional and modest financial status of the league, the founding entrepreneurs were aiming for far more recognition. It wasn't just about adding a new team. In fact, according to Sohrob C. Farudi CEO of Project FANchise, "The big idea is a fan-run league." In other words, he and his fellow entrepreneurs set out to disrupt the world of professional sports like Uber in the taxi industry and Airbnb in the hotel industry.

The FANchise business model had been in place for two seasons. It was time for the executive team to reflect on lessons learned in preparation for calling right plays in the quarters ahead.

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# **Hylux Vitamin Enhanced Water: Finding Distribution**

John H. Friar, Northeastern University  
Cheryl Mitteness, Northeastern University

## **Case Objectives and Use**

The case is designed to be used in entrepreneurship courses at both the undergraduate and graduate levels. We specifically use the case in our Entrepreneurial Marketing course, but it would also fit into any course on startups. The main topic that the case covers is the challenge of breaking into distribution as a startup. It typically takes a startup several years to break into widespread distribution, and the case provides a vehicle to discuss the distribution progression steps: self distribution and selling over the internet, small distributors, regional distributors, to eventually national distributors. The case also allows discussion of the interaction between segmentation and distribution in that a choice for Lamar was whether to go after health clubs (that do not have distributors) or retailers (that put him in direct competition with major brands). A third topic is successfully breaking into distribution also requires a major organizational change to scale quickly.

## **Case Synopsis**

Lamar Letts, an undergraduate student at Northeastern University in Boston, had developed a vitamin water drink in response to his own needs as a high school student athlete in Brooklyn, NY. Lamar developed heart disease and, after recovery, could not use the vitamin waters that were on the market. He developed a better tasting, lower calorie alternative. The challenge he had been facing for the last couple of years was how to break into distribution. One of the toughest challenges for an entrepreneur with a new product was trying to get retail shelf space. Lamar had been successful in getting his product on the shelf in several retail outlets that he could service directly himself. What he was having difficulty with, however, was finding wholesalers that could expand his distribution. He was in a catch-22, retailers were not interested until he had wholesalers, while wholesalers were uninterested until he had retail traction. In 2017, Lamar had finally found a midlevel wholesaler who was interested in carrying his product. Lamar realized that if he did sign with the wholesaler that he would need to scale his company quickly, which most likely would require raising money. Lamar had to decide whether he was ready to change his organization to take advantage of his multiyear effort to find wholesalers.

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# **Russian River Brewing Company in 2016: Will Pliny the Younger ever Grow Old?**

Armand Gilinsky, Sonoma State University (faculty supervisor)  
Sergio Canavati, Sonoma State University (faculty supervisor)  
Jeffrey Young, Sonoma State University (student author)

## **Case Objectives and Use**

The case provides students with an opportunity to consider the co-founders' long-term goals for their company, while developing strategies to meet the challenges of expansion and growth that loom in the interim. Through this case study students can:

1. Identify the key forces in a company's task environment.
2. Evaluate the internal resources and capabilities of a small business that are or could provide it with a sustainable competitive advantage.
3. Apply strategic management concepts such as five-force analysis, VRIO analysis, and financial ratio analysis.
4. Develop a range of strategic options for a company based on the above.
5. Select and defend a recommended strategy for a small business.

## **Synopsis**

Russian River Brewing Company's copreneurs Vinnie and Natalie Cilurzo grew their business into one of the most successful craft breweries in Sonoma County from 2004 to 2014, increased its production fourfold, and won multiple award for the quality of their beers, in particular its cult brand, Pliny the Younger. By 2015, the Cilurzos were able to use internally generated cash flows to pay off all outstanding debt and purchase 100 percent of the business. In early 2016, the Cilurzos pondered their options, which included building a brand new brewing plant and brewpub in a new location, which carried an estimated cost of \$30 – \$40 million. It became increasingly evident to the Cilurzos that RRBC's existing production and consumer retail infrastructure were insufficient to meet increased market demand. Natalie Cilurzo wondered if RRBC had needed information systems and human resource management in place to cope with expansion. Vinnie, who was a proponent of expansion, still expressed reservations about the impact of large-scale production on consumer perceptions of the quality and value of RRBC's beers.

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# Ingredients Delivered – Growing A Local Meal Kit Delivery Service

Erin G. Pleggenkuhle-Miles, Associate Professor, University of Nebraska Omaha (faculty supervisor)  
Quintin Quevedo, University of Nebraska Omaha (student author)  
Aaron Caughey, University of Nebraska Omaha (student author)  
Jacob Evans, University of Nebraska Omaha (student author)  
Joan Nordbrock, University of Nebraska Omaha (student author)  
Sean Denning, University of Nebraska Omaha (student author)

## Case Synopsis

*“Time is the most valuable thing a man can spend” – Theophrastus*

Ingredients Delivered was founded to serve middle class working parents, elderly, and other time poor individuals interested in cooking at home while improving their diet, eliminating waste, and saving time.

Ingredients Delivered was formed for the purpose of owning and operating a meal preparation kit company in Omaha, NE. Customers would choose three meals from a selection of six meals on a weekly basis, and the premeasured and prepared ingredients with recipes were delivered to their subscribers’ homes. The ingredients were fresh and free of preservatives. Food was packaged with re-usable bags and ice packs that customers were instructed to return each week.

Sales in 2015 totaled just over \$62,000 with a net loss of \$59,000. In 2016, sales grew nearly 250% to \$216,000, but the company still netted a loss of \$16,000 for the year. In January 2017, things were starting to look up for Ingredients Delivered. Diane had raised prices by roughly a third with no immediate backlash from customers, and January sales jumped to \$27,000 (a 17% increase from December 2016 and a 119% increase from January 2016). After two full years of operations, though, Diane and her husband had grown tired of being the only investors in the relatively cash-poor company. They had several ideas about how to continue growing the business but weren’t sure which steps to take next.

As the Sousleys started Ingredients Delivered in 2014, other meal kit companies were popping up across the country, and by 2017, the national industry appeared to be approaching saturation. Over 150 companies had been created since 2012 to vie for share of a national market estimated at \$1.5 billion. Although some company names were becoming more commonly known (such as Blue Apron), none of the businesses had become particularly dominant. With so many options to choose from, many customers sampled more than one. As a result of the competition (and probably also high shipping costs associated with perishable goods), the meal kit industry had not yet become profitable at the close of 2016 (Whitten, 2016) despite significant growth – 311% since 2014 (Cardlytics). With Blue Apron’s announcement of an IPO and Amazon announcing its acquisition of Whole Foods for \$13.4 billion, the industry was staged for significant changes.

Diane had several ideas about how to grow the company, including adding an option for customers to pick up their orders, expanding delivery areas in Lincoln, franchising, and conducting marketing. In any course of action, Diane expressed her desire for a conservative business strategy emphasizing steady slow and steady growth. Her overarching goals for the company were to provide a career opportunity for her daughter and help families eat at home.

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# Should The Pushcart Cafe Push Forward?

Danielle Clark (student author), University of South Florida  
Janis Gogan (faculty supervisor), Bentley University

## Case Objectives and Use

**Intended Courses:** Undergraduate Entrepreneurship

### **Learning Objectives**

- Identify and evaluate multiple facets of a complex business/life decision
- Identify and analyze stakeholders varied interests and influence.
- Recognize risks associated with running a small family business, including recognizing that unplanned adverse events can occur at any time
- Understand the importance of having a clear picture of your financials to make educated business decisions
- Illustrate the importance of identifying legacy, ethical, health, family, financial, economic, community, and future components when making a decision.
- Discuss how our health, pride, self-actualization needs, biases, strengths, family and upbringing can impact our decision-making abilities

## Case Synopsis

This case puts the student in Paul Tucceri's shoes – A 64-year-old founder and business owner of a beloved family owned award-winning restaurant, The Pushcart Café, in Tewksbury Massachusetts. It's January 2016, and his restaurant has been closed for four months, following a distressing grease fire in August 2015. He is now faced with the hardest decision of his life - Should he sell his business of over 30 years or invest time and energy into rebuilding it?

In this case, Tucceri's many deliberations such as his family's long-term wellbeing, health and legacy are explored along with likely long-term prospects for The Pushcart Café given economic, political and community trends. Among many other factors, Tucceri needs to take into account:

- He suffered a heart attack that necessitated triple bypass surgery in July 2015, just two months before the fire.
- The insurance company settlement was not as generous as he had anticipated.
- The long-term business growth potential for The Pushcart Café is strong, given growth in demand for fast casual dining, coupled with a strong local economy.
- His other business, Tucceri Granite Restoration has been successful and continues to grow.
- His son wants him to rebuild the restaurant, but his wife prefers he sell it.

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# Ready or Not

Terry McGovern under the supervision of Bentley University Professor Janis L. Gogan

## Case Objectives and Use

Ideally, an instructor presents this case with two different versions. The first is given to ½ the class, for them to address the situation from Skip's perspective, the second version goes to the other half of a class, and it centers on Nikki's perspective. These dual perspectives should create rich discussions regarding the issues surrounding succession planning in a 5<sup>th</sup> generation business.

Skip Breitbach Feeds is a typical example of what is happening to family businesses across the United States. The fact that it is a small business is a consideration. However, the issues are such that they apply to any size family business dealing with executive changes. The challenges of that come with the end of career retirement planning when to manage up, how to develop the next management team, whether to sell a business, when to retire, how to successfully transition, and develop into an executive combine with the complexity created by familial relationships to make this a sophisticated case for analysis and discussion.

## Case Synopsis

These two cases describe how Skip Breitbach Feeds, a small family owned-operated farming feed store located in Balltown, Iowa, along the Mississippi River, is managing leadership succession. Research shows that 40% of family run businesses have been experiencing executive changeover since 2012 with so many Baby Boomers reaching traditional retirement age. Family run businesses rarely remain in the family beyond the third generation with only 3% reaching the 4<sup>th</sup> generation.

Skip Breitbach, the owner, and CEO of the store is nearly 62 years old. He was required to take over the business on short-notice after his father suffered a stroke in 1985. This company has been managed and owned by the same family since 1861. Nikki, his 33-year old daughter, is expected to take over in the coming years, she will be the 6<sup>th</sup> generation to run the store. Nikki works for a regional financial services firm as an accounts manager; she works for the family business on weekends. The business is doing well with annual sales revenue of more than \$1M and solid growth in secondary revenue streams including organic farm supplies, antiques, and dried flowers.

Skip is facing a retirement, keep or sell, and succession issues. He is not sure about retirement. How does he decide whether to sell to a third party or transition to his daughter? If he transitions to his daughter, how does he do this in a way that minimizes tax penalties? How does he decide when she is ready to take over and when he is ready to leave?

For Nikki, the case is about executive development and transition. How does she develop herself into the leader of the business? What does she need to know about succession in family-run businesses? The pitfalls? The steps necessary for a successful transition?

Does it make sense to sell or transfer the business to a family member or is it time to sell to a 3<sup>rd</sup> party? Given the volatile business environment, the feed store model may face significant challenges in the coming decades warranting a sell-high strategy. If they decide to keep the business in the family, what needs to be done with the business to give it the best opportunity to provide for future generations?

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# MARKETING, AND INTERNATIONAL BUSINESS CASES

**Track Chair:** Javier Silva, Chair, IAE Business School

**Track Co-Chair:** Josep Franch, Co-Chair, ESADE

**Session Chairs:** Javier Silva, IAE Business School, and Erik Dolansky, Brock University

| Cases  | Authors  |
|--|--|
| Kanti Medicals: Prioritizing Customer Segments   | Priyavrat Sanyal<br>Tuhin Sengupta                     |
| Mexico: Building A Country Brand   | Silvia Cacho-Elizondo                                  |
| ESSEN: Cooking Is Good for You<br><b>Winner of the “Gold” Best Case Award for NACRA 2017</b> | Javier Silva<br>Gustavo Calatrava                      |
| Elzra Corp.<br><b>Winner of the “Bronze” Best Case Award for NACRA 2017</b>                  | Eric Dolansky  |
| The Dilemma Down Under   | Michael Ricco<br>Patrik Hultberg                       |
| Rethinking Quattro’s Business Strategy   | Grishma Shah<br>Srinivas Rao Pingali<br>Janet Rovenpor |
| Fancam: International Sales Structure  | Michael Goldman<br>Maximillian Duran                   |
| Island Grill revisits International Expansion  | Rosalee Sawyers<br>Atherine Lee                        |

# Kanti Medicals: Prioritizing Customer Segments

Priyavrat Sanyal, Indian Institute of Management Indore (Student Author)

Tuhin Sengupta, Indian Institute of Management Indore (Student Author)

## Case Objectives and Use

The case is developed to help participants (i) understand the concept of customer lifetime value (ii) appreciate the conditions under which measurement of customer lifetime value proves to be a significant marketing metric for enhancing firm value (iii) assess how customer lifetime value impacts the customer acquisition strategies of a firm (iv) evaluate various resource allocation strategies based on customer lifetime value.

The case could be used in a session dealing with “Service Marketing”, “Retailing”, “Health Care Marketing”, and “Marketing Analytics” as elective courses for participants who are enrolled in a MBA (including Executive MBA) program or post graduate programme in management.

## Case Synopsis

In April 2017, Anupam Rathore, the owner of Kanti Medicals, a retail drug store in Lucknow, India, was faced with a pressing problem. Kanti Medicals was formed with the objective of providing medicines to its nearby locality. With more and more retail drug store being opened in nearby locality, it was important to understand that not all customer segments can be targeted with equal priority. It was therefore in the interest of Anupam Rathore to decide and evaluate the expected returns for specific customer segments over a given period of time given its operational margins and acquisition costs. Given his constraints, Anupam Rathore had to decide which customer segments are more important and as a result, allocate more resources to such segments with the objective of earning higher returns.

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# Mexico: Building a Country Brand

Silvia Cacho-Elizondo, IPADE Business School

## Case Objectives and Use

This case provides an opportunity to evaluate different strategic factors that influence decision-makers when creating a country brand that is able to withstand today's competitive global context.

Building a brand is not easy work. It becomes even more difficult when dealing with short term crises and constant pressure from a neighbor country like the United States, which can have great influence on your country brand image.

We recommend using this case as part of marketing strategy courses or international marketing seminars. It can also be appropriate for programs that analyze brand creation and brand positioning as well as segmentation strategies.

## Case Synopsis

On April 1, 2013, Director of the Mexico Tourism Board (MTB) Rodolfo López Negrete received the first United Nations World Tourism Organization (UNWTO) reports on industry performance for 2012. When he turned to the rankings of most visited countries, he was surprised. He could not understand why Mexico had lost the tenth-place ranking it held in 2011.

Possessing so many positive attributes, Rodolfo was at a loss as to why Mexico had dropped in the rankings. The country had fallen from tenth place in 2011 with 23.4 million visitors, to thirteenth in 2012, surprisingly with the same number of visitors. The Top 10 had shifted.

López Negrete predicted a drop in position in the 2013 ranking given the great effort being taken on the part of Asian countries. As a Mexican and the director of the MTB, he knew it was up to his team to redesign their strategy to keep up with Eastern competition and recover his country's reputation as one of the best travel destinations in the world. The plan's objective was to place Mexico back in the Top 10 in the next ranking, and place more emphasis on economic windfall over volume of visitors. Moreover, López Negrete thought not only about promoting the concepts of Sun and Beach, but also extending efforts to the five areas the Secretary of Tourism (SECTUR) had emphasized earlier that year: a) Culture, b) Adventure, c) Romance, d) Gastronomy and e) Convention Tourism. López Negrete and his team had to produce a three-year plan that was immune to crises brought by bad weather or foreign policy issues, and a ten-year plan that could catapult Mexico as the leader of the second tier of the Top 10 most-visited countries. They knew it would be challenging, but they were fully motivated by the prospect of sharing Mexico's riches with the entire world and shedding the perception of insecurity and violence related to drug trafficking plaguing the country between 2010 and 2012.

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# ESSEN: Cooking Is Good for You

Javier J. O. Silva – IAE Business School  
Gustavo Calatrava – IAE Business School

## Case Objectives and Use

This case intends to expose students to the complexities of managing a channel strategy in light of technological disruptions, introducing changes to avoid/mitigate conflicts. Its scenario enables students to analyze several aspects associated with marketing strategies –specifically, the development of a direct sales strategy in an emerging market, with motivational, social and economic goals pursued simultaneously. By analyzing this case, students will learn to:

- (1) Explore the impact of new technologies on channel management, specifically incorporating notions on omni- and multi-channel schemes, as well as on the purchase funnel.
- (2) Get a better grasp of the challenges presented by a need for organizational changes to respond to environmental conditions.
- (3) Understand the value added of experience-based services via several channels concerning consumers' behavior and their ties to the brand.
- (4) Manage conflicts among channels.
- (5) Know more about direct sales systems and their characteristics.
- (6) Assess the balance between a company's sustainability and its social responsibility as employer.

This case has been developed for MBA programs and executive programs, with a view to contributing to core marketing courses that address distribution channel strategies and access management practices. This case will also prove useful for courses on marketing strategy, direct sales management, and digital transformation, as well as for undergraduate programs.

## Case Synopsis

In March 2016, Wilder Yasci, Jr., Chief Marketing Officer (CMO) at ESSEN, Argentina's leading aluminum cookware manufacturer, with a direct sales scheme and a 70% household penetration, faced a dilemma: the company needed to choose whether to start streamlining consumers' access to its products online or not. As CMO, he wanted to start with specific initiatives to revamp ESSEN's distribution system, shifting from a single-channel to a multi- or omni-channel scheme. To this end, he needed to carefully consider the statements made at the latest family-business board meeting, chaired by his father, and to delve deeper in the analysis of the information prepared by his "online" team.

To make matters worse, the company's leading freelance sales representative, who oversaw 15% of ESSEN's sales force, had clearly stated that she would walk out if she "saw a shopping cart in the company's website." Meanwhile, sales reps used a number of channels to reach out to consumers, who largely belonged to low-income segments, despite the fact that the company did not support these methods. Wilder, Jr. knew that the company's severe crises and growth sprouts had come about as a result of distribution system changes. Some had proven fruitful, while others had not, but they had all required strong efforts and had caused heated debates at management team meetings as well as hardship. The time had come for a new change, but how should it unfold, and how should the company roll it out across its 13,000-member sales network?

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# **Elzra Corp.**

Eric Dolansky, Brock University

## **Case Objectives and Use**

This case is designed for either the distribution component of a general marketing course (e.g. Introduction to Marketing, a capstone Marketing Strategy course) or at the beginning of a dedicated distribution or channels course. It is intended for an undergraduate audience. The primary focus of the case is on distribution, in particular the value added by different members of the distribution chain and distribution channel decision-making. There are qualitative and quantitative components to the case.

In sum, the key learning objectives for this case are:

- Understanding the value provided by distributors, and the costs they incur;
- Examining the relative value each member of the distribution chain brings to bear;
- Calculating the costs (and/or revenue forgone) when using distributors;
- Incorporating distribution as a component of an overall marketing plan;
- Making distribution decisions and the tradeoffs involved.

## **Case Synopsis**

In August 2016 Aron West, owner and creative director of board game publisher Elzra, was deciding whether or not to part ways with Impressions, his distributor. West had a hit product with his game Catacombs and its spinoff games, and had recently concluded a very successful crowdfunding campaign. West was starting to believe that he was in a position to move on from Impressions, which specialized in small publishers with few products. Impressions acted as an extra layer of distribution between major distributors and small companies that may not have been worth the larger distributors' time. For their services, Impressions took 18% of the end price of the product, almost as much as Elzra's own 22% cut.

The decision was also relevant because Elzra and Aron West had experienced some difficulty regarding which sales Impressions had a legitimate claim to, and the lack of flexibility exhibited by Impressions' president, Aldo Ghiozzi. West had been preparing for life after Impressions by training his operations manager to handle some of the distribution tasks, forging relationships with larger distributors, and developing company infrastructure. On one hand, Impressions was demanding, expensive, and Elzra may have outgrown it. On the other hand, working with Impressions, according to West, made everything easy.

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# **The Dilemma Down Under**

Michael E. Ricco, Grand Valley State University - Robert C Pew Grand Rapids Campus  
Patrik Hultberg, Kalamazoo College

## **Case Objectives and Use**

1. Analyze and reinforce the effective negotiation process by identifying issues and their priorities, target points, reservation points, BATNA, opening bids, etc.
2. Evaluate how international market entry mode decisions are intertwined with negotiation strategies.
3. Provide a realistic negotiation scenario that allows individuals or teams to generate mutually beneficial solutions in international negotiations.

Students in any class related to negotiation, or international management/strategy courses where it is desired to apply market entry mode decisions or a strategic alliance focus, along with the negotiations and business decisions /considerations that may go with them.

## **Case Synopsis**

The Dilemma Down Under is a two-party distributive negotiation with integrative potential. A large airline, Transpacific Airlines (TPA), created an internal tour operator brand named Trans Pacific Vacations (TPV) as a separate profit center. Although profitable, the airline has now decided to create a licensing agreement with a tour operator specialist in order to grow the brand globally without the operating responsibility and costs associated with internal control. To date TPA has outsourced and licensed its brand to Global Tour Services (GTS) to own and operate the airline's branded tour company, named TransPacific Vacations (TPV).

In addition, GTS hired Mark Edwards from TPA to run its international development and Mr. Edwards has successfully established a branded operation in the UK. At this point, Mr. Edwards is getting ready to negotiate a deal to take over the internal tour operator of TPA-Australia, which is currently named Transpacific Holidays (TPH). TPH is run by a team of TPA employees organized as a tour operations team, lead by Ellen Mumphries, but controlled by the TPA Country Manager of Australia, Elizabeth Bentley. The case involves the negotiation between Mr. Edwards, representative of GTS, and Ms. Bentley, representative of TPA Australia.

The Dilemma Down Under case provides students with an opportunity to engage in a multi-issue distributive negotiation with integrative potential. The exercise helps students understand the value of planning and preparation, understanding and using one's BATNA, identifying and using target and reservation points, as well as seeking out integrative possibilities to overcome apparent conflicts. Additionally, the case is very applicable to international business courses while addressing market entry mode decisions that inherently involve negotiations. This exercise is best used after students have encountered less complex negotiation exercises in negotiations courses, or after the market entry mode subject has been introduced in the course.

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# Rethinking Quattro's Business Strategy

Grishma Shah, Manhattan College  
Srinivas Rao Pingali, Quattro Business Solutions  
Janet Rovenpor, Manhattan College

## Case Objectives and Use

The case will be valuable in generating discussion on how to assess a firm competitive advantage and further develop new and innovative strategies to sustain growth long term. The case will help students: 1. Understand a firm's Business Process Outsourcing (BPO) model and how it serves Small and Medium enterprises in the United States, 2. How the firm has developed a competitive advantage using a Blue Ocean Strategy in identifying its clients and, 3. It will also allow students to identify the strengths and weakness of the current strategy in order to brainstorm innovative solutions that will result in higher growth rates. This case is appropriate for advanced undergraduate and MBA courses. It can be used in an undergraduate Strategic or International Management course or MBA courses on International Business Strategy and/or Advanced Strategic Management. We have outlined the case questions for use in both undergraduate and graduate classes. We find that MBA level classes maybe more equipped to have a more nuanced discussion about the firm's business and technological strengths, the global business climate at the time and opportunities for growth.

## Case Synopsis

*David Paul*, President of Quattro Business Support Services was the leader of Quattro's largest business unit, offering a range of Small and Medium Business (SMB) specific services to mid-market clients across the United States. Notwithstanding challenges, targeting SMBs and having a business model that focused on customized access to functions had worked remarkably well thus far. However, companies focusing on providing services to large enterprises were growing at significantly higher rates than QBSS. Consequently, David was concerned and keen on reassessing the growth strategy for QBBS. David had invited his Market Development Team to a two day brainstorming session in which he hoped to get insight into how QBBS could meet next year's growth targets.

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# **Fancam: International Sales Structure**

Michael M. Goldman, University of San Francisco & University of Pretoria  
Maximillian Duran, University of San Francisco

## **Case Objectives and Use**

The case is best suited to a graduate-level sales, business development, or marketing course. It can also be used in an executive education program, where the focus would be more on the strategic implications of the international sales structure decisions. Although focused on management decision-making, the case could be used in an undergraduate-level business course, where the focus would be more on understanding the role of resellers and channel commissions.

By the end of this case study, students will be able to:

1. Evaluate the risks and benefits of reseller exclusivity.
2. Critique and develop a reseller commission structure appropriate to a growing international business.
3. Identify the implications of international sales structure decisions on the positioning of a product.
4. Compare a reseller channel versus a direct to client channel in an international business-to-business context.

## **Case Synopsis**

The Fancam case study is primarily set in the U.S. and South African sports industry at the end of 2014. The case analyses the establishment and initial development of this four-year-old high-definition 360-degree crowd image business. Fancam's initial growth had been driven in part by its network of resellers around the world, although the structure and incentives of the reseller channel was becoming too difficult for the business to manage. By the end of 2014, Tinus le Roux, one of the founders of Fancam and its CEO, was considering how to fix the firm's international sales structure. Le Roux was examining whether to use, and how to manage, reseller exclusivity agreements, how to improve a multi-faceted sales incentive structure, whether to replace resellers with an in-house sales-force, and what role these decisions would have on the positioning of his product.

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# Island Grill revisits International Expansion

Rosalee Sawyers, University of Technology, Jamaica  
Atherine Lee, University of Technology, Jamaica

## Case Objectives and Use

This case is suitable for students at the undergraduate level and is applicable to the following modules:

- Strategic Management
- International Business

It provides students with the opportunity to think about local and international expansion, and the challenges associated with such decisions. The aim of the case is to help students to recognize the challenges associated with expanding into foreign markets and/ grow and develop workable strategies for local and international businesses. The objectives are:

- Explain what is international business and discuss why firms internationalize
- Explain how international business differs from domestic business
- Evaluate and articulate the challenges and opportunities that firms will encounter when considering international versus local expansion
- Discuss the appropriate entry mode for organisations considering expanding into foreign markets
- Formulate appropriate strategy for both local and international expansion

One of the greatest challenges faced by many companies in the 21st is to decide on an appropriate growth Strategy. This is where firms sometimes consider venturing into foreign markets and or grow locally. . This case discusses the challenges that Jamaican based Island Grill faced when it entered the United States market, the lessons learnt from this unsuccessful entry, and will give students an opportunity to explore analyse the different options now available to Island Grill for further expansion.

## Case Synopsis

Island Grill had taken a popular “street food” (jerk/pan chicken) and changed the Jamaican food landscape by successfully bringing it into a Quick Service Restaurant (QSR) environment - the journey to establish the first indigenous Jerk Chicken QSR chain. Island stood tall amongst international giants such as KFC and Burger King. An attempt was made to replicate the concept in Florida, but was unsuccessful because of, among other things, economic downturn in the US after the 911 Terrorist Attacks. The company therefore decided to focus instead on Jamaica, expand and strengthen its home base which it felt was not yet saturated.

Having celebrated its 25<sup>th</sup> Anniversary in 2016 Lyn the CEO and her management team now consider whether to grow same store sales, partner with an International Service Station chain, and or expand in the Caribbean, USA/Canada/UK where there is a huge Jamaican diaspora who support Island. Are these options mutually exclusive?

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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 2017 Conference, Chicago, IL, October 19-21, 2017. © 2017 by Rosalee sawyers and Atherine Lee. Contact person: Rosalee Sawyers, University of Technology, Jamaica; 876-927-1680; rsawyers@utech.edu.jm.

# ORGANIZATIONAL BEHAVIOR, AND HUMAN RESOURCES CASES

**Track Chair:** Margaret Lucero, Chair, Texas A&M University at Corpus Christi

**Track Co-Chair:** Karen Boroff, Co-Chair, Dean Emeritus, Seton Hall University

**Session Chair:** Margaret Lucero, Texas A&M University at Corpus Christi

| Cases  | Authors                             |
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| A Leader's Religious Transformation and its Impact on Organizational Culture | Abigail Schneider<br>Cheri Young    |
| Diversity Challenges in a "Busy" Grocery Store                               | Margaret Lucero<br>Robert Allen     |
| Some Days You Cannot Win   | Susan Peters<br>Sonia Toson         |
| Spring Forward or Fall Back  | Muhammad Abdur Rahman Malik         |
| The RA Group: A Change Too Sudden?   | Akriti Verma<br>Rahul Chandra Sheel |

# A Leader's Religious Transformation and its Impact on Organizational Culture

Abigail B. Schneider, Ph.D., Regis University  
Cheri A. Young, Ph.D., University of Denver

## Case Objectives and Use

The president of L & R Pallet undergoes a religious transformation and decides to change from a traditional authoritative leader to a servant leader. In doing so, however, he experiences some negative, unintended consequences which provide the basis for addressing issues involving leadership and trust; organizational culture; change management; turnover costs and investments in human capital; national culture and intercultural relations; and religion/spirituality in the workplace. This case encourages upper-level undergraduate and graduate students in human resources, management, or organizational behavior courses to: (1) diagnose how a leader's behaviors and organizational culture contribute to employee attraction and retention; (2) identify the obstacles that can occur when changing an organization's culture and decide how best to proceed forward with a new vision of human capital management; and (3) reflect on the role of religion in the workplace so as to identify their own ethics and values regarding the subject.

## Case Synopsis

The case presents a decision facing James Ruder, the 44-year-old president of L & R Pallet, a pallet manufacturing company in Denver, Colorado. Founded by Ruder's parents, Larry and Dorris, L & R manufactured new, and repaired used, wooden pallets. Two decades after the company's founding, Larry started to transition ownership over to his son, James, who then grew the business into a multimillion-dollar enterprise with dozens of employees. Although Ruder faced chronic turnover and staffing challenges, he managed to keep the company afloat and even grew the company to become the largest pallet manufacturer in the Rocky Mountain region. By 2013, however, after 39 years as a family business, L & R Pallet was facing dire staffing and financial difficulties, and Ruder questioned his ability to make the corrections necessary to run the business. Suffering losses from the 2008-2009 financial crisis and crumbling under an \$500,000 embezzlement scandal on top of a 300-percent employee turnover rate, L & R Pallet was unable to staff and turn a profit. Ruder was convinced it was just a matter of time before the company closed its doors. However, after taking a mission trip to Peru and hearing God's message to "love on" his employees, Ruder got a call from his local refugee resettlement agency and decided to hire seven refugees from Burma in a desperate attempt to find an alternative source of labor. Within a week, the Burmese employees were outperforming his other workers, some of whom were, according to Ruder, "gang bangers and drug addicts." The Burmese workers showed up early and never attempted to take breaks when they thought the boss was not looking. Thinking he had found the solution to his employee problems, Ruder threw open the flood gates and hired an additional 18 refugees. Within several weeks, though, he found that he had a real mess on his hands with the refugees getting injured, some of his Mexican workers calling him a "Mexican hater," and the rest of his staff resenting the attention he was showering on the refugees. Hiring the additional refugees was not the "magic bullet" he thought it would be. Instead of solving his problems, it caused additional challenges. Ruder needed to determine how to handle the growing tension within his company's culture as well as find the necessary human capital to run his business.

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# Diversity Challenges in a "Busy" Grocery Store

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

## Case Objectives and Use

This case is intended for use in undergraduate courses in human resource management, as well as other courses such as an introduction to management and organizational behavior that commonly include material concerned with workforce diversity issues. This case places emphasis on the communication problems that can arise due to culture and language differences between employees and managers. It also highlights how stress can adversely affect the communications process. The teaching objectives are:

- Identify the benefits and challenges associated with an organization's development of a diversified workforce.
- Explore cultural differences and examine potential impact in the workplace.
- Evaluate a decision to terminate an employee because of problems attributable to challenges that can arise in a diversified workplace.
- Recommend a list of "best practices" around which an effective diversity management program could be developed.
- Apply the communications model to show how culture-based and language differences can impede effective communications.

## Case Synopsis

This case involving the "busy" chef examines some of the challenges that can arise in organizations due to cultural and language differences among employees. Mr. Bao Nguyen worked as a chef in a Chinese restaurant that was part of the delicatessen area of a large grocery store. He spoke Vietnamese as his native language and was conversant in Mandarin Chinese but his English language skills were very limited. The situation involving Mr. Nguyen's termination for insubordination arose during an unusually busy lunchtime rush period. Although the kitchen usually employed two chefs during the lunchtime rush, he was working alone on this especially busy day. The food line in the restaurant had run low on some of the main food dishes due to high demand. Despite having worked non-stop for almost five hours, he delayed taking a break in order to begin preparing a batch of orange chicken. At about this time, Ms. Gretchen Richter, the store's deli manager and Mr. Nguyen's direct supervisor, noticed the shortage of food items available for sale and asked him to prepare more orange chicken, sesame chicken, and fried rice. Given his very limited English language skills, Mr. Nguyen's response came out as "break time," "maybe, maybe not" "me no got time," and "busy, busy." Ms. Richter did not understand what he was trying to say so she told him again to make more food in a louder voice while wagging her finger at him. This confused and upset Mr. Nguyen because he had already started making more food. His failure to follow his supervisor's orders led to his termination for insubordination. This case highlights some of the challenges associated with managing a diversified workforce. The analysis of the case focuses on the causes of the conflict and the manager's role in supervising workers with unfamiliar language and cultural expectations.

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# Some Days You Cannot Win

Susan D. Peters, Francis Marion University  
Sonia J. Toson, Kennesaw State University

## Case Objectives and Use

### Case Synopsis

Edita Erickson is passed over repeatedly for positions she believes she is qualified to fill. The HR director tells her is lack of international experience – something Edita gains at great personal cost – but gets passed over for the “perfect fit” job by someone less qualified and without the international experience. Is it because she is a woman?

This case is disguised – names, industry, some of the less pertinent facts. One of the authors knows the protagonist and the firm. The case gives the facts, but does leave some aspects unanswered, better to create class discussion.

The case is appropriate for a Human Resources Management or an introductory management class. With judicious choice of questions asked, this case could be used for other classes where potential discrimination is the topic – gender studies, sociology, business law.

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# Spring Forward or Fall Back

M. Abdur Rahman Malik, Lahore University of Management Sciences, Pakistan

## Case Objectives and Use

### Synopsis

Several organizations have implemented - and several others are currently implementing - changes in their performance management systems. The shift in policies guiding these changes have been from subjective to objective, from absolute to relative, from low to high transparency and from low differentiation among employees to high differentiation<sup>1</sup>. These changes are considered to be beneficial for organizations, as systems based on these practices are believed to motivate employees to put in more effort. Most of existing cases - in HRM literature - that have captured these changes have done so from the perspective of organizations and systems. This case intended to describe such a change from the perspective of a star employee, who considered himself to be better-off before the changes were implemented.

Amir, the Printing head at Print Line Limited (PL) – one of the largest printing and packaging firm in Pakistan - has been a star performer throughout his six year career at PL. The appraisal system at PL was not linked with compensation system, which in turn was very subjective and based on managers' discretion. Salary increase and promotion decisions were based on general impression of employees, resulting in inconsistencies across business units and favoritism. Sara - the HR Manager at PL - convinced top management to revise the performance management systems. The new appraisal system was much more objective, and was strongly linked with compensation system, which in turn was based on a pre-defined forced curve. During the first year after these changes, Amir's KPIs - that he set for himself - were quite ambitious, and he failed to achieve those KPIs due to some issues in the quality of incoming raw materials. This placed Amir in the bottom most category of employees resulting in no salary increase or yearly bonus for him. He became visibly disturbed, but unsure about his future course of action. Sara was also thinking about whether to continue with the new system, or to revert back to some elements of the old system.

The instructor's manual compares the old and new systems, identifying pros and cons of both, identifies the design and implementation issues, and finally suggests some corrective measures. It draws from the literature on organizational justice, incentive strategy and change management.

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# **The RA Group: A Change Too Sudden?**

Akriti Verma, XLRI, Jamshedpur  
Rahul Chandra Sheel, XLRI, Jamshedpur

## **Case Objectives and Use**

The case illustrates rapid changes introduced in The RA Group during 2014-2015 resulting in a great deal of confusion about the company image as well as inconvenience related to various work contexts.

Understanding implementation of change in organisations.

Application of process theories of change such as Lewin's Model or the Kotter's Model of Change.

## **Case Synopsis**

The case introduces a situation where the management of RA group has taken two key decisions. Amidst the pressure from the environment, the organisation is forced to cut down on its expenses at the time of its growth. The employees who were a part of the RA group suddenly realise this change and it is too much of an inconvenience to these employees. The usual employee perks available such as individual cab drop facility etc. are being curtailed. The individual cubicles in the office are now shared with other employees. The work output, which was known for its quality, is suffering too. Employees are not being mentored well, which was a key attribute of this organisation. New hiring is being done from almost any educational institute, and the present employees who were only hired from elite institutes, do not like this change. What could the company have done differently is the question that students need to answer. The case uses the change process framework given by John Kotter popularly known as the Kotter's model.

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# STRATEGY AND POLICY CASES

**Track Chair:** Karin Schnarr, Co-Chair, Wilfrid Laurier University

**Track Co-Chair:** Gina Grandy, Chair, University of Regina

**Session Chairs:** Karin Schnarr, Wilfrid Laurier University, and Brent D. Beal, University of Texas at Tyler

| Cases   | Authors   |
|---|---|
| A Cavalier Decision: What is the Best Purpose for the Main Street Building Donation?  | Charles Hilterbrand   |
| Arkansas Egg Company and the Sustainable Egg Movement   | David Hyatt   |
| Between Genius and Opportunism: Nike's Mainstanding in the Sneaker Business   | Oussama Darouichi<br>Philippe Lamb<br>Yoann Leuba-Dit-Galland<br>Ludovic Dos Reis Pinto |
| BuyPro Health GPO   | Jeff Moretz   |
| Gastón Acurio: Innovation and Internationalization of a Peruvian Brand  | Elizabeth Ontaneda<br>Guillermo Quiroga   |
| Veritas, the First Real Food Supermarket<br><b>Winner of the Ruth Greene Memorial Award<br/>for the Best Case Written by Authors<br/>from Outside North America</b> | Lourdes Urriolagoitia<br>Alfred Vernis Domènech   |
| Victoria Mutual Building Society (VMBS) Takes Stock   | Atherine Lee<br>Sandra Shirley  |
| HeySong   | Tony Bell<br>Andrew Fergus  |
| Me So Happi: Spreading Happiness  | Uday Damodaran<br>Suma Damodaran  |
| Shore the Core to Full Steam Ahead - Fike Corporation's Challenges in 2017  | Marilyn Taylor<br>Theresa Coates<br>Varun Nemmani                                       |
| The National World War I Museum and Memorial  | Kelsey Merrigan<br>Affan Ahmed  |



# **A Cavalier Decision: What is the Best Purpose for the Main Street Building Donation?**

Charles Hilterbrand, University of South Florida

## **Case Objectives and Use**

### **Case Synopsis**

This case describes how Walsh University, a small, Catholic institution in North Canton, Ohio, tries to make use of a recently gifted property. The protagonist, Walsh University's President Richard Jusseaume, negotiated a deal with the International Brotherhood of Electrical Workers Local 1985 (IBEW) to acquire a union hall. The IBEW building was a two-story brick building located about 2 miles from the Walsh University campus on Main Street in North Canton. After due diligence was performed and the building was deemed sound, a deal was struck, due diligence ensued, and the property transferred.

The case is a feature of the leadership style exhibited by President Jusseaume. Prior examples were included to show how President Jusseaume has been aggressive and creative in acquiring property in the North Canton area. He has stated that his role is to acquire assets and have others determine the best use for those assets. These uses, however, do need to meet the mission and vision of the university.

President Jusseaume starts this process with the wrap-up of a board of directors debriefing in October of 2016. In a statement intended to conclude the meaning, Jusseaume stated, "Right now, we have no plans for it, but it is a good building; your ideas and proposals are welcome."

Dr. Carole Mount, Dean of the Deville School of Business (DSOB) at Walsh University, sent an email to her faculty and staff requesting proposals. Proposed uses included a business incubator, a business consulting area, a stock trading floor simulator, a recording studio, a life-long learning center, a testing center and a museum.

Three of the proposals were suggested for review by President Jusseaume, the Vice President of Finance and Budget, and the Vice President of Administration & Chief Information Officer. It was time to determine whether any of these proposals could meet the mission and vision of Walsh, provided an impact on the North Canton community, could have been adequately staffed, could have had tolerable risk exposure, and could have been cost-effective to implement.

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# Arkansas Egg Company and the Sustainable Egg Movement

David Graham Hyatt, University of Arkansas

## Case Objectives and Use

This case could be run in any class that tackles the concepts of non-state governance or private governance. The case describes two scenarios where this is occurring. First, with intermediary market actors like Walmart and Costco committing to cage free, future consumer options will be limited. Second, the emergence of standards for sustainable eggs was coming not only from government through the USDA, but also through animal rights groups and industry groups. Specifically the case would be presented in a class on Business and Society in a business school, in the latter part of the class.

This reading could be paired with a number of different readings on the topic:

After working this cases, students should be able to

1. Identify the different stakeholders in the sustainable egg movement and their motivations.
2. Analyze the sustainable egg movement from the context of Bernstein's "three phases of non-state market driven (NSMD) governance."
3. Recommend and justify possible options for a company facing market disruption via certification standards.

## Case Synopsis

This case centers on the owner and CEO of Arkansas Egg Company (AEC), Michael Cox, as he considers the future of the specialty egg market, a market he participates in. The last 12 months had witnessed an extraordinary shift in future demand for specialty eggs—some of the largest retail, supermarket, and foodservice firms in the world had committed to selling cage-free eggs by 2025. Despite this seemingly good news, he had just euthanized 130,000 hens in his flock that were producing organic cage-free eggs. An oversupply of conventional eggs in the market had depressed prices which had negatively affecting consumer demand for specialty eggs.

Cox was a third-generation conventional egg producer who began transitioning into the specialty egg market in 2007. By the time of the case, Cox was producing or contracting for specialty eggs from over 400,000 hens on farms in Missouri and Arkansas with a mix of sustainability indicators, including organic cage-free, free-range and pasture-raised.

Cox must decide whether to continue to support more stringent standards for sustainable and humane egg production or more lax standards in the context of "private governance" standard-setting and the disruptions and structure of the overall market. Cox must confront the question of who in society should define what counts as a sustainable egg.

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# Between Genius and Opportunism: Nike's Mainstanding in the Sneaker Business

Oussama Darouchi, University of Neuchâtel  
Philippe Lamb, University of Neuchâtel  
Yoann Leuba-dit-Galland, University of Neuchâtel  
Ludovic Dos Reis Pinto, University of Neuchâtel

## Case Objectives and Use

### **Target audience**

This case is intended for use at an ungraduated or graduate course of marketing, business strategy or community management.

### **Teaching objectives**

This case aims at developing all Bloom's (1969) abilities. A particular emphasis is put on analysis and evaluation.

The suggested dynamic teaching plan is conceived to contribute to the building of soft skills such as presentation abilities, active listening as well as argumentation.

Seen the community management focus of this case, students will develop a deeper understanding of various community management strategies and community affiliations.

## Case Synopsis

In 2015, the second-hand sneakers' market was worth \$1.2 billion, 96% of which coming from Jordan branded sneakers (Luber, 2015). With a total profit of \$380 mio (Luber, 2015), the sneakers resell market was more profitable than Sketcher's the US second largest sneaker brand. Behind the success of this seemingly unregulated market lied Nike and its talent in managing a community. A community that was firstly brought together around Michael Jordan, and that continued growing and developing around his symbolic role and also around a hip-hop culture.

This case is about how Nike managed to exploit Michael Jordan's image and his community of fans to reinforce the brand. The case that we present was developed in early 2016 and takes place in the last quarter of 2015.

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# BuyPro Health GPO

Jeff Moretz, Fairfield University

## Case Objectives and Use

The objective of this case is to expose students to the complexities of strategic investment and managing change, including justification efforts, change management, and organizational support. This case can be used in the contexts of strategic technology management, purchasing management, and change management. The instructor's manual includes suggested readings for using this case in courses on Purchasing and Supply Management, Technology Management, and Change Management, any of which may be appropriate in a more general strategic management course depending on the theories and frameworks being discussed in the class.

Students must deal with the challenges of balancing multiple, sometimes seemingly incompatible goals and priorities in technology/purchasing management.

- a) Total cost vs. unit acquisition cost
- b) Preparation for future customer requirements (even if demand is not yet substantial/present)
- c) Business-led project vs. IT-led project

## Case Synopsis

Morgan Kendrick, Vice President of Business Development and Patient Safety at BuyPro Health GPO (see Exhibit 1), contemplated the Canadian healthcare Group Purchasing Organization's options regarding IT infrastructure as he took his new position in January of 2012. He hoped to leverage BuyPro's prominent industry position to promote adoption of global standards for procurement and service delivery purposes. He considered how to promote his vision, starting with the development of standards-ready internal systems.

The primary issue in this case, written from Kendrick's point of view, is how he should approach justification of substantial investment in new purchasing management systems that are necessary for implementing global standards (GS1). The primary driver of costs is the need for a new organization wide Enterprise Resource Planning (ERP) suite in order to support the longer product keys that GS1. The decision around development and deployment of new systems is presented as the focal issue. Cost control is also important given the supply contracting mandate of the group buying organization (reduced unit acquisition costs were the original mission).

Critical basic issues open with how a manager with limited purview and authority can garner support for an organization-wide program of change. This central issue leads into the discussion of justification of technology investments at a strategic level (rather than tactical focus on immediate monetary savings) – a case for action rather than a business case. This turns the matter into a “way of doing business” decision rather than a cost savings decision.

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# **Gastón Acurio: Innovation and Internationalization of a Peruvian Brand**

Guillermo Quiroga, Universidad Peruana de Ciencias Aplicadas (UPC)

Elizabeth Ontaneda, Universidad Peruana de Ciencias Aplicadas (UPC)

## **Case Objectives and Use**

The case is designed for business strategy courses in the final semesters of a master's program when students can draw upon knowledge from earlier courses. The case can be used to introduce Osterwalder's Business Model Canvas tool or apply it to a new context. Using the case at the beginning of the course can help introduce several topics that will be unpacked further in the course, such as entrepreneurial decisions and international expansion. The case is short, easy to read and easy to complement with videos and other web resources that illustrate Acurio's impact and meaning in Peru. The case is based on the analysis of secondary information sources. Students should identify and analyze the key elements of Acurio's business model to evaluate and propose changes that could better use his strengths and opportunities, as well as mitigate his weaknesses and threats.

## **Case Synopsis**

In 2012, Gastón Acurio is a successful chef and entrepreneur in Peru, who has been key in the creation of the national gastronomic industry. He set himself apart from other entrepreneurs in the industry for his innovative business model, which has allowed him to grow and take advantage of new opportunities at local and international levels. His success and growth attracted a capital of USD 52 million from two investment funds. However, the challenges of the model were evident during the difficult opening of a new foreign location exacerbated by a harsh restaurant review in *The New York Times*.

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# Veritas, the First Real Food Supermarket

Alfred Vernis, Professor ESADE Business School

Lourdes Urriolagoitia, case writer at the ESADE Entrepreneurship Institute, ESADE Business School

## Case Objectives and Use

This case was written to be used in advanced BBA and MBA courses in which students are already familiar with corporate and business strategy. This case is to be used in the middle of a strategy course, specifically for studying strategic positioning. The case teaches the impact of change in the competitive environment on company strategy. This case study enables students to make decisions about company positioning, and value propositions that create competitive advantages. From a perspective of 'leading from the front' in a changing industry with increasing competition, they analyse how a long-term strategy is developed, and understand it as a learning process with successes and errors. They will also learn how to evaluate the value chain of the industry in which a company operates, and learn to work 'downstream' or 'upstream'.

## Case Synopsis

Silvio Elías and his partners founded Veritas – an organic supermarket chain – in 2002 in Barcelona. The concept of an organic supermarket did not then exist in Spain. Its objective was to generate sufficient volume to reduce the prices that constituted a barrier to consumption. Another challenge was to end the widespread ignorance and confusion about organic products.

Since 2005 the annual growth of the company has ranged from 15% to 25%. The business became profitable in 2009 and the pace of shop opening accelerated to three per year, with a typical investment per shop opening of €300,000 to €500,000.

Growth prospects were very positive as sales rose 32% in 2014 to reach €33 million, and 37% in 2015 to reach €44.5 million. Veritas began its growth outside Catalonia in 2015 and entered the Basque Country and Balearic Islands. The target for 2016 was to reach the 50 shops, enter Madrid, and consolidate in the north of Spain and Balearic Islands.

However, growth involved risk and uncertainty because the competition was increasingly intense and diverse. Silvio Elías began to seriously doubt that the growth goals were achievable. For ten years, Veritas had followed a competitive strategy that had positioned the company as leader in the sector. How would the expansion in the number of competitors affect the market? Were the resources and activities that had created this competitive position relevant in this new competitive environment? How should Veritas be positioned in the market to meet this challenge?

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# Victoria Mutual Building Society (VMBS) Takes Stock

Sandra M. Shirley, University of Technology

## Case Objectives and Use

This Case Study can be used in a post graduate class in Banking and Financial Institutions, Markets and Instruments and Related Current Issues. From a teaching perspective, instructors are asked to discuss the real world issues that face a new CEO of a mutual building society with over 137 years of conservative but successful performance. Regardless of actual decisions made by Richard the protagonist and the VMBS team, the strategic alternatives will remain relevant into the future for organizations with similar business models. The objectives of this case study among other things include:

- Identification of Different types of financial intermediaries.
- Outlines the strategic issues facing financial institutions organized under the mutual business model.
- Risk mitigation through Diversity in the Capital Markets
- Instructors can use this case to introduce the discussion about diversity of financial institutions in the financial markets. The business proposition of credit unions and mutual building societies in their ability to withstand the game changing regulatory pressures ushered in post-2008.
- How can Mutuals become more responsive to the requirement for additional capital, under the revised Basle III capital adequacy rules. How might regulators become engaged in this pursuit.
- Sensitise the reader/participant about what some persons see as a PLC business model bias towards shareholders rather than members as the preferred ownership structure.
- Discussions about business policy formulation
- Amid real world uncertainties review the global trends and financial regulation in terms of their transformative lessons and solutions for (developing) financial markets.

## Synopsis of the Case

The Case brings into focus the types of strategic thought that face CEO's making real world decisions. We are asked to view this set of facts from the perspective of Richard Powell, the new President and CEO of VMBS. This 137 year old Building Society will soon become the only mutual building society operating in Jamaica. Its direct competitor has received approval from the central bank, The Bank of Jamaica which is also the regulator. There are mixed signals coming from the regulator and Central Bank, Bank of Jamaica. VMBS is about to hold its strategic retreat of the Board and Richard is faced with having to be a quick study of the several issues and range of possible options available. He is conscious of the fact that his decisions will reflect on his stewardship while impacting the continuing growth and contribution to member and stakeholder value for the long term.

Each option has several inescapable risks to be managed, from the management – from human capital, the Regulators, Directors and the Team for a perspective of the real world with a limited range of solutions .

Among the issues for Richard's consideration is its business model as a Mutual and how to access capital for growth and prudential risk management. Use of technology for improved service delivery and diversification of revenue streams. All are reflective of a mutual financial institution in the global financial market - strategic decision-making under uncertainty with discrete business policy options.

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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 2017 Conference, Chicago, IL, October 19-21, 2017. © 2017 by Sandra M. Shirley. Contact person: Sandra M. Shirley, College of Business and Management, University of Technology, Kingston, Jamaica; 876-990-2929; [shirleysandra35@gmail.com](mailto:shirleysandra35@gmail.com).

# HeySong

Tony Bell, Thompson Rivers University  
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## Case Objectives and Use

This case is intended for use in an undergraduate or MBA strategy course, but may also be useful in an international business course. It examines a large, publicly-traded Taiwanese soft drink maker. Students will:

- Perform an external analysis of the soft drink market in Taiwan.
- Analyze the life cycle of the Taiwanese soft drink industry and HeySong's competitive position within it.
- Make specific recommendations to the company's CEO and decision-maker regarding a major factory upgrade.

## Case Synopsis

Although his company's financial statements showed a very healthy financial position, HeySong CEO Pin-Tang Chang saw major challenges on the horizon. HeySong, a Taiwanese soft drink maker, was a major player in the Taiwanese carbonated soft drinks market thanks to its hit product, HeySong Sarsaparilla. Unfortunately for Chang, the carbonated beverage market in Taiwan was shrinking as consumers were increasingly favoring packaged teas, water and sports drinks, and while HeySong competed in all of these growing segments, the company did not yet have any hit products.

Chang was pressed by an immediate decision that would clarify his company's strategy - the production line was ready for a major overhaul, and the factory upgrade options Chang selected would shape HeySong's strategic direction for decades to come.

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# Me So Happi: Spreading Happiness

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## Case Objectives and Use

The primary pedagogical objective of the case is to introduce a framework for understanding the questions that are addressed in Strategy. The case can be used very early in an introductory course in Strategy, Industrial Economics or Entrepreneurship to help students develop a framework for understanding and analyzing firm strategy. It can also be used very effectively for Strategy sessions in Executive Programs.

The case can be used to delineate the four “big” issues that firms confront when they try formulating and implementing strategies. The case provides enough material to get students to appreciate fully three of the four “big” issues (Boundaries, Market Analysis, Position and Dynamics).

- **Market and Competitive Analysis:** Students are introduced to the first ‘big issue’ in strategy, that of market analysis and competitor identification.
- **Position and Dynamics:** The importance of identifying the basis on which businesses compete is introduced as the second ‘big issue’.
- **Boundaries of the Firm:** The core issue in the case is about increasing the firm’s size or stretching its horizontal boundaries. In the course of evaluating the options available to the entrepreneurs, students are forced to think about the third ‘big issue’ i.e. defining what the firm does in terms of horizontal and vertical boundaries.

In addition, the fourth “big” issue (Internal Organization) can be mentioned too. However, a deeper analysis of the four issues cannot be undertaken with the given case facts and should not be attempted.

## Case Synopsis

This case is about Me So Happi (MSH), a 60-seater casual dining restaurant started in September 2014 by a young entrepreneur Aarathi Arambhan and her father Alfred Arambhan. The restaurant, located in an upscale suburb of Mumbai, became popular in a very short time after its launch and soared up in the ratings on popular restaurant search services. Capt. Rahul Damodaran, Aarathi’s fiancé, joined her in managing the restaurant from December 2014. Their marriage, in November 2015, coincided with a period in which the young couple was grappling with some critical decisions that they had to take with respect to their restaurant. They wanted to scale up their restaurant business but had to decide among various options open to them. They could either start more stand-alone restaurants or could start a chain of Me So Happi restaurants. If they decided on a chain of Me So Happi restaurants, they could either set up fully self-owned restaurants or could appoint franchisees to set up these restaurants. And finally, they could decide to confine themselves to Mumbai City or could expand to other locations.

What should Aarathi and Rahul do? What are the factors that they should take into consideration? What are the pros and cons of each option? Through the assignment questions, the student is asked to take on the role of the young entrepreneurs and arrive at answers to these questions.

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# Shore the Core to Full Steam Ahead - Fike Corporation's Challenges in 2017

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Theresa L. Coates, Limestone College  
Varun Nemmani, University of Missouri at Kansas City

## Case Objectives and Use

### Case Synopsis

Fike Corporation depicts this company with 2016 revenues of \$218M as Brad Batz takes on the role of Fike's sixth CEO of his 72-year-old family corporation. Batz feels keenly the mantle associated with heading the firm established by his grandfather in 1945 and later headed by his deceased father. Fike's revenues and net income have declined steadily for the last three years with 2016 ending with a \$6M loss. The company's key product lines are rupture disks, essentially plate-like metal pieces fitted into various processing equipment. The discs explode when pressure builds to designate points thus relieving overall pressure and preventing explosion of total systems. The company applies this technology in its other product lines which are fire alarm and suppression systems as well as explosion protection systems.

At year-end 2016 Fike had more than 1100 employees working in 16 countries. Central headquarters included the executive offices, principal manufacturing and R&D facilities, and a nearby testing facility where the company conducted live explosion tests to ascertain the reliability and limits of its and customers' products. The firm's challenges include: the aftermath of two reorganizations, sub-optimization of the overall organization because of the entrepreneurial orientation in its various subsidiaries and offices, a board made up of nearly all family members, an ESOP in the declining revenue and income situation, the integration and molding of a new executive team, the challenge of developing an overall brand identity, the risk of losing the positive benefits of the "old" culture while building a new one focused on growth and optimization of the total corporation, community concerns about the explosion test facility, lack of community recognition of the firm, the inefficiency of the company's main manufacturing location, and conservation of cash flow.

The case was developed for use as a late-in-the-semester assignment for undergraduate or graduate courses in Strategic Management. It could also be used in entrepreneurship or small business courses where family business issues. At the University of Missouri at Kansas City it was used as the basis for The Marilyn L. Taylor Endowed Eighth Annual Case Competition which involved all of the capstone course sections in Spring 2017.

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# The National World War I Museum and Memorial

Kelsey Merrigan, University of Missouri - Kansas City  
Affan Akheel, University of Missouri - Kansas City

## Case Objectives and Use

### Case Synopsis

This case focuses on the National World War I Museum and Memorial (Museum and Memorial), a not-for-profit organization created to collect and preserve historical material and interpret the history of World War I. The case covers the history of the World War I Museum and Memorial, along with the Museum and Memorial situation in 2015/2016 including the organization and staff, museum programs, exhibitions, events, finances of the organization, marketing and modern-day challenges. Exhibits provide 2015 data regarding the layout of the building and immediate grounds, Memorial Day events, the board of trustees, staff, 2011-2014 financial statements, yearly tickets sold between 2006-2015, awards and recognitions between 2007-2014, events between 2015-2016, and backgrounds of the members of the senior management team biographies.

The instructor's manual consists of the following sections: Case Synopsis, Teaching and Learning Objectives and Courses, Research Process, Teaching Suggestions, Discussion Questions, Discussion, Exhibits/Appendices (outlined below), Epilogue and References.

**IM-Appendix 1: External Environment Analysis:** This appendix reviews the two-external environment analyses we expect from our students. The two worksheets in this appendix may be supplicated and distributed to students to assist in guiding their application of the following concepts to the World War I Museum and Memorial:

Worksheet #1. PEST

Worksheet #2. Porter's Five Forces Model

**IM-Appendix 2: Internal Environment Analysis:** This appendix reviews the two-internal environment analyses we expect from our students. The two worksheets in this appendix may be duplicated and distributed to students to assist in guiding their application of the following concepts to the World War I Museum and Memorial:

Worksheet #1. RBV Model

Worksheet #2. Porter's Value Chain

**IM-Appendix 3: SWOT Analysis:** This appendix reviews the four areas of thought that are used to develop a SWOT analysis over an organization.

The combinations of the case and instructors manual should help the students develop an understanding of how to preform in-depth analyses and understand the issues facing non-for-profits.

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