

# **CASE RESEARCH JOURNAL**

**OUTSTANDING TEACHING CASES  
GROUNDED IN RESEARCH**

**VIRTUAL ISSUE  
STRATEGIC MANAGEMENT  
2021**

**GINA GRANDY, EDITOR**

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NORTH AMERICAN CASE  
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**Outstanding Teaching Cases Grounded in Research**

**Virtual Issue on Strategic Management 2021**

# **Case Research Journal**

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# **NACRA**

**NORTH AMERICAN CASE  
RESEARCH ASSOCIATION**

**Editor**

**Gina Grandy  
University of Regina**

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# *Case Research Journal* Editorial Policy

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### CASE CONTENT

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The *Case Research Journal* (CRJ) publishes outstanding teaching cases drawn from research in real organizations, dealing with important issues in all administration-related disciplines. The CRJ specializes in decision-focused cases based on original primary research – normally interviews with key decision makers in the organization but substantial quotes from legal proceedings and/or congressional testimony are also acceptable. Secondary research (e.g., journalist accounts, high quality website content, etc.) can be used to supplement primary data as needed and appropriate. Exceptional cases that are analytical or descriptive rather than decision-focused will only be considered when a decision focus is not practical and when there is a clear and important gap in the case literature that the case would fill. Cases based entirely on secondary sources will be considered only in unusual circumstances. The Journal also publishes occasional articles concerning case research, case writing or case teaching. Multi-media cases or case supplements will be accepted for review. Contact the journal editor for instructions.

Previously published cases or articles (except those appearing in Proceedings or workshop presentations) are not eligible for consideration. The Journal does not accept fictional works or composite cases synthesized from author experience.

### CASE FORMAT

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Cases and articles submitted for review should be single-spaced, with 11.5 point Garamond font and 1" margins. Published cases are typically 8-10 pages long (before exhibits), though more concise cases are encouraged and longer cases may be acceptable for complex situations. All cases should be written in the past tense except for quotations that refer to events contemporaneous with the decision focus.

Figures and tables should be embedded in the text and numbered separately. Exhibits should be grouped at the end of the case. Figures, tables, and exhibits should have a number and title as well as a source. Necessary citations of secondary sources (e.g., quotes, data) should be included as endnotes at the end of the case (not at the end of the IM) in APA format. In the IM, necessary citations (e.g., citations of theoretical work from which the analysis draws) should be included using parenthetical author/year embedded in the text (similar to a traditional academic paper) that feeds into a list of references at the end of the IM. Note that the CRJ approaches citations differently in the case and the IM given the differing audiences for which each document is developed (i.e., the case is written for the student while the IM is written for the instructor). In some rare instances, footnotes may be used in the case for short explanations when including these explanations in the body of the text would significantly disrupt the flow of the case, but generally the use of footnotes in the case should be avoided if possible.

The following notice should appear at the bottom of the first page of the manuscript: Review copy for use of the *Case Research Journal*. Not for reproduction or distribution. Dated (date of submission). Acknowledgements can be included in a first page footnote after the case is accepted for publication, and should mention any prior conference presentation of the case.

It is the author(s)'s responsibility to ensure that they have permission to publish material contained in the case. To verify acceptance of this responsibility, include the following paragraph on a separate page at the beginning of the submission:

*In submitting this case to the Case Research Journal for widespread distribution in print and electronic media, I (we) certify that it is original work, based on real events in a real organization. It has not been published and is not under review elsewhere. Copyright holders have given written permission for the use of any material not permitted by the "Fair Use Doctrine." The host organization(s) or individual informant(s) have provided written authorization allowing publication of all information contained in the case that was gathered directly from the organization and/or individual.*

## INSTRUCTOR'S MANUAL

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Cases must be accompanied by a comprehensive *Instructor's Manual* that includes the following elements:

1. **Case Synopsis:** A brief (three-quarters of a page maximum) synopsis of the case.
2. **Intended Courses:** Identification of the intended course(s) that the case was written for, including the case's position within the course. Please also indicate whether the case was developed for an undergraduate or graduate student audience.
3. **Learning Objectives:** The specific learning objectives that the case was designed to achieve. For more details on learning objectives, see the article titled "Writing Effective Learning Objectives" at the useful articles link.
4. **Research Methods:** A Research Methods section that discloses the research basis for gathering the case information, including any relationship between case authors and the organization, or how access to case data was obtained. Include a description of any disguises imposed and their extent. Authors should disclose the relationship between this case and any other cases or articles published about this organization by these authors without revealing the author's identity during the review process. If the case has been test taught and this has influenced the development of the case, this should be noted. This section should also indicate who in the organization has reviewed the case for content and presentation and has authorized the authors to publish it (note that this last component is not necessary for cases based on congressional or legal testimonies).
5. **Theoretical Linkages:** In this section please provide a brief overview of the theoretical concepts and frameworks that will ground the analysis/discussion of the case situation in theory and research. Please include associated readings or theoretical material that instructors might assign to students or draw on to relate the case to their field or to the course. In developing this section, recognize that business courses are often taught by adjunct faculty who are business professionals who may not be steeped in the theory of the discipline the way an active researcher might be. Develop this section with the intent of helping that type of instructor effectively apply and teach these theories/frameworks.
6. **Suggested Teaching Approaches:** Suggested teaching approaches or a teaching plan, including the expected flow of discussion with an accompanying board plan. Include a description of any role plays, debates, use of audiovisuals or in-class handouts, youtube videos, etc. that might be used to enhance the teaching of the case. Authors are strongly encouraged to classroom test a case before submission so that experience in teaching the case can be discussed in the *IM*. Authors are discouraged from including websites as integral resources for the teaching plan because websites are not static and the content of the website link may change between the writing of the case and an instructor's subsequent use of the case. This should also include a section on how best to teach the case online / remotely.
7. **Discussion Questions:** A set of assignment/discussion questions (typically three to ten depending on discipline) that can be provided to students to organize and guide their preparation of the case. For most cases, either the final or the penultimate question will ask students for their recommendation on the overarching decision facing the decision maker in the case along with their rationale for that recommendation.
8. **Analysis & Responses to Discussion Questions:** This section of the IM represents the core of the case analysis. Repeat each assignment/discussion question, and then present a full analysis of that question that demonstrates application of relevant theory to the case. Note that the analysis in this section should go beyond what a good student might present as an 'answer' to the question. Write to the instructor with an eye toward helping him or her understand in detail how the theory applies to the case scenario, how discussion of this particular question might be approached with students, where the limitations in the theory might be relative to the case scenario, and how the analysis contributes to the building of an integrated recommendation regarding the decision the case protagonist must make.
9. **Epilogue:** If appropriate, an epilogue or follow-up information about the decision actually made and the outcomes that were realized as a result of the decision made.
10. **References:** Provide full citations (in APA format) for all references that were cited in the Instructor's Manual.

## REVIEW PROCESS

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All manuscripts (both the case and the instructor's manual) are double-blind refereed by Editorial Board members and ad hoc reviewers in the appropriate discipline. Most submissions require at least one round of revision before acceptance and it is common for accepted cases to go through two or more rounds of revisions. The target time frame from submission to author feedback for each version is 60 days.

## DISTRIBUTION OF PUBLISHED CASES

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The right to reproduce a case in a commercially available textbook, or instructor-created course pack, is reserved to NACRA and the authors, who share copyright for these purposes. After publication, CRJ cases are distributed through NACRA's distribution partners according to non-exclusive contracts. NACRA charges royalty fees for these publication rights and case adoptions in order to fund its operations including publication of the *Case Research Journal*. Royalties paid are split 50/50 between NACRA and member authors.

## MANUSCRIPT SUBMISSION

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Submit the case manuscript and Instructor's Manual in one document via the *Case Research Journal*/ScholarOne website at <http://mc.manuscriptcentral.com/nacra-crj>. This site provides step by step instructions for uploading your case. You will also be provided the opportunity to upload two case supplements – this is to allow submission of a spreadsheet supplement for the student and for the instructor if needed. No identification of authors or their institutions should appear on either the main case/IM document or on the spreadsheets. All identifying information should be removed from the file properties before submission. If you have audiovisual content to your case, please contact the editor to determine the best way to make this content available to reviewers without revealing the authors' identities.

At least one author must be a member of the North American Case Research Association. Membership dues are included in annual registration for the NACRA conference, or may be paid separately through the main NACRA website.

For questions, contact:

**Gina Grandy**, Editor

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## **Adopting *Case Research Journal* Cases for use in your classes**

Faculty members can adopt cases for use in their classrooms and gain access to Instructor's Manual through one of NACRA's distribution partners.

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- **CCMP [Centrale de Cas et de Médias Pédagogiques]** (<http://www.ccmp.fr>)
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If you want to use one of these distributors, but cannot find the CRJ case you want, contact the NACRA VP Case Marketing, Brent D. Beal, [bbeal@uttyler.edu](mailto:bbeal@uttyler.edu), to see if we can have it added for you.

Textbook authors can also adopt CRJ cases for inclusion in their textbooks for a modest fixed royalty fee. Please contact the NACRA VP of Case Marketing for more information.

## From the Editor

Welcome to the Virtual Issue on Strategic Management cases (Abstracts Only) of the *Case Research Journal*. In this virtual issue of *Case Research Journal* you will find 30 cases in the area of Strategic Management published over the past number of years. The intent of the virtual issue is to create a resource for those who teach in the area of Strategic Management – in effect a toolkit at your fingertips so that your search for excellent strategic management cases is easy.

This Virtual Issue includes very recent strategic management cases, including those published just last year from Volume 40, as well as some of the recent and former Best Selling cases in this area. The 30 cases span a broad range of decisions, industries, and sectors. There are also secondary sourced cases included in this list of cases.

The cases are presented in order of publication starting with the most recent. The content in this Abstracts Only file provides an extended abstract of the case so that you have what you need in making your decisions about cases fitting for the next delivery of your Strategic Management course.

I would also like to remind you of two forthcoming special issues. *CRJ* is hosting a special issue on **Short Cases** with submissions due January 31, 2021. Later in 2021 we are hosting a special issue on **Secondary Data** cases with submissions due May 31, 2021. Check out the *CRJ* website for the call for cases for the special issues.

Sincerely

Gina Grandy, Editor  
*Case Research Journal*

# Strategic Management Virtual Issue Abstracts Only

## VOLUME 40, ISSUE 2

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- ***Strategic Management***
- *Entrepreneurship*
- *Small Business Growth*
- *Technology Industry*
- *Online Software*
- *Diversity Issues*
- *Gender Issues*

### Cracking the Code at Coconut Calendar

Brooke Klassen,\* University of Saskatchewan [25 Campus Drive, Saskatoon, Saskatchewan, Canada S7N 5A7 [klassen@edwards.usask.ca](mailto:klassen@edwards.usask.ca)]

The CEO of Coconut Calendar Corporation was dealing with the challenges of managing a growing scheduling software company. After attending a CEO ‘boot camp’, she realized that the company would be pushed out of the market by aggressive competitors if they did not grow more quickly. She accepted an offer of venture capital funding and mentorship from a well-known investor in Silicon Valley and started scaling the company at a rapid pace. The company served a broad range of business customers, from small businesses to large corporations across several industries, and started to diversify their product offerings to include data analytics and other application services. However, Coconut Calendar had experienced decreasing profitability while trying to grow revenue and serve a diverse customer base, recording their first ever annual loss. The CEO, and students, are faced with the challenge of developing a clear strategic and customer focus in order to be positioned to pursue another round of venture capital funding and successfully grow the business to maturity in a highly competitive marketplace. Issues related to small business growth and diversity issues in the technology industry are also explored.

### Intended Courses & Levels

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This case is suitable for use in undergraduate-level courses in strategic management or entrepreneurship. It is well suited for an entrepreneurship module within a strategy course, particularly as the module applies to female leaders in the tech industry. It could also be used in an entrepreneurship course to examine the stages of small business growth and entrepreneurial decision making in tech firms. In terms of the syllabus for a strategic management course, this case is best used to apply the concepts of strategy formulation. Therefore, it would be best placed in the second half of the class, after many of the fundamental concepts in strategic management have been presented.

### Learning Objectives

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The case asks students to study a growing software company that needs to determine an appropriate strategy that aligns with their resources and capabilities and takes advantage of opportunities in the marketplace. The case requires students to analyze the internal and external environment using RBV, SWOT, financial ratios and trends, PESTEL and Porter’s Five Forces analysis. They are also tasked with determining any sources of competitive advantage in order to make strategic recommendations for the future that align with their internal competencies. Optional discussion questions related to entrepreneurship and small business growth as well as the challenges faced by female leaders in the tech industry are also provided. Students will learn about different facets of entrepreneurship, strategic analysis and decision making including:

- Examining the common problems faced by companies at different stages of entrepreneurial growth

(optional);

- Analyzing a company's internal and external environment;
- Determining a company's source of competitive advantage;
- Identifying and evaluating a company's opportunities for growth;
- Making a recommendation regarding appropriate courses of action; and
- Examining the challenges faced by female leaders in the tech industry (optional).

## VOLUME 40, ISSUE 2

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### • *Customer Loyalty*      **Customer Loyalty at Green Zebra: Case C**

#### • *Marketing Metrics*

#### • *Customer Lifetime Value*

#### • *Net Promoter Score*

Charla Mathwick,\* and Janet Hamilton, Portland State University [School of Business, Portland State University, P.O. Box 751, Portland, OR 97207-0751, mathwickc@pdx.edu]

Lisa Sedlar, the CEO of Green Zebra, a healthy convenience-store founded six years earlier, needed to evaluate the financial potential of Zebra Cash, the firm's customer loyalty (LP) program. Although LPs had become a growing trend among c-store competitors, Sedlar had nagging concerns about their cost effectiveness. She needed an objective assessment of the Zebra Cash revenue and margin potential, an assessment made more urgent by the fact that she had cash in the bank to fund operations only through the next several months. Although Sedlar realized that an optimized LP would not solve all her cash flow challenges, the question was whether it could relieve some of the short-term financial pressure. Beyond the cash flow impact, there was also the question of whether the Zebra Cash program had strategic value given her future expansion plans.

### **Intended Courses & Levels**

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This case is targeted to upper level undergraduate and graduate classes in marketing strategy/analytics or retail management. The case is designed to emphasize the revenue, margin, and customer lifetime value impact of a loyalty program. The management decision in this case revolves around an objective analysis of the Zebra Cash revenue and margin potential to provide relief for Sedlar's short-term financial pressure and to support the strategic expansion goals of the firm. Specifically, the decision focus involves 1) quantifying the incremental impact of Zebra Cash membership relative to non-Zebra Cash shoppers, 2) evaluate the potential of the Zebra Cash referral program and 3) make a recommendation to invest in or shut-down the LP program based on both tactical and strategic considerations.

Excel-based scenario planning tools are integrated into this case to create hands-on modeling opportunities that focus student attention on both the tactical and strategy implications of the LP forecast.

### **Learning Objectives**

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This case can be used to achieve three learning objectives. After studying this case, students will be able to:

- Utilize customer lifetime value (CLV) scenario modeling as a tool for forecasting incremental revenue/margin growth and for evaluating marketing return on investment (MROI).

- Understand the role that word-of-mouth recommendations play in growing a customer base, working specifically with the Net Promoter Score (NPS).
- Integrate quantitative results of CLV analysis with the strategic considerations of loyalty program implementation to support managerial decision-making

## VOLUME 39, ISSUE 3

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- *Strategic Management*
- *Environmental Sustainability*
- *Shared Value*
- *Waste Disposal*

### Baldor Specialty Foods: The “SparCs” Challenge

Michelle DeMoss\* and Ram Subramanian, Stetson University [DeLand, Florida 32723, mdemoss@stetson.edu]

Baldor Specialty Foods, a family owned, New York City-based food intermediary, served business customers in the country’s north east corridor. A key activity that Baldor performed was sourcing and preparing various vegetables for use by its customers. An outgrowth of this program was the approximately 150,000 pounds per week of produce scraps generated that was unfit for sale. Thomas McQuillan, Baldor’s Vice President of Corporate Strategy, Culture, and Sustainability was charged with the disposal of these scraps in an environmentally friendly way that would also help the company’s bottom line. Notwithstanding McQuillan’s efforts, in 2018, waste disposal continued to be a significant cost for the company. At an upcoming offsite company retreat, McQuillan had to present a plan to address Baldor’s food waste disposal that would help the company both financially and, in its sustainability standing.

### Intended Courses & Levels

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The case deals with food waste, a key issue in sustainability. The case would suit a senior level undergraduate or a graduate course in strategic management. In such a course, the case is best taught toward the middle of the semester after students have had exposure to the basic concepts of business-level strategy formulation.

### Learning Objectives

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

- Understand what sustainability is and how sustainability challenges interface with the organization’s strategy.
- Examine and articulate the business case for sustainability-based strategic decisions.
- Analyze the business and non-business factors that are relevant to sustainability initiatives.

## VOLUME 39, ISSUE 2

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- ***Strategic Management*** **Facebook's Privacy Breach: Challenges of Managing an Information-Based Supply Chain Risk**
- *Operational Risk Management* Maryam Memar Zadeh\*, University of Winnipeg [515 Portage Ave, Winnipeg, Canada 204-786-9348, [m.memarzadeh@uwinnipeg.ca](mailto:m.memarzadeh@uwinnipeg.ca)]
- *Information-Based Supply Chain*
- *E-Services* Mark Zuckerberg, Facebook's founder, Chairman and CEO, was under pressure from lawmakers to act on protecting the privacy rights of individuals. Facebook's policies allegedly allowed an app developer to sell Facebook users' data to Cambridge Analytica, a data analysis firm. Cambridge Analytica was accused of using Facebook users' data to profile and influence the voting intentions of British and American people. The disclosure of this news left Facebook tremendously vulnerable to criticism and resulted in an 18% drop in the company's stock prices. After two rounds of intense testimonies before the U.S. Senate and the House of Representatives, Zuckerberg and his management team faced the difficult task of deciding how best to protect the privacy of users to prevent similar adverse events in the future, while maintaining profit.
- *Privacy Management*
- *Ethical Decision Making*

### Intended Courses & Levels

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This case can be taught to undergraduate or Masters-level students in courses on strategic IT management, technology and operations management, information security and privacy, operational risk management, and business ethics. The case can be taught in an 80-minute session or it might be used as examination material.

### Learning Objectives

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The case is intended to fulfill the following teaching objectives:

- Recognize that personally-identifiable data is a valuable business resource that also brings significant business risks.
- Recognize unique strategic and operational challenges in a service operation involving information-intensive and interdependent business partner relationships.
- Establish ethically responsible policies, practices, and controls for collecting, analyzing and protecting personally-identifiable information.

## VOLUME 39, ISSUE 2

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- ***Strategic Management*** **Vista Outdoor: A Business Portfolio under Stress**
- *Corporate Strategy* John J. Lawrence\*, University of Idaho - College of Business & Economics
- *Related Diversification* [875 Perimeter Drive MS 3161, Moscow, ID 83844-3161, [jjl@uidaho.edu](mailto:jjl@uidaho.edu)]
- *Synergies*
- *Corporate Social Responsibility* Vista Outdoor Inc. was a publicly traded company that competed in both Shooting Sports markets (e.g., firearms and ammunition) and Outdoor
- *Growth-Share Matrix*

Products markets (e.g., hydration systems, sports helmets). Weak performance resulted in the initiation of a comprehensive strategic review of the company's business portfolio in November of 2017. This review was ongoing in February of 2018 when a 19-year-old former student entered Marjory Stoneman Douglas High School in Parkland, Florida with a semi-automatic AR-15 style rifle and killed 14 students and three educators. Surviving students at the school rallied the nation and asked for more action to prevent gun violence. On March 1, in response to customer petitions, both Recreational Equipment Inc. (REI) and Mountain Equipment Co-op (MEC) announced they would stop ordering and stocking Vista Outdoor brands like CamelBak and Bell because the company also manufactured guns (including semi-automatic, AR-15 style rifles similar to the one used in the Parkland shooting) and because they didn't believe that Vista Outdoor was doing enough to advance the national conversation on responsible gun ownership. As the case concludes, students are put in the shoes of Vista Outdoor CEO Chris Metz who must decide how to respond to the actions taken by its retailers and whether the current national debate about guns and gun control should be factored into the ongoing strategic review of the company's business portfolio.

### **Intended Courses & Levels**

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This case was written primarily for use in the corporate strategy portion of a strategic management course at the undergraduate level (although it could also be use in an MBA strategy course). There is a crisis communication component to the case, and as such it could also be used in a crisis communications course, although it was not developed with that application in mind. The nature of the case (i.e., developed around the conflict over private ownership of semi-automatic, AR-15 style rifles and their use in mass shootings in schools) probably limits its use to the U.S. as students in other countries will have a hard time relating to the context.

### **Learning Objectives**

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The specific student learning objectives of the case are as follows:

- Apply Porter's three tests of Corporate Advantage to better understand when and how related diversification can produce competitive advantage and enhance shareholder value.
- Create a BCG growth-share portfolio matrix and use it as input to evaluate and make changes to a corporate portfolio of businesses.
- Apply Corporate Social Responsibility (CSR) concepts to corporate portfolio decisions, inasmuch as stakeholders are not always in consensus regarding expectations for the strategic business units in a diversified company.
- Develop and use critical thinking skills in formulating appropriate communications strategies to respond to a corporate crisis.

## VOLUME 39, ISSUE 1

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- *Strategic Management*
- *Management Preference*
- *Small Business*
- *Family-Owned Business*

### Books on the Books:

#### Can a Change in Channel Strategy Promote Sales for an Antiquarian Bookseller?

Colleen M. Sharen\*, Brescia University and Mark Feltham [1285 Western Road, London, ON N6G 1H2, [csharen@uwo.ca](mailto:csharen@uwo.ca)]

Pat Chan and Nicky Caxton, a married couple and co-owners of Chan & Caxton Booksellers, faced a difficult decision. Seven months before, they had changed their channel strategy, moving from their home-based business to a shared retail space to increase revenue and decrease lower-margin consignment sales. This new strategy was not generating the expected increase in sales; however, the space offered them both low cost and flexibility to deliver special events for their customers.

Were these problems merely growing pains, or were they evidence that the bricks-and-mortar retail channel wasn't working out? Pat and Nicky thus found themselves pondering several options: staying in their current location, moving their business back to their apartment, renting an office space, or finding a stand-alone retail space in a better location. Each option had different potential implications for their business model, channel strategy, and their family life.

### Intended Courses & Levels

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This case is appropriate for upper-year undergraduate and graduate business courses or workshops in small business, small-business development, entrepreneurship, or family business. It explores the ongoing issues of managing and adjusting when a strategy fails in a context of small business and constrained resources.

### Learning Objectives

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After successfully completing this case, students should be able to:

- Assess the competitive landscape, consumer behaviour, and business model of a small family business in the context of their channel decision.
- Assess the management and personal preferences that inform the protagonists' decision-making process.
- Identify possible decision-making bias due to these preferences.
- Recommend an appropriate channel decision.



## VOLUME 39, ISSUE 1

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- *Strategic Management*
- *Five Forces*
- *Value Chain*
- *Core Competences*

### Veritas: The First “Real Food” Supermarket

Alfred Vernis\* and Lourdes Urriolagoitia, Esade Business School [Avenida de Torreblanca, 59 08172 Barcelona, Spain, [Alfred.vernis@esade.edu](mailto:Alfred.vernis@esade.edu)]

In January 2016, Silvio Elías, co-founder and CEO of Veritas, Catalonia’s leading organic supermarket chain, headed to a meeting with the company’s board to present the alternative options to enter in Madrid. At that time, Madrid was thriving like no other Spanish region and stood out as an attractive market for expansion. Most of all, operating in the nation’s capital accounted for an instrumental step forward on the path to accomplish Elías’ overriding vision: turning Veritas into Spain’s organic food leader.

Nonetheless, Spain’s organic food retailing landscape was changing very rapidly, with increased, fierce competition from a diverse range of players. Against this competitive backdrop, Elías wondered if Veritas should approach Madrid by opening their own stores, following the same strategy it had used to rise as industry leader in Catalonia. Eroski, a conventional supermarket chain, had also reached out to Elías to offer Veritas an opportunity to display some of its private label products at Eroski’s stores in Madrid as they did in Catalonia. Elías needed to make the final decision on his recommendation to the board.

### Intended Courses & Levels

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This case has been prepared for advanced Bachelor in Business Administration courses on corporate and business strategy. As it focuses on competitive strategy, this case may fit in nicely in the middle of a strategy course, when dealing with strategy formulation. This manual for instructors has been elaborated for an 80-minute class session.

### Learning Objectives

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While students will largely discuss how to create a sustainable competitive strategy, this case also provides insights on growth, distinctive competitive positioning, and geographic expansion.

Analyzing the Veritas case will enable students to:

- Apply Porter’s five competitive forces to examine a competitive environment and find ways for a company to cope with these forces in its segment.
- Learn how to work ‘downstream’ or ‘upstream’ within the value chain and how to connect it to the formulation of a sustainable competitive strategy.
- Assess a company’s differentiating and success factors.
- Understand the importance of ‘leading from the front’ in a changing industry with increasing competition, and recommend how to hold this position.

## VOLUME 38, ISSUE 3

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- *Strategic Management*
- *Industry Analysis*
- *Strategy Formulation*

### **Russian River Brewing Company In 2016: Positioning Pliny the Younger Craft Beer for Growth**

Sergio Canavati,\* Armand Gilinsky, and Jeffrey Young, Sonoma State University [1801 East Cotati Avenue, Rohnert Park, CA, 94928-3613, canavati@sonoma.edu]

Russian River Brewing Company's [RRBC] owners and founders, Vinnie and Natalie Cilurzo, grew their business into one of the largest craft breweries in Sonoma County, California, from 2003 to 2016. By 2015, the Cilurzos had paid off all outstanding debt and purchased 100 percent of the firm's equity using internally generated cash flows. However, RRBC's production and consumer retail infrastructure were insufficient to meet spikes in consumer demand. For over a decade, the Cilurzos largely dismissed the idea of expanding, but in spring 2016, discussions between the couple about investing in a second brewpub to expand production got more serious. As the Cilurzos analyzed RRBC's internal and external environment, they searched for ways to find consensus regarding expansion. The case provides an opportunity for students to evaluate the internal and external environment of a company. The case also allows students to assess and criticize the strategic management process within a growing firm.

### **Intended Courses & Levels**

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Beer and craft breweries typically generate high student interest in business classes. This case was written primarily for use early in strategic management courses to introduce industry analysis and growth strategies. Students can be drilled on industry success factors and competitive forces. Advanced students can focus on the tradeoffs involved in pursuing a growth strategy.

### **Learning Objectives**

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- Identify and evaluate the competitive characteristics of an industry. [See Discussion Question #1]
- Understand why a company's strategic position in an industry is central to its capacity to achieve a competitive advantage. [See Discussion Question #2]
- Weigh the strong and weak aspects of proactive vs. reactive managerial strategy-making processes in light of the firm's generic strategy. [See Discussion Question #3]
- Analyze strategic alternatives available to a company and recommend ways to create consensus behind a strategic choice. [See Discussion Question #4]
- [Optional, at the discretion of the instructor] Expose students to the concept of "copreneurship" and how it impacts decision-making in a small, growing business. [See Discussion Questions #1–4, and suggested class exercise in the Basic Pedagogy section].

## VOLUME 38, ISSUE 2

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- *Strategic Management*
- *Decision Making*
- *Process Planning*

### **Guardian Air: Planning a Decision Process for Helicopter Engines**

Timothy S. Clark,\* Northern Arizona University [101 E. McConnell Dr., Flagstaff, AZ 86011-5066, timothy.clark@nau.edu]

Facing operational constraints due to helicopter engines with sub-optimal power during hot weather at high altitudes, the program manager for an air-ambulance operator must plan for a decision process to consider upgrading the engines of any, many, or all of his program's seven helicopters. Long before putting the decision before his parent company's executives or board of directors, he needs to develop lists of relevant quantitative variables and what's known about them, qualitative factors and considerations, and stakeholders and their interests, all in order to methodically structure a process to better advance conversations with his colleagues toward a more efficient and effective outcome.

### **Intended Courses & Levels**

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This case is designed to fit within the first few weeks of upper-level undergraduate managerial decision-making courses. A range of teaching approaches and discussion points, provided in following sections, are intended to be highly adaptable.

### **Learning Objectives**

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This case was originally developed to address two formal skills assessments required by university administration for the author's business college's management-major seniors:

- Identify and understand complex interactions in organizations
- Understand success criteria involved in decision processes

## VOLUME 38, ISSUE 2

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- *Mission*
- *Entrepreneurial opportunity*
- *Effective mission statement*
- *Mission creep*
- *Not-for-profit management*

### **The Seacoast Science Center: Saving the Seals?**

William Naumes,\* and Margaret J. Naumes, University of New Hampshire, and Wendy W. Lull, Seacoast Science Center, [9 Denbow Road, Durham NH 03824-3104, bill.naumes@unh.edu]

At the April 2013 meeting of the Board of the Seacoast Science Center (SSC), the major issues for discussion were adoption of a new "elevator pitch" and whether to take on a new responsibility. The "elevator pitch" was designed to make explanation of the SSC easier and more consistent. Marine Mammal Rescue (MMR) would be an entirely new activity for the

Center. Marine mammals were protected under federal law. The New England Aquarium had been responsible for evaluating the condition of marine mammals, chiefly seals, that came ashore on New Hampshire beaches, but was not renewing its federal contract as of January, 2014. Wendy Lull, SSC President, needed unanimous approval from the board before SSC could apply for the federal contract. Board discussion was heated, focused primarily on cost and on mission fit. The case ends late in meeting, without a vote having yet been taken.

### **Intended Courses & Levels**

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This case is designed for use in the not for profit section of a Strategic Management course. The case is designed to present students with the opportunity to analyze a new project for an existing not for profit organization. The issue of mission-relevance of a proposed strategy is appropriate for both undergraduate and graduate levels.

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

### **Learning Objectives**

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After studying the case, students should be able to:

- define and refine the mission of a nonprofit organization
- evaluate the mission-fit of a new organizational direction
- perform a financial analysis in support of a discussion of the risks of a new venture
- recommend and support a future course of action

## **VOLUME 37, ISSUE 4**

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- ***Marketing Strategy***      **Kaviari: Pure Caviar**

- *Luxury Management*

- *Consumer Marketing*

- *Branding*

Ronald G. Kamin, \* Education Professional, Eric Dolansky , Brock University, Sabine Ruaud and Peter Daly, Edhec Business School, [14 rue de Bièvre 75005, Paris, France, ronalkamin@hotmail.fr]

In September 2015, with the peak of the holiday season only three months away, Karin Nebot, CEO and part owner of the House of Kaviari, is questioning how to sustain the growth of the company. Kaviari, with €26m in annual sales, is a French family business trading and retailing farmed caviars, which means that they import and brand the product, and sell it to fine food stores, chefs, and wholesalers. The caviar market in France is changing in a new way due to the introduction of inexpensive brands and new retail channels for the precious grains. In recent past, major hypermarkets and supermarkets have introduced caviar with a ‘downmarket’ product. With the high sales season fast approaching, Nebot needs to decide whether Kaviari should maintain its current position, go mainstream and broaden its consumer base, or increase the brand visibility in its traditional luxury segment.

## Intended Courses & Levels

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This case is best suited to be used in a general marketing course, or a marketing strategy or branding course, and fits best in an upper-year undergraduate course or a graduate course, due to the extensive analysis that can be done. It is designed to focus the students' attention on the strategic decision while considering factors such as consumer behavior, segmentation, channel management, branding, and competition; in other words, the case requires strategic analysis and implementation.

## Learning Objectives

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The learning objectives for this case are as follows:

- How to use strategic decisions to maintain growth;
- Understanding the changing needs of the market, as new trends emerge and markets shift as a result of competitive action;
- Creating strategies to reinforce the value created by a premium brand or leveraging that value to reach new markets;
- Assessing the market potential of different segments;
- Choosing appropriate channel partners to achieve strategic goals.

## VOLUME 37, ISSUE 4

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- ***Destination Marketing***

- *Growth*
- *Segmentation*
- *Targeting*
- *Ecotourism Management*

### **The Uakari Lodge & Community Based Tourism**

Harold Z. Daniel,\* and Sandra De Urioste Stone, University of Maine and Rodrigo Zomkowski Ozorio, Apuí Socioambiental, Nelissa Peralta, Universidade Federal do Para, and Fernanda Sa Vieira, Instituto Acaia [Maine Business School, 5723 DP Corbett Business Building, Orono, Maine 04469-5723, HDaniel@Maine.edu]

The Uakari Lodge is an internationally recognized pioneering example of community-based ecotourism. It was developed in the late 1990's to provide visitors to Brazil's Mamirauá Sustainable Development Reserve with an ecotourism experience demonstrating the value of rainforest conservation. The Mamirauá Institute for Sustainable Development (ISDM), supported by Brazil's Ministry of Science, Technology and Innovation, owns the Uakari Lodge. The Institute, in collaboration with local communities, jointly operates the lodge. While delivering economic, social and environmental benefits in the region, the management of the Lodge has struggled to achieve a targeted level of profits. This has constrained the Institute's efforts to fully transfer ownership and responsibility for operation of the Uakari Lodge to the partner communities. The management of the ISDM needs to attract more visitors to the lodge or increase the profit per visitor to achieve their target.

## Intended Courses & Levels

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This case should be used in an undergraduate senior level marketing strategy course or an undergraduate course in ecotourism management, sustainable business management, or sustainable tourism destination management. Given the complexity of the case (with its product, pricing and promotion issues, as well

as choice of growth strategy and potential for break-even analysis for identifying the number of additional guests needed to achieve the profit goal), it is best positioned toward the end of the course. The case may also be useful for courses in lodging and resort management.

## Learning Objectives

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

- Apply Ansoff's product-market matrix to recommend the most appropriate strategy for growing the Uakari Lodge business.
- Recommend the appropriate target market(s) and reflect that recommendation in other elements of marketing strategy, like product and promotion strategies, for the Lodge.
- Apply SWOT analysis to assess the situation faced by the management of the Lodge.
- Apply break-even analysis to help plan marketing strategy.
- Recommend an appropriate mix of target markets, experiential products, distribution channels and pricing to optimize revenue for the business throughout the year.
- Recommend the appropriate promotion strategy, i.e., balancing push strategy – personal selling to tour operators – vs. pull strategy – social media communications.
- Apply the Green Rural Enterprises framework to the assessment of the Lodge.
- Apply voluntourism concepts to tourism product development.

## VOLUME 37, ISSUE 3

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| <ul style="list-style-type: none"><li>• <b><i>Strategic Management</i></b></li><li>• <i>Entrepreneurial Management</i></li><li>• <i>Market Segmentation</i></li><li>• <i>Small Business</i></li><li>• <i>Resources</i></li><li>• <i>Capabilities</i></li><li>• <i>Core Competencies</i></li><li>• <i>Resources</i></li><li>• <i>Branding</i></li><li>• <i>Positioning</i></li></ul> | <p><b>Wil's Grill</b></p> <p>Leonard R. Hostetter* and Nita Paden, Northern Arizona University [P.O. Box 15066, Flagstaff, Arizona 86011-5066, len.hostetter@nau.edu]</p> <p>John Christ is an entrepreneur in his early 20's and owner of Wil's Grill, a street food business based in Flagstaff, AZ, serving customers throughout Northern Arizona. Wil's Grill was founded in January 2014. \$129,000 in revenue had been recognized from January 2014 through December 2016. Wil's Grill was highly portable, and targeted two main markets: 1) college students who were tired of chain-based fast food and wanted good, reasonably priced, late night food, and 2) community events, where organizers and customers wanted reasonably priced, "clean", high quality street food. "Clean" food was characterized by locally produced, organic foods and sustainable practices. In January 2017, John had to decide how he was going to grow revenue if Wil's Grill was to provide him with a livelihood. He was determined to make a strategic decision to either expand his focus on the street food business upon which Wil's Grill was founded, add a catering business, or do something else.</p> |
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## Intended Courses & Levels

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Wil's Grill is a case that was developed for use in a strategic management or an entrepreneurship course at the undergraduate level. The placement of this case study within the course schedule is recommended for the first half of the course as the topics of resources, capabilities, core competencies and market segmentation are typically found in earlier chapters of strategic management and entrepreneurship textbooks.

## Learning Objectives

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Upon completion of the Wil's Grill case study, students should be able to:

- Apply theory and analysis tools to evaluate the current resources, capabilities and core competencies of a small business, and evaluate future revenue growth opportunities.
- Identify and defend the “best” strategic decision for a small business.

## VOLUME 37, ISSUE 3

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- **Strategic Management**
- *Strategic Leadership*
- *Culture*
- *Leadership Style*

### **Telect Inc. and the 30 Year Ride: Edgy, or Over the Edge?**

John J. Lawrence\*, University of Idaho and Anubha Mishra, Rider University,  
[875 Perimeter Drive MS 3161, Moscow, Idaho 83844-3161, jjl@uidaho.edu]

Wayne Williams, the CEO of Telect, Inc. has proposed that he and the company's CFO, Stan Hilbert, spend a month or more riding around the country on their Harley Davidson motorcycles visiting the company's customers in honor of the company's upcoming 30<sup>th</sup> anniversary in September 2012. Wayne wants to take the ride to personally thank the customers who have helped the company reach this milestone and to showcase the firm's product offerings. He would also like to find out from customers what more Telect could be doing to meet their needs. Stan is concerned that the ride could backfire and be misinterpreted by customers, eroding rather than enhancing customer relationships. He is also concerned that employees will not see the ride as the best use of the company's resources and CEO and CFO's time, and that the company may not want to take on the physical risks of having its executive team travel around the country by motorcycle. The students are put into the shoes of the CFO and must decide whether or not to support the ride and what actions to take once that decision is made (e.g., if the decision is to support the ride, how to sell the ride to the company's employees and board of directors and how to mitigate the risks inherent in the ride; if the decision is to not support the ride, how to convince the CEO to change his mind about the ride).

## Intended Courses & Levels

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This case, available in both full and abridged versions, was written primarily for use in MBA and Executive Education strategy and/or executive leadership courses, but it is also suitable for use in an undergraduate level strategy or leadership course (although the longer version of the case is recommended for use with undergraduate audiences). The case focuses on strategic leadership and the role of the executive team in both shaping corporate culture and in developing and maintaining strong relationships with the organization's stakeholders, and in particular, its customers. The case also allows students to consider the nature of the relationships among members of the executive team and the dynamics of how decisions are made on executive teams. Given this case focus, it is most suitable for use in the second half of a strategy course when the course focus typically shifts to issues of strategy implementation (as opposed to strategy formulation). The case fits nicely with the content of chapters dealing with strategy implementation and strategic leadership in popular strategy textbooks.

## Learning Objectives

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By studying the case, students will develop their abilities to:

- Make strategy implementation decisions. In this case, the company's CEO has proposed a novel approach to implement a strategy of greater customer engagement. Students must decide whether the general implementation approach being advocated by the CEO makes sense, and then, if it does, consider a more detailed plan for pursuing this approach.
- Evaluate strategic decisions from the perspective of how they affect different organizational stakeholders.
- Differentiate among strategic, visionary, and managerial leadership styles and understand the implications of this for their own leadership effectiveness.
- Understand the various roles that executive leaders play within their organization and be able to interpret leaders' actions in the context of these roles.
- Appreciate and effectively manage the dynamics that play out within executive leadership teams.
- Define corporate culture and be able to describe how a leader's actions can shape that corporate culture.
- Understand the CEO/executive team's potential role in customer relationship management processes (particularly retention & growth).

## VOLUME 37, ISSUE 3

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

### **Planning to Engage the Millennial Generation at United Way Suncoast**

George H. (Jody) Tompson,\* and Deirdre Dixon, University of Tampa [401 W. Kennedy Blvd., Tampa, FL 33606-1490, jtompson@ut.edu]

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

## Intended Courses & Levels

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The case was designed to be used primarily in an undergraduate non-profit management course. After studying this case, students will have learned vocabulary and unique strategic issues in the non-profit world. Students will be specifically introduced to industry foresight, corporate partnerships and learn about millennial trends. It would be beneficial for students to have been previously exposed to general external analysis, and specifically how long-term trends should influence strategic decision making. A



key benefit of this case is that it requires students to think about non-profits in regards to generational trends. Many students do not realize that non-profit leaders have economic, marketing, and strategic decisions that are as complex as any of those faced by leaders in for-profit companies. How can UWS rethink its strategy about recruiting volunteers, donors and people for employment to stay relevant for the next generation?

## Learning Objectives

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After studying this case, students will be able to:

- Recognize the importance of the concept of “industry foresight” to non-profits.
- Understand the nature of the relationships that non-profits form with corporate partners and individual donors
- Develop recommendations for UWS or a similar nonprofit about millennial involvement in regards to volunteering, donating and employment, while illustrating understanding the issues and challenges facing nonprofits in engaging millennials.
- Respond to forecasted threat to non-profits of a dearth of millennial leader involvement in the future.

## VOLUME 37, ISSUE 2

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| <ul style="list-style-type: none"><li>• <b><i>Strategic Management</i></b></li><li>• <i>Responsible Leadership</i></li><li>• <i>Compensation Systems</i></li><li>• <i>Organizational Culture</i></li><li>• <i>Business Ethics</i></li><li>• <i>Corporate Governance</i></li></ul> | <p><b>Wells Fargo: Setting the Stagecoach Thundering Again</b></p> <p>Mahendra R. Gujarathi, Bentley University and Samir Kumar Barua, Former Director, IIMA [IIM Ahmedabad, Gujarat, India, 380015]</p> <p>The strategy of increasing cross-sell ratio that has yielded excellent financial performance for Wells Fargo, and made it the world's most valuable bank by market capitalization in 2015, has come unstuck due to unethical behavior of employees who opened over two million accounts unauthorized by customers. The organization culture has been compromised by faulty incentive system and aggressive cross-sell targets. The leadership under John Stumpf, Chairman of the Board and CEO of Wells Fargo, failed to stem the deterioration in the situation and re-establish ethical behavior and sound corporate governance at Wells Fargo. The imposition of record fines by regulatory agencies followed by scathing remarks in the Senate Banking Committee and House Financial Services Committee of Wells Fargo's leadership, business ethics, top management compensation, organization culture and governance finally leads to inglorious exit of John Stumpf. The new CEO, Tim Sloan is faced with the task of picking up the pieces to respond to a pertinent challenge: What changes are needed to the strategy, structure and systems at Wells Fargo to restore its reputation and regain the trust of its customers?</p> |
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## Intended Courses and Levels

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The case is most appropriate for use in graduate or undergraduate courses in (a) strategic management (some

institutions label this as global strategy, corporate strategy, or business strategy), (b) leadership, (c) corporate governance, and (d) business ethics. Instructors in marketing strategy, compensation, commercial banking, and financial services at either the graduate or undergraduate levels may also find the case useful. Change management instructors can use the case as an illustration of the challenges encountered in transforming organizational culture.

## Learning Objectives

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The Wells Fargo case provides students an opportunity to:

- Evaluate the economic effects of a business strategy, identify limitations of pay-for-performance systems and develop approaches to moderate their unintended consequences.
- Recognize that a sound business strategy and responsible leadership are both needed for serving the long-run interests of an organization and its stakeholders.
- Learn that even a successful leader can send an organization hurtling down a slippery slope, when the values and vision espoused by an organization are compromised.
- Determine whether an ethical environment is present in an organization, and suggest approaches to develop and sustain an ethical organizational culture.
- Propose control systems to limit adverse consequences of the autonomy that organizations provide to enhance employee motivation and creativity.
- Understand the psychological theories and cognitive biases that allow managers to rationalize their actions, even if they are unethical.
- Recommend approaches to reestablish the ethical culture of an organization, and suggest strategies to regain customer trust and corporate reputation..

## VOLUME 37, ISSUE 1

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| <ul style="list-style-type: none"><li>• <b><i>Entrepreneurship</i></b></li><li>• <i>Strategic Management</i></li><li>• <i>Decision-making Processes</i></li><li>• <i>Key Success Factors</i></li><li>• <i>Resource-based View of Strategy</i></li><li>• <i>Growth Strategies and Financial Implications</i></li></ul> | <p><b>Señor Sisig: Hungry for Growth in The Food Truck Industry</b></p> <p>Evan Kidera, Armand Gilinsky, Jr., * Sonoma State University, Jeffrey P. Shay, Washington &amp; Lee University, Sally Baack, San Francisco State University [1801 East Cotati Ave., Rohnert Park, CA 94928-3609, <a href="mailto:gilinsky@sonoma.edu">gilinsky@sonoma.edu</a>]</p> <p>This case takes place as Señor Sisig has had three years of increasing success. The case highlights founder Evan Kidera, and the business as a whole, in Señor Sisig's efforts to continue the company's success and in pursuing the best growth options. Señor Sisig has received great acclaim in its early years. Founder Evan Kidera feels great pressure to capitalize on the opportunities presented to Señor Sisig as a result of the hard work in those early years, and at the same time does not want to over-stretch Señor Sisig's reach. Beyond maintaining business as usual, Kidera was considering three growth opportunities for Señor Sisig: (1) Add more food trucks, (2) expand operations to package products for sales to food retailers, and (3) open a bricks-and-mortar restaurant.</p> |
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## Intended Courses & Levels

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This case is intended for use in MBA, Executive or Undergraduate Entrepreneurship or Strategic Management courses. For Entrepreneurship courses, the case can be used to inspire a debate over what it means to be successful as well as how to sustain that success after the initial concept for a business has been proven in the marketplace. It can also be used to expose students to scenario planning via analysis of pro forma financial statements. The case can be placed at any time during a Strategic Management course: at the beginning to preview later course topics; to drill students on course topics such as key success factors, VRIO analysis, financial analysis, and growth strategies; or as a review assignment for a final examination. The authors have used the case as both introductory and final assignments for MBA and undergraduate Entrepreneurship and Strategic Management courses.

## Learning Objectives

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

- Describe how entrepreneurs craft growth strategies and what is involved in the strategic decision-making process.
- Develop a deeper understanding of the ways entrepreneurs choose to bootstrap their businesses as well as the assumptions and tradeoffs involved in doing so.
- Apply strategic management concepts and frameworks, such as key success factors, distinctive competencies, forecasting scenarios, and sustainable competitive advantage.
- Evaluate strategic options and craft a growth strategy for a small entrepreneurial firm that is experiencing significant success and revenue growth but is constrained by limited access to capital.

## VOLUME 37, ISSUE 1

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- *Social Enterprise*
- *Nonprofit Management*
- *Strategy*

### Howard Industries: A Social Enterprise Worth Continuing?

Kyleen Myrah,\* Kerry Rempel and Dean Warner, Okanagan College [1000 KLO Road, Kelowna, BC, Canada, V1Y 4X8, [kmyrah@okanagan.bc.ca](mailto:kmyrah@okanagan.bc.ca)]

Levesque has been the Executive Director with The John Howard Society of the North Okanagan (JHSNOK) for 11 years, a charitable nonprofit society located in British Columbia, Canada. During this time, she had moved JSJNOK from an organization in crisis and unable to meet current financial obligations, to stability and growth with an annual budget of just over three million dollars. Five years ago, the organization made a strategic decision to pursue social enterprise to better support the growth and development of their clients - marginalized people who had been in conflict with the law - and to find additional ways to diversify their funding sources so they had more financial independence and stability. In 2010, Howard Industries was incorporated and two social-purpose ventures were created. Achieving a 'blended-value bottom line' of both social and financial performance has not been easy and Levesque has been asked by her board to provide recommendations for its future direction.

## Intended Courses & Levels

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This case can be used in an upper level non-profit management or social entrepreneurship class in degree or graduate programs. The intent is for students to understand the constraints faced by non-profit organizations while trying to achieve their mission, explore social enterprise as an opportunity for this sector, and analyze the feasibility of operating entrepreneurial ventures to support their program needs. The complexity of social ventures is a key learning from the case, as the organization need to balance demands from the social mission side (for example, employing people with many barriers) with the financial side (being competitive in the market).

An additional outcome (as identified in classroom testing through an upper level social entrepreneurship class offered in a Bachelors of Business Administration program) is that many students will not have been exposed to an organization such as JHSNOK. There could likely be additional learning about how an organization attempts to deal with a very vulnerable population with such low likelihoods of complete re-integration (or transformation) of clients, and therefore, what measures of success they are guided by. Further discussion may also reveal lack of knowledge of these societal issues, and what measures (programming versus social enterprise) are best suited to try to solve such complex and challenging problems.

## Learning Objectives

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- Identify the challenges facing non-profit organizations in the current environment.
- Analyse the strategy of social enterprise as an option to improve non-profit sustainability and improve social impact.
- Evaluate the viability of a social enterprise's strategy using a blended or double bottom line approach.
- Identify criteria and make a recommendation that reflects the strategy of a social enterprise.

## VOLUME 36, ISSUE 2

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| <ul style="list-style-type: none"><li>• <b><i>Not-for-profit Management</i></b></li><li>• <i>Strategic Management</i></li><li>• <i>Strategy Maps</i></li><li>• <i>Performance Scorecard</i></li><li>• <i>Strategic Planning</i></li><li>• <i>Faith based organizations</i></li></ul> | <p><b>Assessing the Success of a Divine Plan: The Anglican Foundation of Canada's Strategic Priorities</b></p> <p>Gina Grandy*, Daphne Rixon and Judy Rois [University of Regina, 3737 Wascana Parkway, Regina, Saskatchewan, Canada, S4S 0A2]</p> <p>The Executive Director (ED) of a registered charitable organization, specifically a foundation of a religious based organization, felt the organization needed to be more intentional in assessing the implementation of their strategic plan and determining how best to allocate people, money and time resources to achieve the strategic priorities. The organization was two years into a five-year strategic plan. The ED needed to develop a measurement framework that would provide direction in determining how to allocate resources among the five strategic priorities and permit a systematic evaluation of the organization's success moving forward for the last three years of the plan.</p> |
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## Intended Courses & Levels

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This case is formulated for university undergraduate students in their fourth year of study and graduate

students. It is designed primarily for a not-for-profit management course on the topics strategic performance measurement and strategic planning. It can also be used for a strategic management course on the topics not-for-profit strategic performance measurement and strategic planning.

The case is intended to expose students to evaluation and measurement of strategic plans and strategic goals. It is also intended to illustrate how such a framework is important and can be used to ensure alignment between decisions on resource allocation and strategic priorities. The focus is upon a registered charitable organization, specifically a foundation of a religious based organization, and it challenges students to grapple with the complexity of measuring performance in a mission-based organization. In general it should therefore be taught after students have been exposed to the role of mission / vision, strategic planning and balanced scorecard or some related measurement scorecard.

### **Learning Objectives**

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Students will:

- Assess and evaluate the completeness of a strategic planning process.
- Define the linkages between mission, vision, strategies, objectives, measures and actions.
- Develop a strategic performance measurement system as a means through which to align strategic priorities, objectives and outcomes for a not-for-profit organization.

### **VOLUME 36, ISSUE 1**

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| <ul style="list-style-type: none"><li>• <i>Corporate governance</i></li><li>• <i>Ethical dilemmas</i></li><li>• <i>Giving Voice to Values</i></li></ul> | <p><b>Himachal Fertilizer Corporation (A), (B) &amp; (C): An Ethical Conundrum</b></p> <p>Samir Kumar Barua*, IIMA and Mahendra R. Gujarathi, Bentley University<br/>[*IIM Ahmedabad, Gujarat, India, 380015; skbarua@iimahd.ernet.in]</p> |
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A non-executive independent director on the board of directors of Himachal Fertilizer Corporation (HFC), Neil is faced with the challenge of how to address an attempt to subvert the process of bidding for a lucrative contract. He must navigate the board processes to restore the integrity of the bidding process. In doing so, Neil is confronted with dilemmas pertaining to his own values. He incurs a huge personal risk to restore fairness in the bidding process and faces the challenge of upholding ethical principles and promoting organizational goals without jeopardizing his colleagues on the board. The maze of issues that arise highlights the interconnectedness of concepts and ideas from corporate governance, ethics and Giving Voice to Values (GVV). The case demonstrates that decision making by an individual from awareness, to analysis and to action is fraught with pitfalls, unintended consequences and complexities that are difficult to recognize and deal with. Neil epitomizes the equivocal choices executives and board members face in real organizations.

### **Intended Courses and Levels**

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The case is most appropriate for use in graduate or advanced undergraduate courses in strategic management,

corporate governance or professional ethics. It may also be used in a training program for corporate board members. The case can also be used in a corporate finance course. Oftentimes, corporate finance courses focus only on techniques and computations. They are anchored around the exclusive goal of maximizing shareholder wealth and do not address the importance of making responsible (ethical) judgments to serve interests of multiple stakeholders. This case series can be a good vehicle to bridge this gap in the contemporary finance education.

## Learning Objectives

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After working on the cases, students will have greater ability to:

- Identify the ethical dilemmas faced by an individual and understand implications of alternative courses of action;
- Use organizational mechanisms and networks to give voice to individuals' values;
- Recognize the need to prioritize values in a decision-context given that it is not always feasible to uphold each value in its pure form;
- Understand the fiduciary responsibility of the board and manage the interface with executive management on crucial decisions;
- Use contextual learning to develop formal mechanisms for preserving organizational ethics and promoting organizational good;
- Recognize the power of 'one', i.e., the ability of a single individual who stands for values to make a significant contribution to an organization's effectiveness.

## VOLUME 35, ISSUE 4

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- ***Strategic Management***
- *Decision-making Processes*
- *Business Model*
- *Situation Analysis*
- *Crowdfunding*

### Naked Wines.com — Disrupting the Wine Industry?

Armand Gilinsky, Jr.\* and Sandra K. Newton, Sonoma State University [1801 East Cotati Ave., Rohnert Park, CA 94928-3609, [gilinsky@sonoma.edu](mailto:gilinsky@sonoma.edu)]

In late spring 2013, Nakedwines.com (NWC) founder and CEO Rowan Gormley brought his team together to prioritize initiatives and formulate a strategy. NWC's business model involved raising money directly from subscribers via the Internet, using these revenues to fund winemakers around the world, who in turn created new brands, which were consigned to NWC and then sold directly via the Internet to subscribers ("Angels") at a discount. Angels, who represented 95 percent of NWC's customers, received exclusive access to a mobile application to rate and purchase wines. NWC had recently expanded to Australia and the US, reached breakeven, boasted over 100,000 Angels, and expected 200,000 Angels and \$96 million in sales by year's end. Management debated whether to focus on acquiring new customers, retaining customers, or rethinking the mobile app strategy, but equally pressing issues involved building capacity and capital to grow.

## Intended Courses and Levels

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The NWC case works well at the beginning of an undergraduate or graduate capstone course in Strategic Management. Instructors can use the case to introduce strategy, decision-making processes, and business models, topics typically covered in the first chapter(s) of many leading strategy textbooks. The case provides

an opportunity to preview a variety of tools to conduct situation analysis — such as PESTEL and SWOT — that will be covered in later chapters and class sessions. The case is somewhat versatile in that it can also be used to illustrate innovation and entrepreneurial growth strategies in the e-commerce context.

### Learning Objectives

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- Expose students to the elements of a strategic decision-making process.
- Evaluate an innovative business model, blending e-commerce, wine, and crowdfunding.
- Conduct situation analysis, pertaining to the external and internal operating environments.
- Use situation analysis to prioritize and then weigh the implications of short- and longer-term strategic initiatives.

## VOLUME 35, ISSUE 2

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- ***Strategic Management***

- *Not-for-profit Management*

- *Not-for-profit Competitive Positioning*

- *Industry Analysis*

- *Faith based organizations*

### **“Keeping the Faith”? Competitive Positioning of a Not-For-Profit Youth Camp**

Gina Grandy\* and Rhiân Stewart [University of Regina, 3737 Wascana Parkway, Regina, Saskatchewan, Canada, S4S 0A2]

Board members of a youth camp affiliated with the United Church of Canada were contemplating how to improve the competitive positioning of the camp. The organization recently received a relatively large donation and the Board Chair viewed it as an opportunity to revisit the organization's direction and positioning relative to other camps in the area. The organization faced competition from a number of faith based and non-faith based camps, most of which offered more diverse programming or were positioned with a stronger Christian message. The Board needed to determine how to improve the organization's competitive position without jeopardizing its Christian roots and core mission. It also had to decide how the donated money could support this, whether through a new building or other means.

### Intended Courses and Levels

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This case was formulated for university undergraduate students in their fourth year of study or graduate students in a MBA program. It is appropriate for not-for-profit (NFP) management and general management / strategic management classes. The case can be taught as an application of industry structure analysis and competitive positioning in the NFP context.

### Learning Objectives

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Students will:

- Critique and apply frameworks designed for for-profit organizations to the NFP context.
- Evaluate and determine how to balance tradition and innovation in a NFP organization operating in an industry segment with declining demand.

- Develop an understanding for the complexity of defining industry boundaries and the impact of industry definition upon industry structure analysis.
- Evaluate the potential for competitive advantage and determine an effective competitive position for a NFP organization competing with other NFP and for-profit organizations.
- Develop criteria and evaluate strategic options that will improve the competitiveness of a NFP organization.

## VOLUME 35, ISSUE 1

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- ***Strategic Management***
- *Strategic Partnerships*
- *Not-for-profit Mission & Strategic Decisions*
- *Not-for-profit Sustainability*

### **Building a Positive Future for Children with Disabilities Through Strategic Partnerships**

Gina Grandy\*, Hyla LaPointe, Laura Park and Robert Murray [University of Regina, 3737 Wascana Parkway, Regina, Saskatchewan, Canada, S4S 0A2]

The Executive Director of a not-for-profit that provided family-centered services to children with disabilities was concerned about the organization's sustainability. The organization was heavily dependent upon financial support from government, however, this funding was insufficient to cover all operating expenses and address the growing demand for services. The Executive Director was interested in developing long-term strategic partnerships to build awareness and generate greater financial support for the organization while remaining true to the organization's mission. She needed to assess current partnerships and determine where to best direct her efforts regarding new partnerships. She also wanted plan that was realistic given the organization's limited people resources.

### **Intended Courses and Levels**

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This case was formulated for university undergraduate students in their fourth year of study. It is appropriate for strategic management and not-for-profit management classes. The case is intended to expose students to the nature and role of strategic partnerships / collaboration for not-for-profits. It challenges students to consider how best to maintain the mission of a not-for-profit while also ensuring the short-term and long-term sustainability of the organization, primarily through partnerships. It should therefore be taught either as a case in a not-for-profit management / strategic management course on collaboration or as an introduction to strategy and collaboration in not-for-profits in a strategic management course. Ideally it should be taught after students have been exposed to mission / vision, governance, stakeholder analysis, and basic financial analysis.

### **Learning Objectives**

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Students will:

- Identify and explain the different types of partnerships that not-for-profit organizations can form.
- Evaluate the alignment between mission and strategic partnerships and the benefits and risks associated with alignment or misalignment.



- Determine how leaders of a not-for-profit organization can use partnerships as a means through which to decrease reliance on government funding and ensure the sustainability of the organization.

## VOLUME 34, ISSUE 4

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| <ul style="list-style-type: none"> <li>• <i>International Joint Ventures (IJVs) from Emerging Economies</i></li> <li>• <i>IJV Strategy and Process</i></li> <li>• <i>Cross-Cultural Issues in IJV Management</i></li> <li>• <i>IJV Exit Strategy</i></li> </ul> | <p><b>Sonata Software Ltd., India: Building Global Competitive Advantage through an International Joint Venture</b></p> <p>Stephanie Hurt,* Meredith College and Vijaya Narapareddy, University of Denver, [Raleigh, NC 27607; hurtstep@meredith.edu]</p> <p>This case deals with how Sonata Software, an Indian software company, sought growth in Western Europe through a joint venture (JV) with TUI AG, a leader in travel and tourism in Germany. It describes the firm's choice of a JV as a means for entering overseas markets while building new competencies and buttressing competitive advantage. The case opens in Bangalore in May 2010, with B. Ramaswamy, President and Managing Director of Sonata Software, meeting his management team to review the performance of TUI Infotec. The case traces the history of Sonata from its spinoff from its parent company to the JV design and implementation. It challenges students to evaluate the advantages and disadvantages of this international JV, and to consider the decision of whether to continue the JV or to dissolve it when the revenue commitments made by TUI AG were set to expire in 2011.</p> |
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### Intended Courses and Levels

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The case is targeted for MBA and Executive Education courses in Strategic Management, International Management, and Global Business and Strategy. The case has been class-tested in MBA strategic management courses and caught the interest of students because it dealt with a JV initiated by an emerging market firm as part of an ambitious strategy to become a global player. Before studying the case most of the MBA students had experience primarily with JVs entered into by American firms. Therefore, students enjoyed reading and discussing an actual example of managing a JV transition process by a developing economy firm and gaining insight into the importance of design factors.

### Learning Objectives

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The case is focused on international JVs as a major strategic choice in achieving global competitive advantage. As such, upon reviewing the case and participating in the case discussion, students should be able to:

- Comprehend why companies enter into international joint ventures (IJVs);
- Identify the challenges (process and cross-cultural issues) embedded in IJVs;
- Evaluate the performance outcomes of IJVs; and
- Decide when to continue an IJV and when to dissolve it.

- *Strategic Management*
- *Strategic Decision Making*
- *Sustainable Strategy*
- *Technology Strategy*
- *Stakeholder Analysis*
- *Corporate Social Responsibility*
- *Government Regulation*
- *Organizational Culture*
- *Cost Accounting*

### **Balancing Stakeholder Interests and Corporate Values: A Cummins Strategic Decision**

Erica Berte,\* and Christine Vujovich, Indiana University-Purdue University  
Columbus [4601 Central Avenue, Columbus, Indiana 47203-1769,  
eberte@iupuc.edu]

In early 2002, Cummins was being pressured by its competitors and many fleet customers to request the United States Environmental Protection Agency (EPA) to delay the new oxides of nitrogen (NO<sub>x</sub>) emission standard that would take effect in October 2002. Cummins Engine Business President Joe Loughrey and his team needed to make a strategic decision. Should they:

A. agree with the competitors' position and ask the EPA to delay the consent decree implementation date, and then delay the development and production of their new engine, thus facing an EPA non-conformance penalty; or

B. implement the terms of the consent decree, launching a new but more costly engine that meets by October 2002 the more stringent NO<sub>x</sub> emission standards. Both strategic decision options had substantial consequences and needed carefully evaluation. The future of Cummins' Engine Business was in jeopardy, and their decision could impact the future of competitors.

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### **Intended Courses & Levels**

This case study is recommended for senior undergraduate and graduate courses which focus on strategy, organizational behavior, corporate social responsibility and cost accounting. It encompasses topics in strategic decision making, organizational culture, stakeholder analysis, corporate social responsibility and cost accounting.

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### **Learning Objectives**

The learning objectives of this case study are to:

- analyze qualitative and quantitative factors that affect corporations' decision-making processes.
- understand how a corporation's mission, vision, and values can guide its strategic decisions.
- be able to conduct a stakeholder impact analysis.
- assess the impact of strategic decisions on corporations' short and long-term results.
- examine how corporations that take strategic decisions considering its corporate social responsibility can succeed.

## VOLUME 34, ISSUE 1

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- *Strategic Management*
- *Valuation*
- *Governance*
- *International Business*

### Cooley Distillery: The Independent Spirit of Ireland

James J. Kennelly,\* Skidmore College [815 North Broadway, Saratoga Springs, NY, 12866-1632; jkennell@skidmore.edu]

Cooley Distillery was the world's only independent, Irish-owned distiller of Irish whiskey. Against long odds, it had survived 25 years of brutal competition in the oligopolistic Irish whiskey category of the global spirits industry. Along the way, it began to turn a modest profit and achieved a stellar reputation for quality and innovation in its product offerings. Yet Cooley, a non-listed public company with 290 shareholders, had never paid a dividend, nor seemed in a position to do so for years to come. Founder and Chairman John Teeling faced a significant strategic decision as 2011 drew to a close. Should Cooley remain independent? Or did a sale of the firm to a large multinational make more sense? A management buyout or a joint venture represented other feasible options. What decision was best for Cooley's shareholders, for the management, and for Cooley's other stakeholders?

### Intended Courses & Levels

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This case is most appropriate for use in MBA or Executive Education courses in Business Strategy. It could also be used in upper-level undergraduate strategy courses, although given the product is an alcoholic beverage, some instructors may be leery of using it with undergraduates who may not be "of age." The case could also be used profitably in an MBA-level Fundamentals of Finance course.

### Learning Objectives

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- To better comprehend the challenges of competing as a small, niche player in an oligopolistic, and consolidating, branded product industry.
- To apply relevant analytical tools in evaluating industry structure.
- To understand the responsibility of a Chairman/Board of Directors of a non-listed public company.
- To estimate the valuation of an SME by forecasting financial performance and utilizing multiple valuation approaches, including discounted cash flow, payback and other techniques.
- To decide on an appropriate course of action based on analysis of both quantitative and qualitative factors.
- To assess the impact of a strategic decision on a variety of stakeholders, including shareholders, customers, employees, community, and others.

## VOLUME 32, ISSUE 1

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- *Corporate Governance*

### **Lehman Brothers: Crisis in Corporate Governance**

Randall D. Harris\*, California State University Stanislaus [One University Circle, Turlock, CA 95382, raharris@csustan.edu]

This case details the desperate negotiations in September of 2008 to prevent the failure of the New York investment bank Lehman Brothers. Following the collapse of the U.S. subprime mortgage market in February of 2007, a downturn in the global financial markets began to accelerate. Lehman Brothers, heavily exposed to the U.S. subprime and commercial real estate markets, began to experience increasing levels of distress. Looking for a merger to save the company, Chairman of the Board and Chief Executive Officer Richard “Dick” Fuld began to actively seek a buyer for the company. Rebuffed by several potential suitors, Fuld instructed his attorney to approach Bank of America about a deal. Negotiations between Lehman Brothers and Bank of America ensued and were encouraged by U.S. government officials. Talks between Lehman and Bank of America failed. After conversations with Barclays Bank about a bid for Lehman also stalled, Dick Fuld was isolated from the discussion and U.S. government officials began to directly manage the negotiations regarding the fate of Lehman Brothers. In a critical moment, U.K. financial authorities balked at a proposed deal to save Lehman. The Lehman Brothers board of directors was monitoring these negotiations and met four times over the weekend of September 13th and 14th. During the fourth meeting, a U.S. government official addressed the board and stated that a Lehman Brothers bankruptcy would be in the best interest of the nation. The Lehman Brothers board was now faced with a stunning dilemma: whether to further stall for time, vote against the expressed wishes of U.S. government officials, or acquiesce to the bankruptcy of the company.

### **Intended Courses & Levels**

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This case is suitable for graduate and executive education level courses in Strategic Management, Corporate Governance and Corporate Finance. The complexity of the case and the issues raised may require significant preparation by the instructor in order to make the case suitable for undergraduates.

### **Learning Objectives**

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

- Evaluate the financial condition of Lehman Brothers and draw conclusions about its ability to function as an ongoing enterprise.
- Apply the general fiduciary obligations and responsibilities of a board of directors to the Lehman Brothers case and debate whether these obligations were upheld given the increased risk profile of the firm in 2007.
- Identify that Richard “Dick” Fuld was both the Chairman of the Board and also the Chief Executive Officer and consider the implications in this situation for having a single person in both of these

roles.

- Consider the three options that faced the board of Lehman Brothers on September 14, 2008 and make a cohesive argument for what the board should do.
- Apply several theoretical “lenses” of corporate governance to the Lehman Brothers case and evaluate the implications for extant theory.

## VOLUME 32, ISSUE 1

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- ***Strategic Direction***      **Strategic Planning and Governance at Bridge Adult Service Centre: Where to Begin?**

- *Strategic Planning*

- *Governance*

- *Not-for-profits*

Gina Grandy,\* University of Regina and Rhiân Stewart, ENMAX Corporation [University of Regina, 3737 Wascana Parkway, Regina, Saskatchewan, Canada, S4S 0A2]

Susan Thibodeau, Executive Director of Bridge Adult Service Centre, contemplated how Bridge Adult could provide additional services and improved programming to current and new clients. Bridge Adult was a not-for-profit organization that aimed to enhance the lives and promote inclusion of intellectually challenged individuals in communities. There were 27 other service centres similar to Bridge Adult located throughout Nova Scotia, Canada. Funding from government sources remained relatively stagnant over the years but demand and programming needs had changed significantly in most of these centres. In order for Bridge Adult to continue to improve their current client offerings, programs that generated revenue while simultaneously provided meaningful experiences for clients were essential. Thibodeau, in collaboration with the Board, needed to determine strategic priorities for the next three years, her role in that process and who would be responsible for the various aspects of the implementation.

### Intended Courses & Levels

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This case was formulated for university undergraduate students in their fourth year of study or graduate students in a MBA program. It is appropriate for strategic management, corporate governance and not-for-profit management classes. The case is intended to challenge students to consider the similarities and differences in strategy formulation and implementation and governance between for-profit and not-for-profit organizations. It should therefore be taught as a corporate governance or strategic planning case and ideally after students have been exposed to financial analysis, competitive analysis, value chain analysis, governance, SWOT analysis and growth strategies.

### Learning Objectives

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Students will:

- Compare and contrast the nature of strategy and governance in not-for-profit and for-profit organizations.
- Evaluate and determine ways to improve the governance practices of a not-for-profit organization.

- Conduct a comparative and competitive analysis of a not-for-profit organization providing non-revenue generating and revenue generating activities.
- Identify and evaluate strategic options for a not-for-profit for a three year period

## VOLUME 30, ISSUE 1

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| <ul style="list-style-type: none"> <li>• <b><i>Strategic Management</i></b></li> <li>• <i>Financial Sustainability</i></li> <li>• <i>Non-profits</i></li> <li>• <i>External Environment</i></li> <li>• <i>Strategic Options</i></li> </ul> | <p><b>The Pub: Survive, Thrive or Die?</b></p> <p>Gina Grandy,* University of Regina, Moritz P. Gunther, Andrew Couturier, Ben Goldberg, Iain MacLeod and Trevor Steeves, Mount Allison University, [University of Regina, 3737 Wascana Parkway, Regina, Saskatchewan, Canada, S4S 0A2]</p> |
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The Tantrammarsh Club, more commonly referred to as The Pub, was Mount Allison University's non-profit club. The Pub had experienced several years of financial difficulties and it was set to move to a new location on campus in a few months. Expenses associated with the move would be financed through a loan by the University. The board had been slow to make several decisions pertaining to the move and it was still unclear if the new Pub would be primarily a dance bar or offer more to consumers in different ways. The Pub's Manager, Jonathan "Scooter" Clark, and the board were evaluating the possibility of changing the business model of The Pub for its move to the new location and what this would entail. Scooter had to develop an explicit plan to bring back to the board in four months.

### Intended Courses & Levels

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This case is designed for undergraduate courses in Strategic Management. This case should be taught early in the semester as an introduction to the integration of internal and external analyses and identification of strategic options. It is intended for a 50 to 80 minute discussion class.

### Learning Objectives

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Students will learn to:

- Conduct an internal and external analysis using Porter's value chain, PESTEL and Porter's Five Forces frameworks and synthesize the material into key strengths, weaknesses, opportunities and threats.
- Identify the needs of consumer groups and evaluate an organization's ability to satisfy these needs.
- Identify and evaluate strategic options for an organization and develop a feasible business model.

## VOLUME 28, ISSUE 3-4

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| <ul style="list-style-type: none"> <li>• <b><i>Strategic Management</i></b></li> <li>• <i>Venture Financing</i></li> </ul> | <p><b>Sula Vineyards</b></p> <p>Raymond H. Lopez*, Pace University, Armand Gilinsky, Jr., Sonoma State University, and Jigar Shah, MBA Student, Pace University, [One Martine</p> |
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- *Sales Forecasting*
- *Valuation*

Avenue White Plains, NY 10606; rlopez@pace.edu]

Rajeev Samant, founder of Sula Vineyards, was a pioneer in the nascent Indian wine industry. After selling off a minority equity stake to private investors in 2005 to raise funds for expansion of his winery, Rajeev in mid 2007 again faced the challenge of deciding whether or not and if so, at what rate to grow Sula to meet forecasted rapid growth in demand for Indian wines. He developed financial projections to present to Sula's board. Rajeev now needed to decide on the appropriate plan to present to his board as well as the anticipated level and sources of funding needed to support this plan. In seeking new funding, Rajeev was mindful of the tradeoffs inherent in new equity financing, which could lead to a further dilution of ownership control, versus new debt financing, which would place additional claims on future cash flows and increase Sula's financial risk.

### **Intended Courses & Levels**

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The case is targeted primarily towards undergraduate students and graduate students in an MBA program. It is best used in a capstone strategy course, after students have been exposed to SWOT analysis, Michael Porter's Five Forces Model (1979, 1980, 2008), as well as to a broad range of financial subject matter from their previous course work. Pricing and market segment data by product brand allows for analysis and projections in the rapidly growing Indian wine market. An Indian entrepreneur founded and continues to manage Sula Vineyards, so the characteristics of firm operations could easily fit into a course directed towards entrepreneurial (owner-manager) activities, with an international focus. The case works particularly well for student presentations and has been tested in both undergraduate strategy courses and MBA-level finance courses.

### **Learning Objectives**

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

- Develop a greater understanding of the wine industry, particularly in a developing country context
- Use techniques such as Porter's (1979, 1980, 2008) five-force analysis and SWOT analysis to aid in strategic decision making
- Practice common statement and ratio analyses that give credence to strategic decision-making
- Develop and use scenario planning techniques for constructing financial forecasts
- Conduct a valuation of a small (entrepreneurial) business using a variety of financial valuation methods.



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