

N A C R A



2023 Program
of the
**North American Case
Research Association**

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65th Year

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San Antonio, Texas
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Olga Kandinskaia, VP of Programs & Conference Chair
CIIM Business School of the University of Limassol, Cyprus

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This 2023 Program has been compiled using information on accepted cases and planned presentations.

This Program document does not confirm that a case or presentation was delivered at the conference and is not confirmation of conference participation.

The official record of cases and presentations delivered at the 2023 NACRA Conference can be found in the 2023 Proceedings of the North American Case Research Association, Volume 37.

NACRA 2023 ANNUAL MEETING SCHEDULE

Thursday, October 5

Time	Room	Meeting/Participants
8:00 AM – 5:00 PM	Rio Grande Foyer	NACRA Registration and Sponsor Exhibition (closed during meals)
8:30 AM – 12:00 PM	Pecan	Paul R. Lawrence Fellowship Recipient Workshop (by invitation only) Anne T. Lawrence, San Jose State University, USA (emerita), & Case Research Foundation María Ballesteros-Sola, California State University Channel Islands, USA, & Case Research Foundation
12:00 PM - 1:00 PM	Directors	NACRA Executive Board Meeting (NACRA Board only)
1:00 PM - 3:00 PM	Rio Grande East/Center	John Seeger Start-up Cases Workshop (Registrants, Mentors, and Guests) Janis Gogan, Bentley University, USA (emerita)
1:00 PM - 3:00 PM	Frio	John Seeger Start-up Cases Workshop - WIP (Work-In-Progress) Roundtable Christopher Cassidy, Sam Houston State University, USA James (Jim) Fisher, St. Louis University, USA
1:30 PM - 4:30 PM	Pecan	Pedagogy Track: Developing Case Scholarship in Teaching and Research – Roundtable Session for Accepted Papers & Presentation Proposals (Guests are welcome) A. K. Dey, Birla Institute of Management Technology, India Mike Annett, MacEwan University, Canada
3:00 PM - 3:30 PM	Rio Grande Foyer	Afternoon Coffee/Tea Break with Snacks
4:00 PM - 4:30 PM	Directors	Pre-Conference Track Chair Meeting with VP of Programs Olga Kandinskaia (Track Chairs & Co-Chairs only)

Time	Room	Meeting/Participants
5:00 PM - 6:00 PM	Rio Grande East/Center	<p>Welcome to NACRA 2023 by NACRA President Nicole M. Amos, Johnson & Wales University, USA</p> <p>Introducing Keynote Speaker by NACRA VP of Programs Olga Kandinskaia, CIIM/University of Limassol, Cyprus</p> <p>Opening plenary</p> <p>“Case Method Today: Impact on Theory Building, Students’ Learning, and Industry/Community Engagement – Insights from INSEAD Blue Ocean Strategy Institute”</p> <p><i>Presented by Oh Young Koo, Institute Executive Fellow, INSEAD Blue Ocean Strategy Institute, France</i></p> <p>Join to hear about the impact of case research in complementing the renowned Blue Ocean Strategy theory by professors W. Chan Kim and Renée Mauborgne, about the impact of cases on students’ learning, and how cases help build connections between academia and industry as well as engage with local communities. Moreover, as the case method evolves to include breakthrough new formats, we will hear about the Blue Ocean Hackathon as a newly emerged experiential learning method and a new approach to exploring cases with students.</p>
6:00 PM - 7:00 PM	Regency Foyer	Welcome Drinks Reception
7:00 PM	Regency DE	<p>Conference Opening Dinner</p> <p>Conference Announcements</p> <p>Introduction of the Paul R. Lawrence Fellows</p>

Friday, October 6

Time	Room	Meeting/Participants
7:00 AM - 8:00 AM	Garden Terrace	Breakfast Buffet
8:00 AM - 4:30 PM	Rio Grande Foyer	NACRA Registration and Sponsor Exhibition (closed at meal times)
8:00 AM - 12:00 PM		Case Roundtable Tracks -- Day 1
	Garden Terrace 129	Accounting, Finance, and Economics
	Rio Grande East 1	Cases written in Portuguese
	Rio Grande East 2	Cases written in Spanish
	Garden Terrace 137	Digital Technologies and Operations
	Rio Grande Center 1	Entrepreneurship, Family, and Small Business 1
	Rio Grande Center 2	Entrepreneurship, Family, and Small Business 2
	Frio	Marketing <i>and</i> International Business
	Garden Terrace 135	Organizational Behavior and Human Resource Management
	Directors	Social Impact and Sustainability
	Rio Grande West	Strategy and Policy 1
	Garden Terrace 133	Strategy and Policy 2
10:00 AM – 10:30 AM	Rio Grande Foyer	Morning coffee/tea break
12:00 PM - 1:30 PM	Regency DE	Conference Lunch Presentation of Case Research Journal Awards

Time	Room	Meeting/Participants
		New Views (Parallel) Sessions – Block One
1:30 PM - 2:30 PM	Rio Grande West	Combining Case Method and Experiential Learning: Blue Ocean Hackathon (<i>for beginners & advanced; teaching with cases</i>) Oh Young Koo, INSEAD Blue Ocean Strategy Institute, France
1:30 PM - 2:30 PM	Frio	Unpacking the Value of Live Case Projects: Sharing and Inviting Global Perspectives (<i>for beginners & advanced; teaching with cases</i>) Anna Czeglédi, Conestoga College, Canada Michele M. McGowan, King's College, USA Vania Sakelaris, VAS & Associates Inc., Canada
1:30 PM - 2:30 PM	Directors	Open Access Teaching Case Journal (OATCJ) - Opportunities and Barriers to Publishing Open Access Cases (<i>for beginners & advanced; writing cases</i>) Jane Gravill, Conestoga College, Canada Fatih Yegul, Conestoga College, Canada Kimberlee Carter, Conestoga College, Canada
1:30 PM - 2:30 PM	Garden Terrace 137	Looking Out for Your Next (Case) Idea—Where to Start? (<i>for beginners; writing cases</i>) Armand Gilinsky, Sonoma State University, USA (emeritus) Geraldyn Brostrom, Sonoma State University, USA
2:30 PM - 2:45 PM	Rio Grande Foyer	Break
		New Views (Parallel) Sessions – Block Two
2:45 PM - 3:45 PM	Rio Grande West	Generative AI and the Case Method: ChatGPT & Beyond (<i>for beginners & advanced; writing cases</i>) Michael Goldman, University of San Francisco, USA María Ballesteros-Sola, California State University Channel Islands, USA Rob Boyle, Saint Louis University, USA James (Jim) Fisher, Saint Louis University, USA

Time	Room	Meeting/Participants
2:45 PM - 3:45 PM	Frio	Student Experiential Projects and Case Writing (<i>for beginners & advanced; writing cases</i>) Lisa Eshbach, Ferris State University, USA
2:45 PM - 3:45 PM	Directors	CRJ Editorial Team Ask Me Anything Session (<i>for beginners & advanced; writing cases</i>) Eric Dolansky, Case Research Journal Editor, Brock University, Goodman School of Business, Canada Karen Boroff, Case Research Journal Associate Editor, Seton Hall University, USA Janis Gogan, Case Research Journal Associate Editor, Bentley University, USA (emerita) Randall Harris, Case Research Journal Associate Editor, Texas A&M University Corpus Christi, USA
2:45 PM - 3:45 PM	Garden Terrace 137	How to Write Effective Cases Efficiently (<i>for beginners; writing cases</i>) David Wood, Ivey Publishing, Canada
3:45 PM - 4:00 PM	Rio Grande Foyer	Afternoon Coffee/Tea Break with Snacks
		New Views (Parallel) Sessions – Block Three
4:00 PM - 5:00 PM	Rio Grande West	Ambushed by AI and ChatGPT? Implications for the Future of Cases in Business-School Education (<i>for beginners & advanced; teaching with cases</i>) Organizers: Theresa Coates, Limestone University, USA Marilyn L. Taylor, University of Missouri at Kansas City, USA Vijaya (Vi) Zinnoury, University of Denver, USA Expert Panelists/Workshop Facilitators: J. Kay Keels, Coastal Carolina University, USA (emerita) Ning Su, Ivey, University of Western Ontario, Canada Erica Berte, Metropolitan State University, USA Tania Casado, Universidade de São Paulo - FEA/USP, Brazil

Time	Room	Meeting/Participants
4:00 PM - 5:00 PM	Frio	Toward a Model of Case Author Collaboration: Hard Learned Lessons on Case Team Writing (<i>for beginners & advanced; writing cases</i>) Kyleen Myrah, Okanagan College, Canada María Ballesteros-Sola, California State University Channel Islands, USA
4:00 PM - 5:00 PM	Directors	Navigating Complexity in Teaching with Cases: Systems Thinking and Concurrent Engineering Approaches (<i>for beginners & advanced; teaching with cases</i>) Anna Czegledi, Conestoga College, Canada Hani AlShami, Conestoga College, Canada
4:00 PM - 5:00 PM	Garden Terrace 137	Managing the Review Process (<i>for beginners; writing cases</i>) William (Bill) Naumes, University of New Hampshire, USA (emeritus) Margaret (Peggy) Naumes, University of New Hampshire, USA (retired)
5:00 PM - 6:00 PM	Rio Grande Center	Paul R. Lawrence Fellows Special Session (by invitation only)
5:00 PM- 6:00 PM	Rio Grande East	CRJ Editorial Board Meeting (for members of the editorial board only)
6:00 PM- 7:00 PM	Garden Terrace	Guacamole Bar & Drinks Reception

Saturday, October 7

Time	Room	Meeting/Participants
7:30 AM - 8:30 AM	Regency DE	Breakfast Buffet NACRA 2023 Conference Awards Announcement of NACRA 2024 by VP Programs 2024 Melanie Reed, Thompson Rivers University, Canada
8:30 AM – 10:45 AM		Case Roundtable Tracks -- Day 2
	Garden Terrace 129	Accounting, Finance, and Economics
	Rio Grande East 1	Cases written in Portuguese
	Rio Grande East 2	Corporate Governance & Ethics
	Garden Terrace 137	Digital Technologies and Operations
	Rio Grande Center 1	Entrepreneurship, Family, and Small Business 1
	Rio Grande Center 2	Entrepreneurship, Family, and Small Business 2
	Frio	Marketing <i>and</i> International Business
	Garden Terrace 135	Organizational Behavior and Human Resource Management
	Directors	Social Impact and Sustainability
	Rio Grande West	Strategy and Policy 1
	Garden Terrace 133	Strategy and Policy 2
10:45 AM – 11:00 AM	Rio Grande Foyer	Coffee/Tea Break

Time	Room	Meeting/Participants
11:00 AM - 12:00 PM	Regency DE	<p>Closing Session “What should I do with my case now?”</p> <p>A. Case Journal Editors/Publishers’ presentations & panel discussion:</p> <p>Eric Dolansky, <i>Case Research Journal</i> by NACRA Melissa Close, <i>The Case Journal & Emerging Markets Case Studies</i> by Emerald Publishing Violetta Gallagher, Ivey Publishing Rachel Taliaferro, SAGE Publishing Fran Baylis, The Case Centre Jane Gravill, <i>Open Access Teaching Case Journal (OATCJ)</i></p> <p>B. ‘Beyond Publishing’ by Mike Annett, NACRA Co-Track Chair for Pedagogy Track</p>
12:00 PM - 1:00 PM	Frio	Paul R. Lawrence Fellows Debrief (by invitation only)
12:00 PM - 1:00 PM	Rio Grande West	Post-Conference Track Chair Meeting: Debrief and 2024 Planning (2024 President Olga Kandinskaia, 2024 Conference Chair Melanie Reed, Track Chairs & Co-Chairs)
12:00 PM - 1:30 PM	Directors	NACRA Presidents’ Advisory Board Meeting (for Advisory Board Members only)
1:30 PM – 4:00 PM	Directors	NACRA Executive Board Meeting (NACRA Board only)
4:30 PM – 5:15 PM	Rio Grande East	<p>Complimentary Yoga Session: Breath, Relax, and Restore By Olesia Nikulina, Maastricht University, Netherlands, PRL 2023 Fellow, certified functional yoga teacher (RYT300, Rishikesh, India)</p> <p>Unwind and restore in a gentle yoga class with calming breathwork, slow vinyasa flow, and ultimate relaxation in shavasana.</p> <p><i>Note: All are welcome, regardless of experience level or flexibility. Wear comfortable clothing that allows for ease of movement. A large towel would do just as well instead of a mat.</i></p>
6:30 PM – 8:30 PM		NACRA Board Dinner (by invitation only)

NACRA 2023 CONFERENCE CHAIR'S WELCOME

Welcome to the NACRA 2023 Annual Meeting in San Antonio, Texas! It is NACRA's 65th year, and we are proud to continue as the top global forum for faculty teaching with cases and those who write cases (or aspire to do so). This year, we received submissions from 24 countries: 94 full cases/papers, 47 start-up cases/research proposals, and 14 New Views sessions proposals – which demonstrates an increased global interest in our conference. We anticipate robust roundtable discussions in 11 subject tracks – please see the details in the schedule. NACRA conference is also a forum to discuss how the case method evolves and now includes new formats such as e.g. a hackathon, how it combines with other pedagogical methods such as e.g. experiential learning, and how it encounters new challenges such as e.g. AI and ChatGPT – check out our New Views sessions as well as the Pedagogy track presentations.

We have prepared a great program for you – starting with our opening plenary “Case Method Today: Impact on Theory Building, Students’ Learning, and Industry/Community Engagement – Insights from INSEAD Blue Ocean Strategy Institute.” The Institute was founded in 2007 in honor of the huge impact of W. Chan Kim and Renée Mauborgne’s theory of Blue Ocean Strategy, based on their global bestseller *Blue Ocean Strategy* (2005, 2015), which is recognized as one of the most impactful strategy books ever written. Professors W. Chan Kim and Renée Mauborgne have authored 78 cases listed in the Case Centre, including 4 prize-winning cases – having been placed as No.3 in the Case Centre’s list of Top 50 Bestselling Case Authors 2021/22. In March of this year, these professors were honored as two of the four leading thinkers – along with Harvard’s Michael Porter and the late Clayton Christensen – at *Harvard’s Business Review’s* 100th anniversary celebration. Our keynote speaker Oh Young Koo has been working with both of the professors for more than 15 years. Many of her cases are listed as bestsellers at Harvard Business Publishing. Join us on Thursday at 5 pm to hear about the case method at INSEAD and its impact on theory building, students’ learning, and community engagement. A cocktail reception will follow, and then we will have the conference dinner. On Friday, there will be various New Views sessions covering a wide range of topics in case teaching and case writing. Do not miss our CRJ Awards lunch on Friday, and the Conference Awards breakfast on Saturday. We will close the conference with Saturday’s panel session by case publishers to present to you the various publication opportunities for your case(s).

We are hosted this year at the spectacular Hyatt Regency Hotel on the San Antonio River Walk, a top tourist destination in Texas. The hotel includes the DASA Spa, ranked the #1 spa on the River Walk on TripAdvisor, a fitness center, a heated rooftop swimming pool and a sundeck. The River Walk is a world-renowned 15-mile waterway that is the largest urban ecosystem in the United States. I hope you and your beloved ones will enjoy the many attractions that this area offers: the San Antonio Zoo, the GO RIO cruises, the SEA LIFE Aquarium, the Six Flags Fiesta Texas, the Witte Museum of science, history, and culture all things Texas, the Tower of the Americas, LEGOLAND Discovery Center, and others.

This year, whereas the world continues to recover from a global pandemic, many people have been unable to join us either due to reduced funding or visa issues. Thank you so much to all of you who tried so hard to find a way to connect with us in person this year. I am so happy to see familiar faces again and also excited to meet new people! We will miss our colleagues who are unable to be with us in person this year, and I hope to see those who were unable to come this year at next year’s conference in Orlando, Florida. Many thanks to the authors, panelists, track chairs, co-chairs, and board members who have worked tirelessly to make this year’s conference work, despite obstacles. Thank you for your flexibility and commitment to NACRA, case writing, and each other.

My sincere appreciation to all of the track chairs and co-chairs for doing an amazing job by promoting NACRA, organizing pre-conference peer reviews in each track, communicating with authors, and making the roundtable discussions such a productive and meaningful experience for participants:

- ✓ Erin Pleggenkuhle-Miles, BingBing Ge, and Sonia Mehrotra (Entrepreneurship, Family, and Small Business)

- ✓ Karin Schnarr, Brent Beal, and Terry McGovern (Strategy and Policy)
- ✓ María Ballesteros-Sola (Social Impact and Sustainability)
- ✓ Jyotsna Bhatnagar and Bruce Thompson (Organizational Behavior and Human Resource Management)
- ✓ Silvia Cacho-Elizondo and Michael Goldman (Marketing)
- ✓ Clinton Daniel and G. Shankaranarayanan (Digital Technologies and Operations)
- ✓ Michele M. McGowan and Tanveer Shehzad (Accounting, Finance, and Economics)
- ✓ Tania Casado and Erica Berte (Cases Written in Portuguese)
- ✓ Shreya Mishra, Mike Annett, Ajoy K. Dey, and Anjan Ghosh (Pedagogy track)
- ✓ Vijaya Zinnoury and Theresa Coates (Corporate Governance and Ethics)
- ✓ Josep Lluís Cano Giner and Josep M^a Sayeras (Cases Written in Spanish)
- ✓ Grishma Shah (International Business)

I want to thank the leaders of tracks who continued in 2023 their support for NACRA, but due to travel/visa issues these tracks are regrettably not available this year in San Antonio:

- ✓ William X. Wei and Haibo Hu (Cases Written in Chinese)
- ✓ Christine Kratz, and Sabrina Hombourger-Barès (Cases Written in French)
- ✓ Aigerim Raimzhanova and Mariya Yesseleva-Pionka (Cases Written in Russian)

Our John Seeger Start-up Cases Workshop Chair Janis Gogan, along with the many mentors, also deserve big thanks. The Start-up Cases Workshop is invaluable for new case authors, as well as seasoned authors looking for guidance. Furthermore, we are excited to welcome to NACRA this year 8 recipients of the Paul R. Lawrence Fellowship Program by the Case Research Foundation led by Anne T. Lawrence.

On behalf of the NACRA community, I also want to thank our sponsors:

- Ivey Publishing (PRL sponsorship)
- SAGE Business Cases (PRL sponsorship)
- Emerald Publishing (PRL sponsorship)
- Michael Neidorff School of Business of Trinity University, San Antonio, Texas (general sponsorship)
- Goodman School of Business of Brock University, Canada (conference items)

My personal thanks for helping me organize this conference go to Nicole Amos (NACRA 2023 President), John D. Varlaro (Immediate Past President) A. Kay Guess (Treasurer), Eric Dolansky (CRJ Editor), Janis Gogan (Chairman of Advisory Board), and Anne T. Lawrence (CRF). I genuinely appreciate your guidance and insights. Finally, a sincere thank you from me, Melanie Reed (VP Programs-Elect), Lisa C. Facey-Shaw (VP Communications), and the rest of the Program Committee to all of you. Thank you for bringing your cases/papers/presentations to NACRA 2023.

If staying till Saturday afternoon, you are welcome to join the complimentary yoga session led by Olesia Nikulina, case writer from Netherlands, PRL 2023 Fellow, who is enthusiastic about sharing her other passions in life, such as yoga. This is what I ultimately love so much about the NACRA community: case writers/teachers are multi-talented, energetic, purpose-driven individuals who deeply care about students' learning, are generous in sharing best practices, and are eager to support their peers – both at a professional and a personal level. Once again, I welcome you to NACRA 2023, and I hope that this in-person experience will make a difference – leading to your continuous engagement with the NACRA community.



Olga Kandinskaia
 NACRA Vice President of Programs, 2023
 CIIM Business School of the University of Limassol, Cyprus

CASE RESEARCH JOURNAL

Thank you to our colleagues who led the Case Research Journal in 2022-2023.

Editor

Eric Dolansky, *Brock University*

Associate Editors

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Janis Gogan, *Bentley University* (emerita)

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Grishma Shah, *Manhattan College*

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Ram Subramanian, *Stetson University*

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Denise Tanguay, *Eastern Michigan University*

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Vijaya Zinnoury, *University of Denver*

CASE RESEARCH JOURNAL

Ad Hoc Reviewers, 2022-2023

Paula Alexander, *Seton Hall University*
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Lorraine Taylor, *Fort Lewis College*
Cheri Thomas, *Martin Methodist College*
Andreas Udbye, *University of Puget Sound*
Zheni Wang, *Southern Connecticut State University School of Business*
Dennis Wittmer, *University of Denver*
Fatih Yegul, *Conestoga College*
Cheri Young, *University of Denver*
Xia Zhou, *Mansfield University of Pennsylvania*

Thank you as well to the hard-working authors who submitted their cases to the Case Research Journal for consideration.

CASE RESEARCH FOUNDATION

Paul R. Lawrence Doctoral Student and Early-Career Faculty Fellowship Program

Chair of the CRF Board: Anne T. Lawrence, *San José State University* (emerita)

The Case Research Foundation (CRF) www.caseresearchfoundation.org promotes awareness, development, and dissemination of case research, writing and teaching through the provision of scholarships, grants, and more. Currently, the major activity of the CRF is administering the Paul R. Lawrence Fellowship Program. This program provides fellowships to doctoral students and faculty in the first three years of a tenure-track or equivalent appointment to be trained in case research, writing, and teaching at the NACRA annual meeting. This is the ninth year of the program's operation. The CRF has now awarded a total of 82 fellowships.

In 2023, the Case Research Foundation awarded fellowships to the following 8 individuals:

Maryam Ahmed	Canada	University of Waterloo
Pallavi Awasthi	United States	Nova Southeastern University
Jose Cerecedo Lopez	United States	University of Texas San Antonio
Dalten Fox	United States	Boise State University
Jonathan Ross Gilbert	United States	Virginia Commonwealth University
Umer Hussain	United States	Wilkes University
Olesia Nikulina	Netherlands	Maastricht University
Mehrnoosh Reshadi	United States	California State University, Fullerton

In addition, this year the CRF welcomes to the conference the following members of the 2020-2022 cohorts of Paul R. Lawrence Fellows, who have had start-up cases or cases accepted for presentation:

Pardeep Singh Attri	India/Austria	Central European University
Viktor Golovii	Ukraine	National University of Kyiv
Belinda Nwosu	Nigeria	Lagos Business School
Juan Velez-Ocampo	Colombia	University of Antioquia
Adeniyi Olarewaju	Nigeria/Ireland	Maynooth University (Ireland)

The Case Research Foundation (CRF) is a nonprofit public benefit corporation. The first fellowships were awarded at the 2015 NACRA Annual Conference. The CRF is a 501(c)3 organization. Donations to the Foundation are tax-deductible, to the extent allowed by law. For more information on the program and how to donate, please go to www.caseresearchfoundation.org.

The Case Research Foundation thanks Emerald Publishing, Ivey Publishing, and SAGE Business Cases, as well as the many individual donors who have generously supported the work of the Case Research Foundation and its fellowship program this year.

Information on the process for 2024 applications will be available in February 2024 via CRF website.

JOHN SEEGER START-UP CASES WORKSHOP

Thursday, October 5, 1:00 PM – 3:00 PM

Workshop Host: Janis Gogan, Bentley University (emerita)

Mentors

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

Karen Boroff, Seton Hall University
Christopher Cassidy, Sam Houston State University
Eric Dolansky, Brock University, Goodman School of Business
James (Jim) Fisher, St. Louis University
Armand Gilinsky, Sonoma State University (emeritus)
Michael Goldman, University of San Francisco
Anne T. Lawrence, San Jose State University (emerita)
Rebecca Morris, Westfield State University
Margaret (Peggy) Naumes, University of New Hampshire (retired)
William (Bill) Naumes, University of New Hampshire (emeritus)
Marlene Reed, Baylor University
Kathryn S. Savage, Northern Arizona University
Jeff Shay, Babson College
Linda Swayne, University of North Carolina-Charlotte (emerita)
Vijaya (Vi) Zinnoury, University of Denver

Case Author(s)	Start-up Case Title
Pardeep Singh Attri	Nalanda Academy: Digital Transformation
Pallavi Awasthi Fabienne T. Cadet Eleanor Lawrence	A Business School's Road to AACSB
Kimone Brown Rosalie Sawyers	Is Popeyes Selling "Good" Junk Food?
Arlisa Campbell Lucas Dille Deborah Combs	David's Bridal Bankruptcy, Take Two
Jose Cerecedo Lopez	LIV Golf: Birdie or Bogey?
Mary Dunn	Harry Lao at Orthoview Imaging, Inc.
Dalten Fox	An Unlikely Alliance in the Owyhee Canyonlands
Jonathan Ross Gilbert	The Smith Companies: Reimagining Sales
Viktor Golovii	Shabo Winery: From "Industrialist" to "Terroir-ist"
Sarah Holtzen Christine Manno Megan Douglas	Target's Pride Dilemma
Umer Hussain Han Ma	A Women's Soccer League in Gilgit Baltistan

Case Author(s)	Start-up Case Title
Parvathi Jayaprakash Jikku Susan Kurian	Millet Amma: Reviving a Good Grain
Saqib Khan DHIM Haque	Zagime First Nations Senior Care Residence
Sarah Lee Jacob A. Massoud	Vino Mundo: Bringing Wines of the World to Costa Rica
Chiajung (Jasmin) Lin Shane Su Daisy C. Wang	No Place for Bigots
Emi Makino	Is it Crazy to Launch a New Restaurant During a Pandemic?
Christine Manno	Walton Arts Center: What a PRIDE Week Drag!
Maryam Mohiuddin Ahmed Sergio Nava-Lara	Just Like Family
Ashley Monaco	Issue the Audit Opinion? Collect the Fee?
Kyleen Myrah Dean Warner	Is Hard Apple Cider Good for Unusually Good Food Company?
Douglas Nay Daisy C. Wang Douglas Friedman	Peloton's Deathly PR Crisis
Vicky Nie Nick Chen William Wei	Linked Digital Services: Indigenous Business Growth
Olesia Nikulina	Promoting Global Blue to Sporadic Travelers
Mehrnoosh Reshadi	An Influential Starbucks Barista
Leonard J. Samborowski Christine Beaudin	Red Line Franchise: Do Well by Doing Good
Gaunette Sinclair-Maragh et al.	Positioning St Thomas Jamaica for Heritage Tourism
Sara Smit Adrian Pitariu Colleen Sharen	Inheriting a Demoralized IT Team
Nino Tandilashvili Marina Tabatadze Anna Tandilashvili	This Invention Cleans Oil Spills Faster and Better. How to Sell it Worldwide?
Juan Velez-Ocampo	Is New Stetic's New Customer a Good Deal?
Daisy C. Wang Douglas Nay Jasmin Lin	Wang, Nay, Lin. Song after Song: Doing Business at a Nightclub
Faith Yegul Stephen Thomson Nathan Woodard	Perfecting Purity Life's Perfect Order Rate

Pedagogy Track: Developing Case Scholarship in Teaching and Research

Thursday, October 5, 1:30 PM – 4:30 PM

Track Chairs: Ajoy K. Dey, Birla Institute of Management Technology,
and Mike Annett, MacEwan University

Co-Chairs: Anjan Ghosh, Nazarbayev University Graduate School of Business,
and Shreya Mishra, Birla Institute of Management Technology

Session Chair: Ajoy K. Dey

Full Papers

Authors

The Curious Case of Crafting Management Cases

Nidheesh Joseph

Using Teaching Cases as a Framework for Peer-Learning in
the Canadian Social Finance Ecosystem

Sergio Alberto Nava-Lara
Sean Geobey

Proposals/Presentations

Adopting The Case Method in The Arab Mena: Is Contextual
Relevance as Important as Conceptual Relevance?

Randa Salamoun

Case Pedagogy Literature Review

Mike Annett

Teaching Finance with Cases in the Digital World: Valuing
Innovation

Francisco J. López Lubián

Split Testing Case Formats

Mike Annett

Transforming Learning Through Multimedia Teaching Cases:
An Exploration of Tools and Techniques

Nasar um Minullah

Constructive Review of Theory of Planned Behaviour

Mike Annett

NACRA 2023 ROUNDTABLE SCHEDULE

Friday, October 6, 8:00 AM – 12:00 PM
& Saturday, October 7, 8:30 – 10:45 AM

Accounting, Finance, and Economics Cases

Track Chair: Michele M. McGowan, Kings College

Co-Chair: Tanveer Shehzad, Lahore University of Management Sciences

Session Chair: Michele M. McGowan

Cases	Authors
Crypto and the Condo: Purchasing Real Estate Through the Second United States NFT Auction	Charles M. Hilterbrand, Jr. Sergio Gárate
Developing a Process for Due Diligence: Evaluating Fund and ETF Performance under Reg B-I and Fiduciary Duty	Jan Serrano
The Mortgage Refinancing Dilemma: A Tale of Two Proposals	Michele M. McGowan
Page Industries Limited: Valuation of Growth!	Amiya Kumar Sahu
How Far Can Buybacks Go? A Case of Bank Alfalah	Sana Tauseef Madeeha Omar

Cases written in Portuguese Language

Track Chair: Tania Casado, University of São Paulo

Co-Chair: Erica Berte, Metropolitan State University

Session Chair: Tania Casado

Cases

O Dilema de Maísa: Ser Assistente Virtual ou ser Médica?

O Salto em “Queda Livre” das Lojas Americanas

Responsabilidade Social Corporativa e Reparação Ambiental: o Caso da BRASKEM

O Jovem Engenheiro Pablo e a Roda Gigante da Economia: um Caso sobre os Ciclos Econômicos de Negócios.

Tradeoffs da Sustentabilidade Corporativa: As Tensões do Tripé da Sustentabilidade

Authors

Adriely A. Zegaib
Tania Casado

Patrícia Prado
Daielly Mantovani

Renata Luiza Castilho Rossoni
Erica Berte
Andre Luis Rossoni
Manolita Correia Lima

Fernando Freire Vasconcelos
Afonso Carneiro Lima
Luiz Guilherme Rodrigues Antunes

Patricia Taeko Kaetsu
Júlia Mitsue Vieira C. Kumasaka
Tania Casado

Cases written in Spanish Language

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

Co-Chair: Josep M^a Sayeras, ESADE Business School, (Ramon Llull University)

Session Chair: Josep Lluís Cano Giner

Friday only

Cases

Authors

Grupo Pikolinos: “El Humano Aumentado en la Producción de Calzado”

Josep Lluís Cano Giner

Makaia: El Retorno de la Cofundadora

Ernesto Barrera
Carolina Torres

Team Color Inc California

Jorge A. González
Verónica Delgado

Corporate Governance and Ethics Cases

Track Chair: Vijaya Zinnoury, University of Denver

Co-Chair: Theresa Coates, Limestone College

Session Chair: Vijaya (Vi) Zinnoury

Saturday only

Cases

Just Do It: Challenge Sneaky Conflicts

Debating The Merits of Deregulation in The Movie Industry: Do Small Businesses Need Protection?

State Bank of India; The Way Forward!

Authors

Carolyn Conn
Sherron Watkins

Jody Tompson

Keyur Thaker
N. M. K. Bhatta

Digital Technologies and Operations Cases

Track Chair: Clinton Daniel, University of South Florida

Co-Chair: G. Shankaranarayanan, Babson college

Session Chair: Clinton Daniel

Cases

Bagallery: In Search for the Operating Model for Growth

Managing Production at Sienci Labs: Push or Pull?

Digital Armor: A Cyber Insurance Catastrophe Response Plan

Middleware Mes: Connecting the Factory Floor to the ERP

Physician Advisory Program at Rochester Regional Health: An Exercise in Participatory Sociotechnical Design

Sagicor's Digital Transformation Maturity Journey

Authors

Farah Baig
Mohsin Zamir
Tooba Siddiqui

Fatih Yegul
Stephen Thomson
Josh Hunchak

Dalton Crabtree
Matthew Mullarkey

Chunhua Shen
Matthew Mullarkey

Sean Hansen
Quang "Neo" Bui
Matthew Phillips
Vamsi Yenugadhathi
Balazs Zsenits

Paul Golding

Entrepreneurship, Family, and Small Business Cases

Track Chair: Erin Pleggenkuhle-Miles, University of Nebraska at Omaha

Co-Chairs: Bingbing Ge, Lancaster University Management School, and
Sonia Mehrotra, S.P. Mandali's Pri. L.N. Welingkar Institute
of Management Development and Research

Table 1

Session Chair: Marlene Reed

Cases	Authors
Magic Leap: Envisioning the Next Generation	Marlene Reed Rochelle Brunson Zhao Hui Li Sell
The Democratization of 5G Technology and Climate Change Action: The Dilemma of Mobile Operators, the Case of an Outsider “Free Mobile” in France	Mounir Chaouki Sr.
Let Them Drum: Managing for Growth	Christopher Cassidy Renée Gravois
Bharat Innovative Technical Solution: Focusing on Core Competency	Punyaslok Dhall
A Significant Product Development Problem at Yahoo!	Marlene Reed
Joseph's Dilemma: Start-Up or MBA	Rakesh Gupta

Table 2
Session Chair: Erin Pleggenkuhle-Miles

Cases	Authors
Bear & Moo: Sustainable Growth in Reusable Diapers?	Stephen Bowden Sarah Jones Jenny Gibb
The Good, The Bad, and The Ugly: A Supply-Side Story	Robert Boyle James (Jim) Fisher
The Village Give Store and Café L'anse: Value Proposition Decision Time	Lisa Eshbach
Sama Holistic Skincare	Ebrahim Mazaheri Gina Grandy
Shift72: The Digital Transformation of Film Festivals and Beyond	Stephen Bowden
Hornets Nest in the Chestnut Tree: Benny Marino's Second Chance in the Restaurant Industry	Stuart Rosenberg

Marketing Cases *and* International Business Cases

Track Chairs: Silvia Cacho-Elizondo, IPADE Business School (Marketing),
and Grishma Shah, Manhattan College (IB)

Co-Chair: Michael Goldman, University of San Francisco (Marketing)

Table 1

Session Chairs: Silvia Cacho-Elizondo and Michael Goldman

Cases	Authors
BBVA México: The New Challenges of Digital Transformation	Silvia Cacho-Elizondo
Designing an Influencer Program in China: Chopard Campaign by Hylink	Léna Griset Marie-Cécile Cervellon Loick Menvielle
Bachaa Party: Navigating the Path to Building Brand Vision Amid Uncertainty	Nida Aslam Khan
Julep's Journey: Differentiation in a Competitive Market	Amanda Bowen Emmanuel Quaye Angie Urban
Hero Certified Burgers	Kate Stilwell Trent Tucker

Table 2
Session Chair: Grishma Shah

Cases	Authors
Caverton: International Strategy of Soaring into African Markets in Turbulent Weather	Adeniyi Damilola Olarewaju Sunday Abayomi Adebisi
Major League Baseball: Negotiating Over the Creation of an International Draft (A) and (B)	Paul Seaborn Alexis Foster
Pharma Sales Force – Managing Data, Dilemma, And Decision	Renuka Kamath Aditya Karthic. I
Tejas Express: Premium Private Train Project through Public Private Partnership in Indian Railways	Rakhi Thakur

Organizational Behavior/Human Resource Management Cases

Track Chair: Jyotsna Bhatnagar, Management Development Institute

Co-Chair: Bruce Thomson, MacEwan University

Session Chair: Bruce Thomson

Cases

Authors

Hesitancy in Emerging Leaders: Christian Horizons, Central District

Joy Wilson

Keeping the Wheels Turning

Zachary Hubbs

Neza at Crossroads: A Working Mother's Dilemma

Belinda Nwosu

Arjun at National Management Institute: Path ahead?

Prantika Ray
Ishan Vats
Surya Prakash Pati

Ismail is in Noyabrsk

Malak Attia

Too Good to Be True! Paid Parental Leave for 5 Years

Holly Chiu
Jasmin Lin

One, Two, Three: Leadership at the Rijksmuseum

Karen Boroff
Anne-Marie Gilis

Retaining an Ethic of Care: Safe Haven Property Management Inc.

Melanie Reed
Scott Rankin

Alphabet, Inc.: To DEI Or Not To DEI

Malay Krishna
Sarabjeet D Natesan

Social Impact and Sustainability Cases

Track Chair: María Ballesteros-Sola, California State University Channel Islands

Session Chair: María Ballesteros-Sola

Cases

Authors

Caring Caps for Cancer: Building a Community of Knitters

Sheri Lambert
Sara Honovich

Mayor Muñoz's Grand Challenge: The Acho Bullring Controversy

Vijaya Zinnoury
Remy Balarezo
Paul Corcuera
Renzo Garcia
Verushka Gutierrez

Bajio Sunglasses: The Sustainability Packaging Decision

Ram Subramanian
Michelle DeMoss

Making Agri-Entrepreneurship Training Program Effective: A Case of Syngenta Foundation India's Agri-Entrepreneurship Initiative

Sushmita Srivastava
Akansha Misra

South Africa's Solidarity Fund: Navigating the Shores of Uncertainty and Crisis

Keratiloe Sishoma
Mogotsi
Clare Mitchell

Social Venturing in Guatemala: The Case of Restaurante Chichoy - Post Pandemic

Claire Dallies
Yolanda Sarason
Laura Robey

Twenty20 Kizhakkambalam: A Corporate Local Governance Experiment in Southern India

Nidheesh Joseph

Strategy and Policy Cases

Track Chair: Karin Schnarr, Wilfrid Laurier University
Co-Chairs: Brent D. Beal, University of Texas at Tyler, and
Terry McGovern, University of Wisconsin - Parkside

Table 1

Session Chair: Terry McGovern, University of Wisconsin - Parkside

Cases	Authors
Tesla: A Golden Goose or Lemon	Theresa Coates Vijaya Zinnoury Janet Bartholow Marilyn Taylor
Creating A More Sustainable World with Livestock Water Recycling	Brooke Klassen Stephanie Yong
Cars 24: Innovating to Drive Growth	Bindu Kulkarni Vasant Sivaraman Parag Agrawal
Facebook and the Future of Instagram Kids	Scott Sherman Randall Harris Anne Lawrence
Rocket Carwash: Rocket Clean, Speedy Quick	Erin Pleggenkuhle-Miles Samuel McDermott Leif Lundmark Steve Schulz Erin Bass
A Transformative Path for a Co-Operative Industry Association	Daphne Rixon Fiona Duguid Brad Long
Sling Aircraft: Gearing up for the Big Time	McEdward Muriimbika Amanada Bowen Claire Beswick

Table 2

Session Chair: Brent Beal, University of Texas at Tyler

Cases

Authors

T.I.A.A.: Breaking New Ground

Marlene Reed
Eric Swan

Wiping Away Unemployment: East Texas Lighthouse for the Blind's
Search for Sustainability

Brent Beal
Megan Aragon
Indira Karimova

Deer Lake Regional Airport Authority: Making Connections and
Reaching New Heights

Julie Pitcher Giles
William Newell
Janice Ryan

Diversification, Expansion, Penetration or All? Decision Dilemma at
Coworking Ololo, Kyrgyzstan

Begimai Abdraeva
Talang Asan
Umat Ryskulov
Aruke Bekzat

Southwest Airlines

Marlene Reed
Rochelle Brunson

Meadowbrook at Clayton: Is it a Hidden Gem?

Oi Lin Cheung
Shari Fowler
LaCalvince Simpson

NACRA 2023 PROGRAM COMMITTEE

Olga Kandinskaia, CIIM/University of Limassol, Cyprus, Vice President of Programs
 Melanie Reed, Thompson Rivers University, Canada, Vice President-Elect of Programs
 Janis Gogan, Bentley University (emerita), Chair for John Seeger Start-Up Cases Workshop
 Anne T. Lawrence, San Jose State University (emerita), Chair of the Case Research Foundation, Director
 of the Paul R. Lawrence Fellowship Program
 NACRA Executive Board (see 2022-2023 NACRA Officers)

Track Chairs and Co-Chairs

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Cases Written in Chinese *	William X. Wei, Chair, MacEwan University Jingqin Su, Co-Chair, Dalian University of Technology Haibo Hu, Co-Chair, Jiangxi University of Finance and Economics
Cases Written in French	Christine Kratz, Chair, ICN Business School Sabrina Hombourger-Barès, Co-chair, École des sciences de l'administration Université TÉLUQ
Cases Written in Portuguese	Tania Casado, Chair, University of São Paulo Erica Berte, Co-Chair, Metropolitan State University
Cases Written in Russian	Aigerim Raimzhanova, Chair, Narxoz University Mariya Yesseleva-Pionka, Co-Chair, Suleyman Demirel University Saikal Anvarkyzy, Co-Chair, American University of Central Asia
Cases Written in Spanish	Josep Lluís Cano Giner, Chair, ESADE Business School, (Ramon Llull University) Josep M ^a Sayeras, Co-Chair, ESADE Business School, (Ramon Llull University)
Corporate Governance and Ethics	Vijaya Zinnoury, Chair, University of Denver Theresa Coates, Co-Chair, Limestone College
Digital Technologies and Operations	Clinton Daniel, Chair, University of South Florida G. Shankaranarayanan, Co-Chair, Babson college
Entrepreneurship, Family, and Small Business	Erin Pleggenkuhle-Miles, Chair, University of Nebraska at Omaha BingBing Ge, Co-Chair, Lancaster University Management School Sonia Mehrotra, Co-Chair, S.P. Mandali's Prin. L. N. Welingkar Institute of Management Development and Research
Marketing	Silvia Cacho-Elizondo, Chair, IPADE Business School Michael Goldman, Co-Chair, University of San Francisco

International Business	Grishma Shah, Chair, Manhattan College
Organizational Behavior/Human Resource Management	Jyotsna Bhatnagar, Chair, MDI Bruce Thomson, Co-Chair, MacEwan University
Pedagogy: Developing Case Scholarship in Teaching and Research	Ajoy K. Dey, Chair, BIRLA Institute of Management Technology Mike Annett, Chair, MacEwan University Anjan Ghosh, Co-Chair, Nazarbayev University Shreya Mishra, Co-Chair, BIRLA Institute of Management Technology
Social Impact and Sustainability	María Ballesteros-Sola, Chair, California State University Channel Islands
Strategy and Policy	Karin Schnarr, Chair, Wilfrid Laurier University Brent D. Beal, Co-Chair, University of Texas at Tyler Terry McGovern, Co-Chair, University of Wisconsin-Parkside

* Due to travel restrictions, our colleagues from China are not able to join NACRA 2023 in San Antonio. An in-person track for cases written in Chinese will be organized in Nanchang city, Jiangxi Province, China, on November 12, 2023. This in-person case event is sponsored by Jiangxi University of Finance and Economics and ICRA. NACRA members Michael Goldman and William Wei are invited by Jiangxi University of Finance and Economics to participate in this event.

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International Case Research Association (ICRA)	William X. Wei, MacEwan University, Canada
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Advisory Board Chair	Janis Gogan, Bentley University, USA (emerita)
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NACRA PAST PRESIDENTS

Note: Living NACRA Past Presidents willing to serve constitute the NACRA Advisory Board.

Year	President	Institution	Meeting Location
2022	John D. Varlaro	Johnson & Wales University	Niagara Falls, Canada
2021	Michael Goldman	University of San Francisco	Online (planned for Orlando, FL)
2020	Eric Dolansky Javier J. O. Silva	Brock University IAE Business School	Online (planned for San Antonio, TX)
2019	Christopher M. Cassidy	Sam Houston State University	Tempe, AZ
2018	Kathryn S. Savage Jeffrey P. Shay	Northern Arizona University Washington and Lee University	Orlando, FL
2017	John E. Gamble	Texas A&M University, Corpus Christi	Chicago, IL
2016	Randall D. Harris	Texas A&M University, Corpus Christi	Las Vegas, NV
2015	Janis L. Gogan	Bentley University	Orlando, FL
2014	Kathryn S. Savage	Northern Arizona University	Austin, TX
2013	Vijaya Zinnoury	University of Denver	Victoria, BC
2012	Jeffrey P. Shay	Washington and Lee University	Boston, MA
2011	Armand Gilinsky	Sonoma State University	San Antonio, TX
2010	Marlene M. Reed	Baylor University	Chaminade, CA
2009	James E. Fisher	Saint Louis University	Durham, NH
2008	Michael F. Welsh	University of South Carolina	Keystone, CO
2007	Deborah R. Ettington	Pennsylvania State University	San Diego, CA
2006	Rebecca J. Morris	University of Nebraska, Omaha	Cape Cod, MA
2005	Linda E. Swayne	University of North Carolina, Charlotte	Sedona, AZ
2003	*J. David Hunger	Iowa State University	Tampa, FL
2002	Mary Anne Watson	University of Tampa	Banff, Alberta
2001	Lew G. Brown	University of North Carolina, Greensboro	Nashville, TN
2000	Anne T. Lawrence	San Jose State University	San Antonio, TX
1999	*John A. Seeger	Bentley University	Santa Rosa, CA
1998	*Timothy W. Edlund	Morgan State University	Durham, NH
1997	Chi Anyansi-Archibong	North Carolina A & T State University	Cincinnati, OH
1996	William Naumes	University of New Hampshire	New Orleans, LA
1995	H. Richard Eisenbeis	University of Southern Colorado	Atlanta, GA
1994	David W. Rosenthal	Miami University	
1993	*Robert P. Crouner	Eastern Michigan University	
1992	Robert McGlashan	University of Houston, Clear Lake	
1991	Marilyn L. Taylor	University of Missouri, Kansas City	
1990	*Timothy M. Singleton	North Georgia College	
1989	*Raymond G. Stephens	Ohio University	
1988	*Robert L. Anderson	College of Charleston	
1987	*Melvin J. Stanford	Minnesota State University- Mankato	
1986	*William R. Boulton	Auburn University	
1985	*Max S. Wortman	Iowa State University	
1984	*Bobby G. Bizzell	University of Houston, Downtown	
1983	*Bill Rice	University of Houston, Clear Lake	
1982	*Thomas L. Wheelen	University of South Florida	
1981	*Curtis E. Tate, Jr.	University of Georgia	
1980	*Burnard Sord	University of Texas	
1979	*Leon Megginson	Mobile College	

**deceased*

NACRA FELLOWS

Per the Constitution of the North American Research Association:

Those members of NACRA who have distinguished themselves through their life-long achievement in case research, writing, and teaching may be designated as a NACRA fellow. Individuals may be nominated by any member of NACRA. Selection of Fellows shall be made by a committee comprised of the President, the Immediate Past President, and the Chair of the Advisory Board. Members of the Advisory Board shall be polled for their comments concerning nominee qualifications, however, the final decision to designate a NACRA Fellow shall rest with the Selection Committee.

NACRA is honored to recognize the following NACRA members selected as Fellows since 1990:

Robert L. Anderson*
Bobby Bizzell *
William R. Boulton *
Lew G. Brown
Tupper Cawsey *
Robert P. Crowner *
George G. Eddy *
H. Richard Eisenbeis
Deborah R. Ettington
Armand Gilinsky
Janis L. Gogan
A. Kay Guess
Randall D. Harris
Robert D. Hay *
J. David Hunger *
Anne T. Lawrence
John J. Lawrence
Robert McGlashan
Leon Megginson *

Thomas R. Miller
Rebecca J. Morris
Margaret J. Naumes
William Naumes
Marlene M. Reed
David W. Rosenthal
Kathryn S. Savage
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Jeffrey P. Shay
Timothy Singleton *
Burnard Sord *
Melvin J. Stanford *
Raymond G. Stephens *
Linda E. Swayne
Curtis E. Tate, Jr. *
Marilyn L. Taylor
Lyle Trueblood *
Thomas L. Wheelen *

**deceased*

DISTINGUISHED CONTRIBUTORS

Awarded to an individual who has contributed to case teaching, research, and publication over a sustained period of time. Individual does not need to be a NACRA member but must attend the conference in order to receive the award. It is not awarded every year.

Anne T. Lawrence (2018), San Jose State University
James G. Clawson (2014), Darden Graduate School, University of Virginia
William Naumes (2012), U. of New Hampshire, Past NACRA President, CRJ Editor and Fellow
Margaret J. Naumes (2012), U. of New Hampshire, NACRA Fellow
Marilyn L. Taylor (2009), University of Missouri-Kansas City, Past NACRA President and Fellow
Michael Porter (2005), Harvard University
John Seeger (2003), Bentley College, Past NACRA President, CRJ Editor and Fellow
Jim Erskine (2001 or 2002), Ivey Business School, Western Ontario
L.B. (“By”) Barnes, Harvard Business School
Art Thompson (2000), University of Alabama
Paul R. Lawrence (1998), Harvard Business School
Joe Latona (1993), University of Akron and Ohio University, DSI
Curt Tate, (1992), Past President and NACRA Fellow
C. R. Christensen (1990), Harvard Business School
Andy Towl (1989), Harvard Business School

NACRA 2023 AWARDS

NACRA 2023 Conference Awards*		2023 Recipients To be announced at Saturday Awards Breakfast
Best Conference Case (Gold, Silver, Bronze)	Awarded to top three cases presented at the NACRA 2023 conference.	
Best Student-Authored Case	Awarded to a case whose author (s) are students.	
Best Newcomer Case	Awarded to best case by author/s attending their first NACRA conference.	
Best Case in a Language Track	Best case in a language track (Chinese, French, Spanish, Portuguese, Russian).	
Best Ethics Case	Best case dealing with ethics, CSR, governance, or sustainability issues, in any track.	
Jonathan Welch Award	Best case for Accounting, Finance and Economics, this award commemorates distinguished service to NACRA by Jonathan Welch.	
Ruth Green Award	All authors' primary affiliation is with institutions outside North America.	
NACRA Fellow	Those members of NACRA who have distinguished themselves through their life-long achievement in case research, writing, and teaching may be designated as a NACRA fellow.	
NACRA Distinguished Contributor	The NACRA Distinguished Contributor Award is awarded to an individual (not necessarily a NACRA member) who has contributed to case teaching, research, and publication over a sustained period of time.	
Case Research Journal Awards		To be announced at Friday Luncheon
Curtis E. Tate Jr. Award	Award for best case published in the <i>CRJ</i> in the award year (2022).	
Outstanding Editorial Board Reviewer	Award based on quality of reviews, timeliness, and number of reviews by <i>CRJ</i> Editorial Board Members.	
Outstanding Ad Hoc Reviewer	Award based on quality of reviews, timeliness, and number of reviews for ad hoc reviewers.	
Outstanding New Reviewer	Award based on quality of reviews, timeliness, and number of reviews for a new <i>CRJ</i> reviewer.	

** Not all awards are given each year, determined by the submissions to the conference and eligibility of authors and tracks.*

2024 CALL FOR CASES & PROPOSALS

North American Case Research Association (NACRA) 2024 Annual Conference
Rosen Plaza Hotel, Orlando, Florida, October 17th -19th, 2024

June 10, 2024	Proposals for 'New Views' Panels, Workshops, and Symposia
June 17, 2024	Submission deadline for Cases, Start-Up Cases, Pedagogy Track papers ends at 5pm EDT
July 17, 2024	Decisions to authors; Conference early registration opens
Sept. 14, 2024	Early regular registration deadline (additional conference fee applies after 5pm EDT)
Sept. 23, 2024	Conference hotel rate cut-off date at 5pm EDT

The NACRA Annual Conference is a unique opportunity to engage with other leading case researchers in a small-group format, to receive detailed and constructive feedback about your case, and to participate in presentations from experienced case researchers and educators. Our distinctive roundtable track design provides an excellent professional opportunity to enhance your abilities to develop higher quality participant-centered and discussion-based cases, that would be suitable for publication in numerous refereed journals (such as NACRA's *Case Research Journal*), case publishers and distributors, and textbooks. In addition, the Annual Conference includes a collaborative start-up workshop and 'new views' topic sessions. For more information on all tracks, sessions, and submission guidelines, please see <http://www.nacra.net/conference>.

Roundtable Tracks: Most cases target typical business school courses and topics, such as finance, strategy, marketing, operations, governance, entrepreneurship, and organizational behavior. Cases that examine other contexts are also welcome if they facilitate participant-centered and discussion-based learning. Roundtable tracks will also be hosted for cases written in several languages. Undisguised decision-focused cases based on primary sources (interviews, field visits) are highly preferred. Although cases may be disguised, they *must* be based on real events and real people in real organizations. Fictional cases are not appropriate for this conference. Cases submitted to the conference may have been previously taught but must not have been previously published or accepted for publication elsewhere (journals, books, online) before the conference. A submission to the conference includes a case study and associated comprehensive instructor manual. In submitting your case, you are committed to having at least one author attend the NACRA conference and participate in case roundtables during the mornings of both October 18 and October 19. Furthermore, authors who submit multiple cases to different tracks must have a co-author who will also attend the conference.

John Seeger Start-Up Case Workshop: In addition to the roundtable tracks, a workshop for less-developed cases will be hosted on October 17. The workshop is appropriate for newer case authors wishing to learn how to develop effective teaching cases and instructor's manuals, as well as experienced authors looking for advice on a new case approach. By submitting a two-page start-up case or a work-in-progress (WIP) case, you are committing to having at least one author attend the NACRA conference and participate in the start-up case workshop. Further, workshop authors are invited to participate in the roundtable tracks.

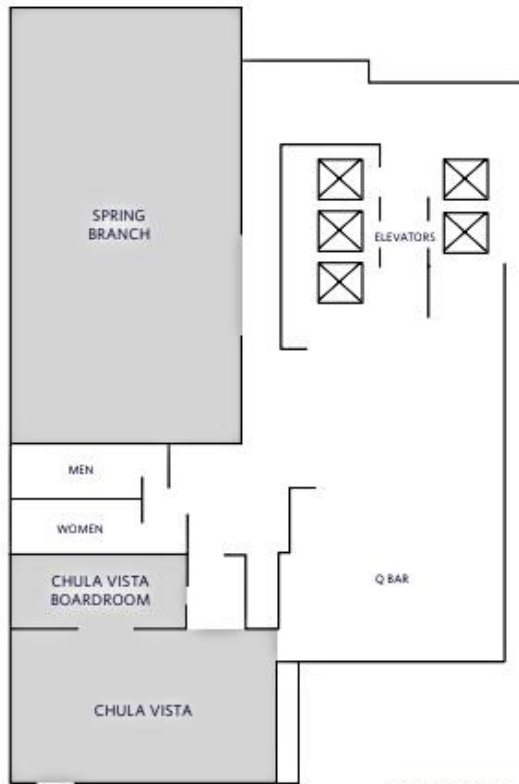
Pedagogy Track: Submit an article (from 3 up to 30 pages) exploring any aspects of learning and researching with cases to discuss opinions, research intentions, and articles in case research, case writing, and case teaching. Pedagogy track will be hosted on the afternoon of October 17, in parallel with the John Seeger Start-Up Case Workshop.

New Views (Panels, Workshops, and Symposia): The start-up workshop, a set of 'new views' topic sessions will be hosted on October 18. Proposals for 'new views' session are welcome, and should examine relevant, interesting, and novel case research or teaching topics. Previous sessions have included Teaching with Cases, Case Research for Theory Building and Testing, Interdisciplinary Cases, Multimedia Cases, Combining Case Method and Experiential Learning, Live Case Projects, Writing Cases Effectively, Case Journal Rankings, AI and Case Method, etc.

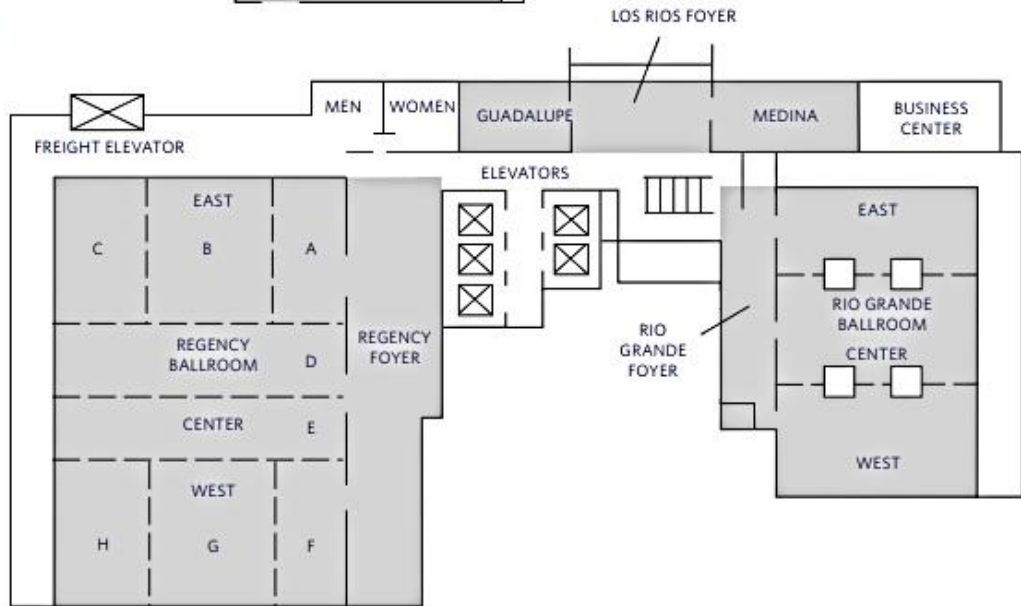
Orlando, Florida: The Rosen Plaza Hotel, our conference venue, is in the heart of Orlando's entertainment-rich International Drive close to area attractions and connected by skybridge to the Orlando County Convention Center. The property is only minutes away from world-famous attractions such as Universal Orlando Resort™, SeaWorld®, and Walt Disney World® and five minutes from the Rosen Aquatic & Fitness Center. The hotel is conveniently located 15 minutes from Orlando International Airport and boasts spacious rooms and suites, seven restaurants, an outdoor pool and whirlpool and the opportunity to book tee times at the Shingle Creek Golf Club. For more details and photos please see <https://www.rosenplaza.com/>

Melanie Reed, NACRA VP of Programs / Conference Chair 2024, Thompson Rivers University, mreed@tru.ca

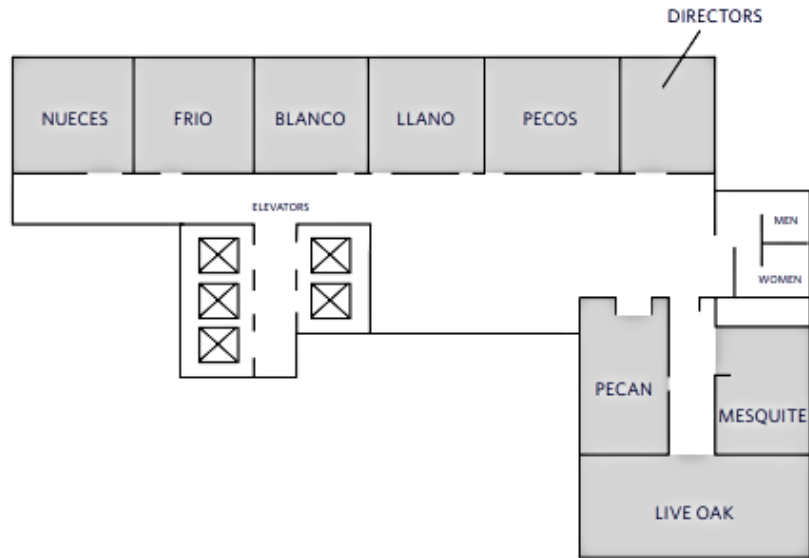
FLOOR PLAN
Lobby Level



Ballroom Level



FLOOR PLAN
Hill Country Level



First Floor—Guest Room Level

