

N A C R



**2024 Program**  
of the  
**North American Case  
Research Association**

Volume 38  
66<sup>th</sup> Year

**Rosen Plaza Hotel**  
Orlando, Florida  
**October 17 - 19, 2024**

Melanie Reed, VP Programs & Conference Chair  
Bob Gaglardi School of Business, Thompson Rivers University,  
Kamloops, British Columbia, Canada



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*This 2024 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 2024 NACRA Conference can be found in the 2024 Proceedings of the North American Case Research Association, Volume 38.*

# NACRA 2024 ANNUAL MEETING SCHEDULE

## Thursday, October 17

Time	Room	Meeting/Participants
8:00 AM – 5:00 PM	Registration Desk C & D (Ballroom Foyer)	NACRA Registration and Sponsor Exhibition (Closed During Meals)
8:30 AM – 12:00 PM	Salon 9	Paul R. Lawrence Fellowship Recipient Workshop (By Invitation Only)  Anne T. Lawrence, San Jose State University (emerita), & Case Research Foundation  María Ballesteros-Sola, California State University Channel Islands & Case Research Foundation
12:00 PM - 1:00 PM	Salon 10	NACRA Executive Board Meeting (NACRA Executive Board Only)
1:00 PM - 3:00 PM	Salon 11	John Seeger Start-up Cases Workshop (Registrants, Mentors, and Guests)  Randall Harris, Texas A&M U - Corpus Christi Janis Gogan, Bentley University (emeritus)
1:00 PM - 3:00 PM	Salon 12	John Seeger Start-up Cases Workshop - WIP (Work-In-Progress) Roundtable  Christopher M. Cassidy, Sam Houston State University James (Jim) Fisher, St. Louis University
1:30 PM - 4:30 PM	Salon 3	Pedagogy Track:  Developing Case Scholarship in Teaching and Research – Roundtable Session for Accepted Papers & Presentation Proposals (Guests Are Welcome)  S. Bruce Thomson, MacEwan University
3:00 PM - 3:30 PM	Mezzanine Alcove 1	<b>Refreshment Break with Snacks</b>
4:00 PM - 4:30 PM	Salon 4	Pre-Conference Track Chair Meeting with VP Programs & Conference Chair Melanie Reed (Track Chairs & Co-Chairs Only)

<b>Time</b>	<b>Room</b>	<b>Meeting/Participants</b>
4:00 PM – 5:00 PM	Salon 5	CRJ Editorial Board Meeting (Editorial Board Members Only)
5:00 PM - 6:00 PM	Ballroom D	<p><b>Welcome to NACRA 2024!</b></p> <p>VP Programs &amp; Conference Chair, Melanie Reed, Thompson Rivers University</p> <p>Introduce Keynote Speaker</p> <p><b>“Informing with Case Studies: Within and Beyond the Classroom”</b></p> <p><i>Presented by T. Grandon Gill, Academic Director of the Doctor of Business Administration program at the University of South Florida’s Muma College of Business</i></p> <p>Join us for an enlightening keynote presentation as T. Grandon Gill shares his innovative informing model, tailored to reflect the diverse needs of stakeholders navigating intricate and complex business school environments. Through practical examples and his latest research, Dr. Gill will showcase the tangible impact of case studies and provide invaluable insights on how we can enhance our ability to convey this impact persuasively. Don't miss this opportunity to gain a fresh perspective and elevate your case writing endeavours.</p>
6:00 PM - 7:00 PM	Poolside Upper Deck	<b>Welcome Reception</b>
7:00 PM	Ballroom C	<p><b>Conference Opening Dinner</b></p> <p>Conference Welcome &amp; Announcements</p> <p>Introduction of the Paul R. Lawrence Fellows</p>

## Friday, October 18

<b>Time</b>	<b>Room</b>	<b>Meeting/Participants</b>
7:00 AM - 8:00 AM	Ballroom C	Breakfast Buffet
8:00 AM - 4:30 PM	Registration Desk C & D (Ballroom Foyer)	NACRA Registration and Sponsor Exhibition (Closed During Meals)
8:00 AM - 12:00 PM		<b>Case Roundtable Tracks -- Day 1</b>
	Salon 8	Accounting, Finance, and Economics
	Salon 1	Cases written in Chinese Language
	Salon 3	Cases written in French Language
	Salon 7	Cases written in Portuguese Language
	Salon 10	Cases written in Spanish Language
	Salon 6	Corporate Governance and Ethics
	Salon 12	Digital Technologies and Operations
	Salon 9	Entrepreneurship, Family, and Small Business
	Salon 5	Marketing and International Business
	Salon 13	Organizational Behavior and Human Resource Management
	Salon 4	Social Impact and Sustainability
	Salon 14	Strategy and Policy
10:00 AM – 10:30 AM	Mezzanine Alcove 11	Morning coffee/tea break
12:00 PM - 1:30 PM	Ballroom C	<b>Case Research Journal Awards Lunch</b>
<b>New Views (Parallel) Sessions – Block One (1:30 PM – 2:30 PM)</b>		

<b>Time</b>	<b>Room</b>	<b>Meeting/Participants</b>
1:30 PM - 2:30 PM	Salon 14	<p><b>Tackling the Challenges of Creating and Publishing Cases with AI (Panel Discussion)</b></p> <ul style="list-style-type: none"> <li>• Vijaya (Vi) Zinnoury, University of Denver (Moderator)</li> <li>• Theresa Coates, Limestone University (Moderator)</li> <li>• María Ballesteros-Sola, California State University Channel Islands</li> <li>• Vicky Lester, CEO, The Case Centre</li> <li>• Eric Dolansky, Brock University &amp; Editor, CRJ</li> <li>• Jim Fisher, Saint Louis University</li> <li>• Marilyn L. Taylor, University of Missouri at Kansas City (emeritus)</li> </ul>
1:30 PM - 2:30 PM	Salon 11	<p><b>(Re)Energize your Courses in the Age of AI with Real-Time “Ripped-from-the-Headlines” Cases (Panel Discussion)</b></p> <ul style="list-style-type: none"> <li>• Janis Gogan, Bentley University (emerita)</li> <li>• Francisco Jesus Lopez Lubian, IE Business School</li> <li>• Olga Kandinskaia, University of Limassol, Cyprus</li> <li>• Anna Czeglédi, Conestoga College</li> </ul>
1:30 PM - 2:30 PM	Salon 12	<p><b>Leveraging a PRL Fellowship to Build a Career in Management Education and Research (Workshop)</b></p> <ul style="list-style-type: none"> <li>• Anjan Ghosh, Nazarbayev University</li> </ul>
2:30 PM - 2:45 PM		<b>Transition Break – No Refreshments</b>
<b>New Views (Parallel) Sessions – Block Two (2:45 PM – 3:45 PM)</b>		
2:45 PM - 3:45 PM	Salon 11	<p><b>From Ibero-America to the World: Building a Flourishing Case Writing Community (Panel Discussion)</b></p> <ul style="list-style-type: none"> <li>• María Ballesteros-Sola, California State University Channel Islands (Moderator)</li> <li>• Maria Helena Jaén, Cladea Balas Case Consortium (CBCC)</li> <li>• Josep Lluís Cano Giner, Asociación Latinoamericana de Casos (ALAC)</li> <li>• Alfred Vernis, Social Enterprise Knowledge Network (SEKN)</li> </ul>



<b>Time</b>	<b>Room</b>	<b>Meeting/Participants</b>
2:45 PM - 3:45 PM	Salon 13	<p><b>Are Multi-media Cases an Effective Learning Tool or a Distraction? (Paper Presentation)</b></p> <ul style="list-style-type: none"> <li>• David Wood, Ivey Business School</li> </ul>
2:45 PM - 3:45 PM	Salon 14	<p><b>CRJ Editorial Team – The ‘First Last Mile’ for Submissions (Panel Discussion)</b></p> <ul style="list-style-type: none"> <li>• Eric Dolansky, Brock University</li> <li>• Randall Harris, Texas A&amp;M University</li> <li>• Ram Subramanian, Stetson University</li> <li>• Meredith Woodwark, Wilfrid Laurier University</li> </ul>
2:45 PM - 3:45 PM	Salon 12	<p><b>Open Access Teaching Case Journal (OATCJ) – Why Publish Open Access Cases? (Panel Discussion)</b></p> <ul style="list-style-type: none"> <li>• Jane Gravill, Conestoga College</li> <li>• Kevin McDermott, Conestoga College</li> <li>• Anna Czegledi, Conestoga College</li> <li>• Redwan Siddiqui, Conestoga College</li> </ul>
3:45 PM - 4:00 PM	Mezzanine Alcove 11	<b>Refreshment Break with Snacks</b>
<b>New Views (Parallel) Sessions – Block Three (4:00 PM – 5:00 PM)</b>		
4:00 PM - 5:00 PM	Salon 11	<p><b>Impact Through Case Teaching and Writing: Creative Approaches and Recognition (Presentation)</b></p> <ul style="list-style-type: none"> <li>• Vicky Lester, CEO, The Case Centre</li> </ul>
4:00 PM - 5:00 PM	Salon 12	<p><b>A New Way of Developing &amp; Teaching Cases: Our Breakout Learning Experience (Panel Discussion)</b></p> <ul style="list-style-type: none"> <li>• Michael Goldman, University of San Francisco</li> <li>• Maria Ballesteros - Sola, California State University – Channel Islands</li> </ul>

<b>Time</b>	<b>Room</b>	<b>Meeting/Participants</b>
4:00 PM - 5:00 PM	Salon 13	<p><b>Unveiling the Naked Truth: Steering Through the Blackhole of AI in Case Teaching (Roundtable Workshop)</b></p> <ul style="list-style-type: none"> <li>• Vijaya (Vi) Zinnoury, University of Denver</li> <li>• Theresa Coates, Limestone University</li> <li>• Erica Berte, Metropolitan State University</li> <li>• J. Kay Keels, Coastal Carolina University</li> <li>• Marilyn L. Taylor, University of Missouri at Kansas City (emeritus)</li> <li>• Tania Casado, Universidade de São Paulo</li> </ul>
5:30 PM – 6:30 PM	Upper Pool Deck	<b>Appetizer and Cocktail Reception</b>

**Saturday, October 19**

<b>Time</b>	<b>Room</b>	<b>Meeting/Participants</b>
7:30 AM - 8:30 AM	Ballroom C	<p><b>NACRA 2024 Conference Awards &amp; Appreciation Breakfast</b></p> <p>Announcement of NACRA 2025 Annual Meeting &amp; Conference by VP Programs 2025 Mike Annett, MacEwan University, Edmonton, Alberta</p>
8:30 AM – 10:30 AM		<b>Case Roundtable Tracks -- Day 2</b>
	Salon 8	Accounting, Finance, and Economics
	Salon 3	Cases written in French Language
	Salon 6	Corporate Governance and Ethics
	Salon 12	Digital Technologies and Operations
	Salon 9	Entrepreneurship, Family, and Small Business
	Salon 5	Marketing and International Business
	Salon 13	Organizational Behavior and Human Resource Management
	Salon 4	Social Impact and Sustainability
	Salon 14	Strategy and Policy
10:30 AM – 11:00 AM	Mezzanine Alcove 11	<b>Refreshment Break with Snacks</b>

<b>Time</b>	<b>Room</b>	<b>Meeting/Participants</b>
11:00 AM - 12:00 PM	Ballroom C	<p><b>Closing Session “What should I do with my case now?”</b></p> <p>Case Journal Editors/Publishers’ Panel Discussion:</p> <ul style="list-style-type: none"> <li>• Eric Dolansky, <i>Case Research Journal</i> by NACRA</li> <li>• Melissa Close, <i>The Case Journal &amp; Emerging Markets Case Studies</i> by Emerald Publishing</li> <li>• Laura Woodman, Ivey Publishing</li> <li>• Vicky Lester, The Case Centre</li> <li>• Jane Gravill, <i>Open Access Teaching Case Journal (OATCJ)</i></li> </ul>
<b>The following meetings are by invitation only</b>		
12:00 PM - 1:00 PM	Salon 2	Paul R. Lawrence Fellows Debrief
12:00 PM - 1:00 PM	Salon 5	Post-Conference Track Chair Meeting: Debrief and 2025 Planning (2024 Conference Chair & VP Programs, Melanie Reed, 2024 VP Programs – Elect, Mike Annett, Track Chairs & Co-Chairs)
12:00 PM - 1:30 PM	Salon 3	NACRA Presidents’ Advisory Board Meeting
1:30 PM – 4:00 PM	Salon 4	NACRA Board Meeting
6:00 PM – 8:00 PM		NACRA Board Dinner

## NACRA 2024 CONFERENCE CHAIR'S WELCOME

Welcome to the NACRA 2024 Annual Meeting & Conference in Orlando, Florida! It is NACRA's 66<sup>th</sup> year, and I am honored and grateful that we can come together in this beautiful place. I am also very excited that we have had an incredible response to this year's conference. The program committee accepted 141 submissions for full cases, 7 submissions for pedagogy papers, 42 start-up cases, and 12 New Views sessions proposals with over 175 people registered to attend! We anticipate some lively discussion in our 12 case tracks, which includes 4 language tracks. The teaching and research landscape has changed dramatically over the last couple of years with increased access to generative AI platforms and changing expectations of students and institutions. The topics in this year's New Views sessions will deliver opportunities to explore this evolution, while also staying true to our mandate of promoting excellence in case research and teaching.

We are also thrilled to have representation from many local Florida schools in this year's program, including several students and our keynote speaker, Dr. T. Grandon Gill. Dr. Gill is the Director of the Doctor of Business Administration program at the University of South Florida's Muma College of Business in Tampa. He is going to share his innovative informing model and latest research that showcases the tangible impact of case studies and how we can persuasively convey this impact. This past year, discussions about the impact of case writing and teaching have been important in academia and I am confident Dr. Gill's talk will leave us with new inspiration and insight. We are also incredibly fortunate to offer a pre-conference workshop called, "Teaching with the Case Method" this year, hosted by Clinton Daniel and Matthew Mullarkey, also from USF's Muma College of Business and supported by Eric Dolansky, Editor of the Case Research Journal. This is a new addition to our agenda, and we are thrilled by the response from our community to this extra opportunity for learning.

Orlando is a magical place, not just because of all the wonderful ways to be entertained, but also because of the warm hospitality of our hosts at the Rosen Plaza Hotel. I simply can't say enough about the incredible team who have been working hard to make us feel welcome. Our hotel has spacious rooms, fantastic restaurants and a beautiful pool. We are also very fortunate that the hotel is centrally located on International Drive which is bustling with a range of recreation, entertainment and dining options. Of course, if you have an extra day or two, you don't want to miss out on visiting some iconic places like Universal Orlando Resort™, SeaWorld®, and Walt Disney World®. If you prefer something more local, I highly recommend an airboat tour in one of the nearby waterways. This is a unique experience where you get to enjoy fresh air, spectacular scenery and if you are lucky, to catch a glimpse of a Florida gator!

A conference like this does not happen without the time and effort of many dedicated people. I am extremely grateful to the track chairs and co-chairs who read the cases and papers, find reviewers, manage communication with authors and deliver a valuable conference experience. Their work is the core of this event, and I have been consistently inspired by their dedication to NACRA and to promoting and advancing case writing in their academic community. I am pleased that we can offer four language tracks in our program this year and want to recognize our Russian language track leaders, Aigerim Raimzhanova and Mariya Yesseleva-Pionka who were unable to attend in person. I would also like to extend a special thank you to Randall Harris who chairs our John Seeger Start-up Cases Workshop. This track provides a unique opportunity for new case authors

to receive hands on instruction on case writing and seasoned authors to receive guidance on a new case approach with the help of a team of experienced mentors. Finally, I would like to recognize our Paul R. Lawrence Fellowship Program and the 10 recipients joining us this year from five different countries. Thank you to Anne T. Lawrence for her tireless efforts to support early career case writers in this unique mentoring opportunity.

On behalf of the NACRA community, I also want to thank our sponsors. Their contributions help support the Case Research Foundation and support the delivery of this annual event. Please visit our sponsor page to see all of the incredible contributors to this year's meeting.

I would also like to thank our NACRA Executive Board for their guidance and support as I embarked on this journey one year ago. My personal thanks for helping me organize this conference go to Olga Kandinskaia (NACRA 2024 President), Nicole Amos (Immediate Past President), Kathryn Savage (Treasurer), Eric Dolansky (CRJ Editor), Janis Gogan (Chair, NACRA Advisory Board), Atherine Lee (Communications), Terry McGovern (Case Marketing) and Anne T. Lawrence (CRF).

I would also like to extend special recognition to A. Kay Guess, who had to step down from the Treasurer role earlier this year. Kay has been a tireless member of this board for 13 years and has been instrumental in building the association we benefit from today. Her guidance and support even before the in-depth planning began and all throughout the first part of this journey, made my job so much easier and joyful. Her passion for NACRA and this community is inspiring, and she will be greatly missed at this year's conference.

Finally, I would like to extend a special thank you to Mike Annett (VP Programs-Elect) who took on several organizing functions this year including planning our Friday night social event and producing our latest offering, the Case Community Conversations podcast. He has been a wonderful co-pilot always willing to help and offer guidance. My appreciation also extends to the entire Program Committee who made planning this conference enjoyable and possible. NACRA is an association of volunteers and the people working behind the scenes to bring this experience to you, our members and attendees, are knowledgeable, supportive, and dedicated.

Of course, without you, we would not have a conference to organize. Thank you for submitting your case or paper, reviewing and taking the time and effort to be with us in Orlando. On behalf of our Program Committee, I hope you have an enlightening and enjoyable time and that you fully embrace the warmth and energy of the community we have all collectively created.



Melanie Reed

NACRA VP Programs and Conference Chair, 2024

Bob Gaglardi School of Business & Economics, Thompson Rivers University, Canada

## THANK YOU TO OUR SPONSORS!

We are extremely grateful to the following organizations who sponsored the Case Research Foundation and the 2024 NACRA Conference with funding and in-kind contributions.



# CASE RESEARCH JOURNAL

Thank you to our colleagues who led the Case Research Journal in 2023-2024.

## Editor

Eric Dolansky, *Brock University*

## Associate Editors

Karen Boroff, *Seton Hall University*

Randall Harris, *Texas A&M University – Corpus Christi*

Ram Subramanian, *Stetson University*

## Editorial Assistant

Christina Tathibana, *University of Regina*

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Sonia Toson, *Kennesaw State University*

Susan White, *University of Maryland*

Meredith Woodwark, *Wilfrid Laurier University*

Vijaya Zinnoury, *University of Denver*

# CASE RESEARCH JOURNAL

## Ad Hoc Reviewers, 2023-2024

Shalini Aggarwal, *Chardigarh University*  
Nicole M. Amos, *Johnson & Wales University*  
Mike Annett, *MacEwan University*  
Ann Armstrong, *University of Toronto*  
Erica Berte, *Metropolitan State University*  
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Jane Gravill, *Conestoga College Institute of  
Technology and Advanced Learning*  
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University*  
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Brooke Klassen, *University of Saskatchewan*  
Sheri L. Lambert, *Temple University*

Manu Mahbubani, *Wilfrid Laurier University*  
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James Spee, *University of Redlands*  
Cheri Thomas, *University of Tennessee Southern*  
Janice Winch, *Pace University*  
Rohan Wright, *The Mico University College*  
Fatih Yegul, *Conestoga College*  
Cheri Young, *University of Denver*

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](http://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 10th year of the program's operation. The CRF has now awarded a total of 92 fellowships.

In 2024, the Case Research Foundation awarded fellowships to the following 10 individuals:

Mithila Guha	United States	San José State University
Ulrik Roehl	Denmark	Copenhagen Business School
Xiangming (Tommy) Tao	United Kingdom	University of Sussex
Ann Mary Varghese	India	Indian Institute of Technology Kharagpur
Pankaj Anand	United Kingdom	University of Strathclyde
Homeira Ekhtari	Canada	Conestoga College
InHaeng Jung	United States	Sonoma State University
Ryan DeFronzo	United States	California State University, Fullerton
Vijay Krishnamurthy	India	University of Mysore
Pouneh (Penny) Sadeghi Shabestari	United States	University of Wisconsin-Milwaukee

In addition, this year the CRF welcomes to the conference the following member of a prior cohort of Paul R. Lawrence Fellows, who has had a start-up case accepted for presentation:

Samir Biswas	India	Indian Institute Of Management–Udaipur
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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](http://www.caseresearchfoundation.org).

The Case Research Foundation thanks Emerald Publishing, Ivey Publishing, Open Access Teaching Case Journal, 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 2025 applications will be available in February 2025 via CRF website.

# JOHN SEEGER START-UP CASES WORKSHOP

Thursday, October 17, 1:00 PM – 3:00 PM

**Workshop Host:** Randall Harris, Texas A&M University – Corpus Christi

## 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.

Nicole Amos, University of Massachusetts Amherst  
 Christopher M. Cassidy, Sam Houston State University  
 Eric Dolansky, Brock University  
 James (Jim) Fisher, St. Louis University  
 Armand Gilinsky, Sonoma State University (emeritus)  
 Janis Gogan, Bentley University (emeritus)  
 Michael Goldman, University of San Francisco  
 Anne T. Lawrence, San Jose State University (emerita)  
 Rebecca Morris, Westfield State University  
 Jeff Shay, Babson College  
 Javier Silva, UCU Business School  
 Ram Subramanian, Stetson University  
 Cheri Thomas, University of Tennessee Southern  
 John Varlaro, Johnson & Wales University  
 Meredith Woodwark, Wilfrid Laurier University  
 Vijaya (Vi) Zinnoury, University of Denver

Case Author(s)	Start-up Case Title
Muntasir Alam	Kevin’s Exit from Heatherica and the Aftermath of an Exit
Eman Almehdawe	Ambulance Offload Delays at The Region of Waterloo, who is Responsible for the Delays?
Hani AlShami Anna Czegledi Lom Harshni Chauhan Fatih Yegul Carol Samuels Alexander Miller	Ethical Considerations and Hiring Biases in AI-powered HR Systems at Workday
Hani AlShami Anna Czegledi	Balancing Mission and Viability in Non-Profit Organizations: Strategic Choices in Immigrant Employment Services
Pankaj Anand Pardeep Singh Attri	Bill Gates meets Dolly Chaiwallah: “One kadak chai please”
Julia Baird	WWF-Canada: Designing Collaborative Watershed Governance to Meet Conservation Objectives, Now and in the Future
Samir Biswas	Indian Railways: Capacity Augmentation in Electrical Power Stations

<b>Case Author(s)</b>	<b>Start-up Case Title</b>
Carla Marieli Delmiro Capeli Victor Silva Corrêa Helena Belintani Shigaki Pedro Lucas de Resende Melo	Entrepreneurial Marketing at Life Institute: A Case Study in an Emerging and Developing Country
Ryan F. DeFronzo	Will Pepsi Lose its Fizz? Marketing in the Age of AI
Vafa Saboori Deilami Chang Seob Yeo Yung-Jae Lee Sarah Lee	Labcon North America
Priya Dozier	A Fintech Fumble: The Conscious Uncoupling of FIS and Worldpay
Homeira Ekhtari	Switching to a Net-Zero Home: A Good Choice or a Headache?
Fernando Garcia Stephen Ray Smith Amy Burger	Latin American Association
Victoria Geyfman Christian Grandzol	Business Valuation of ABC Liquors
Lucy Gill-Simmen Ling Xiao	Made for Drink: Crafting a Sustainability Brand Story
Mithila Guha	Leveraging Social Impact Marketing: REI's #OptOutside Campaign
William C. Hawks	Company Policies Matter: Starbucks Versus the Memphis Seven
InHaeng Jung	Sustaining Lodi Vines Amid Economic and Environmental Shifts
Vijay Krishnamurthy Sanjeev Tripathi	Anantapur Sports League: Social Impact Through Football
Tatiana Levit Nourhene Ben Youssef	University of Regina Club: Marketing to the Rescue?
Ganlin Mia Li	Good-Ark's Family Culture and Innovation Dilemma
Moises Librado-Gonzalez Natanael Ramirez-Angulo German Osorio	Ciadmype UABC: A Center for Poor Microenterprises in Tijuana, Mexico
Ebrahim Mazaheri	Reality Foods: Navigating Growth in the B2B Food Distribution Sector
Terry McGovern Helene Johnson	Helene Johnson: Now You See Me, Now You Don't
Sonia Mehrotra Anna Czeglédi	Royal Botanical Gardens, Ontario: The Sustainability Leaders
Mónica Olalde Lilia Patricia López	The Decision-Making Process at Critical Moments – CNH Case Study
Krystal C. Onyema Shari S. Bowen	He's Driving me Crazy: On Power & Influence Among Peers
Sritama Pal Samir Biswas	Kendriya Vidyalaya: Ensuring Continuous Learning through Innovative Responses During Environmental Crisis
Anna Papazian	Precision Auto: Amplifying Success Through Strategic Finance

<b>Case Author(s)</b>	<b>Start-up Case Title</b>
Ulrik B.U. Roehl	Pushing the Limits of Digital Government: What's Next, KOMBIT?
William D. Schneper Sujal Shah	The Chaudhary Group in 2024: Looking Towards the Future
Pouneh Sadeghi Shabestari,	The Shadow Artist: The battle of Ownership in the Generative AI Era
W. Scott Sherman Randall D. Harris	Boeing 2024: Searching for a New CEO
Redwan Siddiqui Fatih Yegul	CN Rail Acquires TransX: Offering Door-to-Door Convenience of Trucking with the Cost-Efficiency of Rail
James Siew	Reconciling Corporate Social Responsibility Within Sustainability
Tyler F. Stillman Dave Lunt	Alexander the Great: Entrepreneur?
Xiangming (Tommy) Tao	From Dorm Room to Foorsteps: The rise of HungryPanda in Global Food Delivery
Ann Mary Varghese Rudra Prakash Pradhan	Zum's Sustainability Aspirations: Sparking School-Bus Electrification Across America
Janis Warner Kamphol Wipawayangkool	Shutting Down the Phishing Hole to Avoid a Crisis: Carrot or Stick?
Anna Tsui Po Yung	Teaching HRM in the AI era: Selecting Neufast's AI Video Interview System.
Dina Majid Z Nischal Anand Singh	Claudine Gay: Victim or Scapegoat?
Muhammad Zahid Munaza Bibi Muhammad Zeeshan Mirza, Haseeb Ur Rahman Ahmad Asad	RJ Mall, Karachi Pakistan: A Case of Fire Safety Concerns

**Pedagogy Track:  
Developing Case Scholarship in Teaching and Research**

**Thursday, October 17, 1:30 PM – 4:30 PM**

**Track Chairs:** S. Bruce Thomson, MacEwan University

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

**Session Chair:** S. Bruce Thomson

**Papers & Proposals**

**Authors**

Cases as Intellectual Contributions

Sarah Holtzen

Global Faculty Perspectives on Active Learning via Live Case  
Projects

Sonia Mehrotra  
Anna Czegledi  
Olga Kandinskaia

The Dilemma of Teaching Unions in SE USA

Theresa Coates  
Marilyn Taylor  
Janet Bartholow

Navigating Complexity in Teaching with Cases: Systems  
Thinking and Concurrent Engineering Approaches

Hani AlShami  
Anna Czegledi

Using Assessment Centre Methodology as a Pedagogical  
Innovation During Case Teaching in Talent Management  
Courses in HRM

Sushmita Srivastava  
Debmallya Chatterjee

Writing Teaching Notes

S. Bruce Thomson  
Jasmin Lin  
Daisy Wang  
Vicki Nie

# NACRA 2024 ROUNDTABLE SCHEDULE

Friday, October 18, 8:00 AM – 12:00 PM  
& Saturday, October 19, 8:30 – 10:30 AM

## Accounting, Finance, and Economics Cases

**Track Chair:** Anna Czegledi, Conestoga College  
**Co-Chair:** Jan Serrano, Francis Marion University

**Session Chair:** Anna Czegledi

<b>Cases</b>	<b>Authors</b>
Johnson and Johnson: An Unusual Stock Exchange Offer	Susan White Karen Hallows
Hindenburg Research & The Adani Group (2023)	Vijaya Zinnoury Vishwanatha S.R. Durga Prasad Srinija Kallakuri
Lagom Design Shop: The Exclusive Edge	Lauren Nicholaas Alexander Miller
Drakko a Bumpy Ride	Juan Pablo Davila Javier Rovar Alvaro Moreno
A New Beginning for Mostly Mental Shuttles	Wayne Singular
Real Estate Investment Analysis: Hyatt House	Glenn Williamson Felipe Ernst
From Informality to Growth: Challenges in the Accounting Practices of a Peruvian Corner Store Owner	Gloria Maria Regina Zambrano Aranda Sr. Luis Demetrio Gomez Garcia Sr. Emerson Jesus Toledo Concha Sr.
How Can She Make a Legitimate Real Estate Purchase Offer in a Non-Disclosure State?	Charles Hilterbrand Jr. Sergio Garate Violetta Davydenko

## **Cases Written in Chinese Language**

**Track Chair:** William Wei, Algoma University

**Co-Chair:** Haibo Hu, Jiangxi University of Finance and Economics

**Session Chair:** William Wei

### **Friday Only**

#### **Cases**

Moutai in Canada: Cultural Mix Marketing

Are Insurance Donations ESG Innovation or Marketing  
Innovation? A Case Study of Ping An Insurance's Donations  
During the Pandemic

Win-Win or Loss-Loss: The Merger and Acquisition of  
Suning Tesco and Carrefour

#### **Authors**

Haotian Jiang  
Haibo Hu  
William Wei  
Haitao Lu  
Jie Zhou  
Le Cheng

Robert Xu  
Yijun Liu  
Linda Lihong Zhou

Yan Zhang

## **Cases Written in Portuguese Language**

**Track Chair:** Tania Casado, University of São Paulo

**Co-Chair:** Erica Berte, Metropolitan State University

**Session Chair:** Tania Casado

### **Friday Only**

#### **Cases**

Elipse: uma decisão nas nuvens

Do berço à liderança: a maioria de uma mulher e de um negócio

O Habib's e a Difícil Conquista da América

#### **Authors**

Ricardo Engelbert  
Eugenio M. Gonçalves  
Fabio C. Barbosa

Aparecido Borghi  
Tania Casado

Rodrigo Gallo  
Tania Casado



## **Cases Written in Spanish Language**

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

**Co-Chair:** Lorena Andrea Palacios Chacón, Tecnológico de Monterrey

**Session Chair:** Josep Lluís Cano Giner

### **Friday Only**

#### **Cases**

Wellcome: Marketing Estratégico en Entornos Complejos

Internacional de Diagnostico: Descentralizando El  
Diagnóstico de Enfermedades Infecciosas

Accompanying and Educating: IRMA's Path in Addressing  
Gestational Loss

La Inteligencia Artificial en M4D.Clinic

#### **Authors**

Ernesto Barrera  
Xavier Cárdenas

Juan Vicaria  
Diego Valbuena

Karina Isabel Salinas Solis  
German Osorio Novela  
Natanael Ramirez Angulo

Josep Lluís Cano Giner

## **Cases Written in French Language**

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

**Co-Chair:** Sabrina Hombourger-Barès, École des sciences de l'administration Université  
TÉLUQ

**Session Chair:** Christine Kratz

### **Cases**

Netflix, un entrant potentiel qui a crevé l'écran!

La coopérative apicole Idboustia: reconquérir le marché marocain par  
l'authenticité et la confiance

Ajabane Lamta (Les Fromages de Lamta): Quelle Stratégie de  
Communication Pour Commercialiser Une Nouvelle Marque de  
Fromage à Base du Lait de Chamelle

Fromagerie Donge: Quels Relais de Croissance Pour Préparer Une  
Releve Familiale Responsable?

### **Authors**

Ernest Kuekam  
Stéphane Gagnon

Fatima Ezzahra Ouboutaib  
Abdellatif Ait Heda  
Soumiya Mekkaoui

Abdellatif Ait Heda

Sabrina Hombourger-Barès  
Christine Kratz

## **Corporate Governance and Ethics Cases**

**Track Chair:** Vijaya Zinnoury, University of Denver

**Co-Chair:** Theresa Coates, Limestone College

**Session Chair:** Vijaya (Vi) Zinnoury

### **Cases**

Shake Up at Shake Shack?

Trouble at Tara

Rethinking Governance at a Non-Profit Hospital Foundation

Sleepwear Safety: Sizing Up the Situation

SETT: Breaking Free from Corruption at Bogotá's Transit Office

### **Authors**

Ram Subramanian

Helene Johnson  
Matthew Mullarkey

Brooke Klassen  
Stephanie Young

Drew DuBois  
James E. Fisher  
Rob Boyle

Liliana López-Jiménez  
Olga Anzola-Morales

# Digital Technologies and Operations Cases

**Track Chair:** Clinton Daniel, University of South Florida

**Co-Chair:** G. Shankaranarayanan, Babson College

**Session Chair:** Clinton Daniel

## Cases

## Authors

Khonology: Digitising the Booming Bond Market

Pius Oba  
Amanda Bowen  
Garth Balabanoff

Raia Drogasil 2022

Ricardo Engelbert  
Fabio C. Barbosa  
Eugenio M. Gonçalvez

Workforce Agility: Transformational Leadership in the Digital Age

Nicole Stuart

Indigestion in Bleaksburg

David Chinn

LAAM: A Fashion Company?

Hassan Chaudhry  
Hafsa Mahmood

Data Management for Digital Transformation – A Higher Education Institute (HEI) Case Study

Aditi Divatia  
Jyoti Jagasia

Statue of Unity – An Engineering Marvel

Jyoti Jagasia  
Preeti George

The Great Insurance Caper 2.0: Unlocked by Lax Security

Raji Raman

Will GenAI Help or Hurt Massachusetts Student Consultants Working for Jamaican Clients?

Edward Walters  
Zohaib Qazi

## **Entrepreneurship, Family, and Small Business Cases**

**Track Chair:** Sonia Mehrotra, S.P. Mandali's Prin. L.N. Welingkar Institute  
of Management Development and Research

**Co-Chairs:** Sarah Holtzen, Missouri Southern State University

**Session Chair:** Sonia Mehrotra

### **Cases**

### **Authors**

Veiled Disclosure: Should the Hatter Angel Network Stay in the Deal?

William Andrews

Bubble Well's Dilemma: One Immigrant Entrepreneur's Journey of Resilience and Expansion

Daisy Wang  
Jasmin Lin  
Chialing Hsieh

Integral Hockey: An Entrepreneur's Journey

William R. Holmes

A New Target for Dart Drones? When Good Business Ideas Get Grounded.

Jessica M. George  
Michelle Pannone

Managing Growth at Highland Brewing Company

Justin Kent  
Tiberiu Ungureanu  
Mark Lewis

The Three Sisters and their Regrowth

Gina Grandy  
Emily McNair  
W. Glenn Rowe

Time Fayus Inc: Expansion Opportunities in Nigeria

Mc Edward Murimbika

## **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

<b>Cases</b>	<b>Authors</b>
Designing a New Brand Portfolio for ITC Mangaldeep	Ruppal Walia Sharma Janani Kandaswamy
Arte Capital: Integrating Human and Artificial Intelligence to Revolutionize the World of Art	Silvia Cacho-Elizondo Antonio Casanueva
Carolina Hurricanes: A Whale of a Branding Decision	Michael Stanko
PeerDrop - Data-Driven Growth Through Persona-Based Targeting	Umamah Hashemi Saima Hussain
STEM Toys by ENGINO (Cyprus): A Marketing Plan for the New Subscription Box	Mike Berry Olga Kandinskaia
Targeting Success: Power Cement's Approach to Brand Recognition	Saima Hussain Umamah Hashemi

**Table 2**  
**Session Chair:** Grishma Shah

<b>Cases</b>	<b>Authors</b>
Imbibitive Technologies – The Challenge of a Superior Product	Navjote Khara Eric Dolansky
From Cheers to Controversy: Bud Light’s Brand Marketing Challenges	Kevin McDermott Rob McLean Vickie Quigg
Samsonite's Market Penetration and Strategic Growth in India	Megha Choudhary Dinesh Sharma Arti D. Kalro
Modi Toys: Growing and Navigating a Niche Brand in a Global Marketplace	Grishma Shah Adeniyi D. Olarewaju
Taiga Motors: An Expansion Strategy to Sustain Market Leadership	Amir Taherizadeh Hamid Etemad

**Table 3**  
**Session Chair:** Michael Goldman

<b>Cases</b>	<b>Authors</b>
1 FIT. Get Fit Whenever and Wherever You Want.	Elmira Bogoviyeva
Rablo: The Challenge of Commercializing an AI Solution	Antonio P. Casanueva Silvia Cacho-Elizondo Carlos A. Castellanos
Johnson & Johnson: Defending Leadership in a Crisis	Gustavo Calatrava Tomas Bouthemey
Space Electronics: Struggle to Withstand	Osama J. Butt
Distribution at Stellarlube: Slow and Steady is the Winning Strategy. Or is it?	Renuka Kamath

# Organizational Behavior/Human Resource Management Cases

**Track Chair:** Jyotsna Bhatnagar, Management Development Institute

**Co-Chair:** Meredith Woodwark, Wilfrid Laurier University

## Table 1

**Session Chair:** Meredith Woodwark

<b>Cases</b>	<b>Authors</b>
Crystalize with Huawei's Transformation – Hellen's Musical from Becoming to Being	Zheni Wang
It's Just a Joke	Jasmin Lin Daisy Wang Vicky Nie Bruce Thomson
The Maternal Wall	Courtney Shields
Money for Nothing!	William Carty Marko Horn
Take a Load Off Mannie: The Weight of Occupational Health and Safety Experiences in the Construction Skilled Trades	Arica Oliver Mark Julien
Unlocking Multiversity Potential A Case Study in Transformation - Qatar Foundation	Deval Kartik Tomas Farchi
What's in a Title?	Ashley Stebbins Jasmin Lin Vasilios Scoumis



**Table 2**  
**Session Chair: Juan Parra**

**Cases**

Augmenting Employee Engagement Through Generative AI-  
Case of Infedo

ICare Inc. Needs Immediate Hire

Owners Not Renters: Should Our Employee Owners Sacrifice  
for a Better Future?

Passing The Baton: Bert Hash's Legacy of Leadership At  
MECU

Should We Terminate this Employee? An Organizational  
Justice issue in a Social Justice Organization

Workin' (Not Just) For a Living: A Career Plan for a Blue-  
Collar Worker

**Authors**

Sushmita Srivastava  
Shailaja Jha

Guorong Zhu  
Chloe Browning

Charles Onstott  
Daria Efimova

Maya Kirkland  
Kyler McGillis  
Karen Proudford  
James Calvin

Jason James

Juan Parra  
Liliana Diaz

## **Social Impact and Sustainability Cases**

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

### **Table 1**

**Session Chair:** María Ballesteros-Sola

<b>Cases</b>	<b>Authors</b>
Veritas, a Supermarket Competing with Purpose	Alfred Vernis Veronica Devenin
Just Because You Want to Change the World, it Doesn't Mean You Have to Start a Nonprofit	Claudia Barrulas Yefremian
Expansion or Consolidation: the Case of the Club de Niños y Niñas de Tijuana, Baja California, Mexico	Manuel Ruiz Paez Gabriela Ruiz Paez Roberto Iván Fuentes Contreras
ACS Clothing: Enabling Fashion Brands and Retailers to Join the Circular Economy	Marie-Cécile Cervellon Lindsey Drylie Carey Aileen Stewart
Sustainability Decisions for a University-Owned Winery: Cal Poly San Luis Obispo	Maria Ballesteros-Sola Inhaeng Jung Terry Lease Armand Gilinsky
Social Venturing in Guatemala: Restaurante Chichoy - Post Pandemic	Yolanda Sarason Claire Dallies Laura Robey

**Table 2**  
**Session Chairs:** Jane Gravill & Stephanie Raible

<b>Cases</b>	<b>Authors</b>
Khayelitsha Cookies: Empowering Women One Bite at a Time	Emmanuel S. Quaye Angie Urban
Female Academic Leaders Fellowship: Assessing the Innovation and Impact	Keratiloe S. Mogotsi Lucy Khofi Angie Urban
Hi-Tech Surfactants, India – Sustainable (ZED) Certification Dilemma: Go for Gold?	Jane Gravill
The Challenge of Corporate Purpose at Pacifico Seguros 2024	Lucero Sanchez Julcapari Alejandro Fontana Guillermo Quiroga
IPASA: Motivating Philanthropy Funders to Adopt a Climate Lens	Keratiloe S. Mogotsi Stephanie Townsend
Sustainability Challenges: Bhoomika Vihar Enabling Women's Empowerment Through Tackling Gender Issues and Trafficking	Vijaya Zinnoury Mamta Singh Arayana Roy
All is Well, Yet, Why are People Leaving the NGO? Can Design Help Jatan Sansthan?	Bindu Kulkarni Renuka Kamath

## Strategy and Policy Cases

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

**Co-Chairs:** Terry McGovern, University of Wisconsin - Parkside

### Table 1

**Session Chair:** Leif Lundmark, University of Nebraska Omaha

<b>Cases</b>	<b>Authors</b>
APROFOR	Javier Silva Sebastian Guimaraens Sr. Marcos Soto Sr.
Market and Non-Market Strategies in a Highly Regulated Market	John Francis
Right at Home: Navigating the Silver Tsunami in Senior Care	Leif Lundmark Kaleb Heckens Erin Pleggenkuhle-Miles Erin Bass
Pampas: Riding the Esports Wave	Enrique Chamas
Nancy Whiteman and Wana Brands: Sell Out or Stay Independent?	Paul Seaborn
Making No Little Plans for the Florida Aquarium	Matthew Mullarkey Kimberly Gratz

## **Table 2**

**Session Chair:** Terry McGovern, University of Wisconsin - Parkside

### **Cases**

Zudio: In Battle for India's Fashion Market

Pfizer Inc. – Strategizing for an Encore

Can Budweiser Tend Both its Business Goals and Promote its Social Agenda?

Accounting on the Rocks with a Twist of Technology

Growing our Future Childcare Co-operative

### **Authors**

Malay Krishna  
Anuvrat Anand

Raymond Paquin

Christopher Cassidy

Leigh Moon

Daphne Rixon  
Ashley Doyle  
Stephen Maclean

# NACRA 2024 PROGRAM COMMITTEE

Melanie Reed, Thompson Rivers University, Canada, Vice President Programs  
 Mike Annett, MacEwan University, Canada, Vice President-Elect Programs  
 Randall Harris, Texas A&M University, USA, Chair for John Seeger Start-Up Cases Workshop  
 Anne T. Lawrence, San Jose State University (emerita), USA, Chair of the Case Research  
 Foundation, Director of the Paul R. Lawrence Fellowship Program  
 NACRA Executive Board (see 2023-2024 NACRA Officers)

## Track Chairs and Co-Chairs

<b>Accounting, Finance, and Economics</b>	Anna Czegledi, Chair, Conestoga College Jan Serrano, Co-Chair, Francis Marion University
<b>Cases Written in Chinese Language</b>	William X. Wei, Chair, Algoma University Haibo Hu, Jiangxi University of Finance and Economics
<b>Cases Written in French Language</b>	Christine Kratz, Chair, ICN Business School Sabrina Hombourger-Barès, Co-chair, École des Sciences de l'Administration Université TÉLUQ
<b>Cases Written in Portuguese Language</b>	Tania Casado, Chair, University of São Paulo Erica Berte, Co-Chair, Metropolitan State University
<b>Cases Written in Russian Language</b>	Aigerim Raimzhanova, Chair, Narxoz University Mariya Yesseleva-Pionka, Co-Chair, Suleyman Demirel University
<b>Cases Written in Spanish Language</b>	Josep Lluís Cano Giner, Chair, ESADE Business School, (Ramon Llull University) Lorena A. Palacios Chacón, Co-Chair, Tecnológico de Monterrey
<b>Corporate Governance and Ethics</b>	Vijaya Zinnoury, Chair, University of Denver Theresa Coates, Co-Chair, Limestone College
<b>Digital Technologies and Operations</b>	Clinton Daniel, Chair, University of South Florida G. Shankaranarayanan, Co-Chair, Babson College
<b>Entrepreneurship, Family, and Small Business</b>	Sonia Mehrotra, Chair, S.P. Mandali's Prin. L. N. Welingkar Institute of Management Development and Research Sarah Holtzen, Co-Chair, Missouri Southern State University
<b>Marketing</b>	Silvia Cacho-Elizondo, Chair, IPADE Business School Michael Goldman, Co-Chair, University of San Francisco
<b>International Business</b>	Grishma Shah, Chair, Manhattan College

<b>Organizational Behavior/ Human Resource Management</b>	Jyotsna Bhatnagar, Chair, Management Development Institute, Gurgaon (MDI-G) Meredith Woodwark, Co-Chair, Wilfrid Laurier University
<b>Pedagogy: Developing Case Scholarship in Teaching and Research</b>	S. Bruce Thomson, Chair, MacEwan University Shreya Mishra, Co-Chair, BIRLA Institute of Management Technology
<b>Social Impact and Sustainability</b>	María Ballesteros-Sola, Chair, California State University Channel Islands
<b>Strategy and Policy</b>	Erin Pleggenkuhle-Miles, Chair, University of Nebraska at Omaha Terry McGovern, Co-Chair, University of Wisconsin-Parkside

## 2023-2024 NACRA OFFICERS

### Board of Directors

<b>Elected Officers</b>	<b>Executive Board</b>
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VP Programs-Elect	Mike Annett, MacEwan University, Canada
VP Case Marketing	Terry McGovern, University of Wisconsin, Parkside, USA
VP Membership	Kathryn Savage, Northern Arizona University, USA
VP Communications	Atherine Lee, University of Technology, Jamaica
<b>Appointed Officers</b>	
Treasurer	Kathryn Savage, Northern Arizona University, USA
Editor, <i>Case Research Journal</i>	Eric Dolansky, Brock University, Canada
<b>Regional Directors</b>	<b>Additional Directors</b>
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East (CASE)	William Naumes, University of New Hampshire (emeritus), USA
Caribbean Case Researchers Association (CCRA)	Paul Golding, University of Technology, Jamaica
International Case Research Association (ICRA)	William X. Wei, Algoma University, Canada
Southeast (SECRA)	Christopher Cassidy, Sam Houston State University, USA
Society for Case Research (SCR)	Andy Borchers, Lipscomb University, USA
Southwest (SWCRA)	Kendra Ingram, Southeastern Oklahoma State University, USA
West (WCA)	Julian Vogel, San Jose State University, USA
The Case Hub	Randa Salamoun, American University of Beirut, Lebanon
<b>Directors At Large</b>	
Elected 2020, term expired 2023	Vacant
Elected 2021, term expires 2024	Miriam F. Weismann, Florida International University, USA
Elected 2022, term expires 2025	Brooke Klassen, University of Saskatchewan, Canada
<b>Advisory Board Representative</b>	<b>(Elected by the Advisory Board of Past NACRA Presidents)</b>
Advisory Board Chair	Janis Gogan, Bentley University, USA (emerita)



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## NACRA PAST PRESIDENTS

Year	President	Institution	Meeting Location
2023	Nicole Amos	University of Massachusetts, Amherst	San Antonio, TX
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
2004	*J. David Hunger	Iowa State University	Tampa, FL
2003	Mary Anne Watson	University of Tampa	Banff, Alberta
2002	Lew G. Brown	University of North Carolina, Greensboro	Nashville, TN
2001	Anne T. Lawrence	San Jose State University	San Antonio, TX
2000	*John A. Seeger	Bentley University	Santa Rosa, CA
1999	*Timothy W. Edlund	Morgan State University	Durham, NH
1998	Chi Anyansi-Archibong	North Carolina A & T State University	Cincinnati, OH
1997	William Naumes	University of New Hampshire	New Orleans, LA
1996	H. Richard Eisenbeis	University of Southern Colorado	Atlanta, GA
1995	David W. Rosenthal	Miami University	
1994	*Robert P. Crouner	Eastern Michigan University	
1993	Robert McGlashan	University of Houston, Clear Lake	
1992	Marilyn L. Taylor	University of Missouri, Kansas City	
1991	*Timothy M. Singleton	North Georgia College	
1990	*Raymond G. Stephens	Ohio University	
1989	*Robert L. Anderson	College of Charleston	
1988	*Melvin J. Stanford	Minnesota State University- Mankato	
1987	*William R. Boulton	Auburn University	
1986	*Max S. Wortman	Iowa State University	
1985	*Bobby G. Bizzell	University of Houston, Downtown	
1984	*Bill Rice	University of Houston, Clear Lake	
1983	*Thomas L. Wheelen	University of South Florida	
1982	*Curtis E. Tate Jr..	University of Georgia	
1981	*Burnard Sord	University of Texas	
1980	*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  
Charles R. Scott \*  
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Melvin J. Stanford \*  
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Curtis E. Tate, Jr. \*  
Marilyn L. Taylor  
Lyle Trueblood \*  
Thomas L. Wheelen \*  
Vijaya (Vi) Zinnoury

*\*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 2024 AWARDS

<b>NACRA 2024 Conference Awards*</b>		<b>2024 Recipients</b> To be announced at Saturday Awards Breakfast
Best Conference Case (Gold, Silver, Bronze)	Awarded to top three cases presented at the NACRA 2024 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 language tracks (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	Best case for which 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.	
<b>Case Research Journal Awards</b>		To be announced at Friday Luncheon
Curtis E. Tate Jr. Award	Award for best case published in the CRJ in the award year (2023).	
Outstanding Editorial Board Reviewer	Award based on quality of reviews, timeliness, and number of reviews by CRJ 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 CRJ reviewer.	

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

## 2025 CALL FOR CASES & PROPOSALS

North American Case Research Association (NACRA) 2025 Annual Conference  
Hyatt Regency Newport Beach, Newport Beach, California, October 16<sup>th</sup>-18<sup>th</sup>, 2025

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- June 09, 2025 Submission deadline for Proposals for ‘New Views’ Panels, Workshops, and Symposia
- June 16, 2025 Submission deadline for Cases, Start-Up Cases, Pedagogy Track papers is 5pm EDT
- July 16, 2025 Decisions to authors; Conference early registration opens
- Sept. 15, 2025 Early regular registration deadline (additional conference fee applies after 5pm EDT)
- Sept. 23, 2025 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 committing to having at least one author attend the NACRA conference and participate in case roundtables on the mornings of October 17<sup>th</sup> and October 18<sup>th</sup>. Furthermore, authors who submit multiple cases to different tracks must have a co-author who will also attend the conference.

**Start-Up Case Workshop:** In addition to the roundtable tracks, a workshop for less-developed cases will be hosted on October 16<sup>th</sup>. 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, 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 16<sup>th</sup>, in parallel with the Start-Up Case Workshop.

**New Views (Panels, Workshops, and Symposia):** A set of ‘new views’ topic sessions will be presented on the afternoon of October 17<sup>th</sup>. Proposals for ‘new views’ session are welcome, and should examine

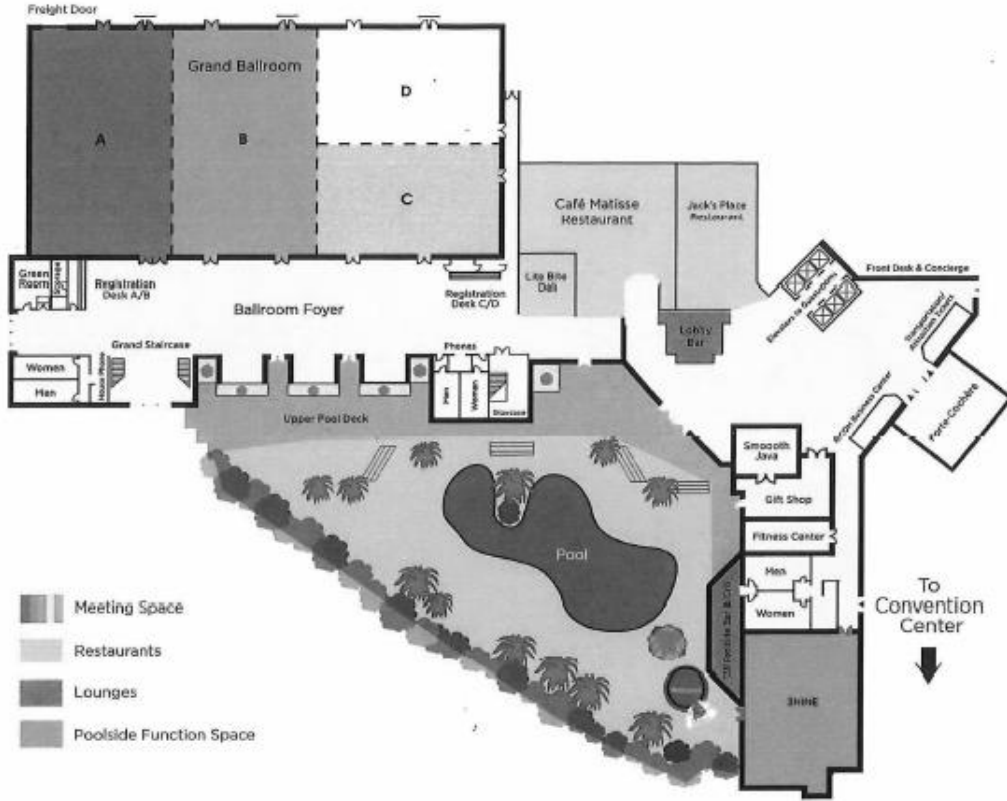


relevant, interesting, and novel case research or teaching topics. Previous sessions have included Teaching with Cases, Case Research for Theory Building and Testing, Interdisciplinary Cases, Multimedia Cases, Combining Case Method and Experiential Learning, Managing the Review Process, Case Journals Rankings, etc.

**Newport Beach, California:** The Hyatt Regency Newport Beach Hotel, our conference venue, is in the heart of Southern California and 15 minutes away from John Wayne Airport. Nestled amidst 26 acres of lush, tropical gardens this luxurious hotel offers a serene and inspiring environment. With its stunning views of the Back Bay and proximity to pristine beaches, the hotel combines the best of natural beauty and modern amenities, as well as the vibrant shopping, dining, and entertainment options of Newport Beach. For more details and photos please see <https://www.hyatt.com/hyatt-regency/en-US/newpo-hyatt-regency-newport-beach>

Mike Annett NACRA VP Programs 2025, MacEwan University, [Mike.Annett@macewan.ca](mailto:Mike.Annett@macewan.ca)

## LEVEL 1 - GROUND FLOOR



## LEVEL 2

