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John D. Varlaro, VP of Programs & Conference Chair
Johnson & Wales University, Providence, Rhode Island, USA

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CASE RESEARCH FOUNDATION

Paul R. Lawrence Doctoral Student and Junior Faculty Fellowship Program

The Case Research Foundation (CRF) promotes awareness, development, and dissemination of case research, writing and teaching through the provision of scholarships, grants, and more. Currently, the major activity of the CRF is administering the Paul R. Lawrence Fellowship Program. This program provides fellowships to doctoral students and junior faculty in the first three years of a tenure-track or equivalent appointment to be trained in case research, writing, and teaching at the NACRA annual meeting. This is the seventh year of the program's operation. The CRF has now awarded a total of 63 fellowships.

In 2021, the Case Research Foundation awarded fellowships to:

Name	Country	Institution
Gregory J. Dunn	United States/ Saudi Arabia	Prince Mohammad Bin Fahd University
Mirit K. Grabarski	Israel/Canada	Ivey Business School, Western University
Nidheesh Joseph	India	Indian Institute of Management, Tiruchirappalli
Yelena Krupina	Kazhkakstan	Turan University/Narxoz University
Julie Beckel Nelsen	United States	Marquette University
Stephanie Raible	United States	University of Delaware
Prantika Ray	India	Indian Institute of Management, Kozhikode
Hossein Rikhtehgar Berenji	Iran/United States	Pacific University
David Stehlik	United States	University of Saint Francis

The Case Research Foundation (CRF) was founded in 2014 as 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.

START-UP CASES WORKSHOP

Track Co-Chair: Linda E. Swayne, University of North Carolina Charlotte (emerita)
Track Co-Chair: Rebecca J. Morris, Westfield State University

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.

Christopher M. Cassidy, Sam Houston State University
Eric Dolansky, Goodman School of Business
Randall D. Harris, Texas A&M University - Corpus Christi
Cynthia Ingols, Simmons College (retired)
Anne T. Lawrence, San Jose State University (emerita)
Margaret J. Naumes, University of New Hampshire
Elizabeth Ontaneda, Universidad Peruana de Ciencias Aplicadas
Susan Peters, University of North Carolina Pembroke
Kathryn S. Savage, Northern Arizona University
Ram Subramanian, Stetson University
Miriam F. Weismann, Florida International University

Case Author(s)	**Start-Up Case Title**
Brett Humphrey	A Case Study in Fuel Spill Management
Bo Ferns Denise Kleinrichert	A Restaurant Owner's Dilemma to Compensating Influencers
K. Rajeshwari Divya Baser Priya Chaudhary Saurabh Dixit	Acknowledging the Significance of Informal Innovations in an Organization
Kim Carter	An Open Educational Resources Project Management Crisis
Kris Ryabova Dilbar Gimranova Anjan Ghosh	Artishock Theatre--Daring to Defy the Norms and Setting Her Own
Julie Beckel Nelsen	CEO Gone Rogue
Deborah Walker Michael Valder	Colorado Beer Sales: How Can a Small, Family-owned Liquor Store Compete with Wal-Mart and others?
Hossein Rikhtehgar Berenji	Developing Vaccines at Pandemic Speed
Jane Gravill	Dundee Nursery & Landscaping Services: Pass on the Salt Please
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Prantika Ray Sunil Kumar Maheshwari	How NOT to Downsize

Case Author(s)	**Start-Up Case Title**
Samir Biswas Sritama Pal Kendriya Sangathan Anjan Ghosh	Managing a Workforce during a Pandemic: Insights from Indian Railways
Anjan Ghosh Samir Biswas Sritama Pal Kendriya Sangathan	Mimioriki – Striding through Innovative Response during COVID-19 Challenges
David Stehlik	Palantir: The Eighteen-Year-Old Startup
Gregory J. Dunn	Pilgrimage and Patronage: Finding a Solution to a Religious Commons
Alexander Tanichev	Retail Chain VkusVill in St. Petersburg: What Do They Actually Sell/Promote?,
Chijioke Oji	Royal Bank of Canada
Ling Xiao Anupam Mehta Lucy Gill-Simmen	Ruscombe Artisan Food & Drink LTD
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Meredith Woodwark Karin Schnarr	The Case Competition Controversy
Deanna Murray	The Devil's Bench: Why Owner Geoff Won't Embrace Sustainability, Yet. . .
Sweechha Chada	The Future of Retail – Reliance and Future Retail Deal
Nidheesh Joseph Abhishek Totawar Ranjeet Nambudhiri	VDART, Inc. Management Challenges from Rapid Growth
Karin Schnarr Meredith Woodwark	Which Way Forward: The Greater Kitchener Waterloo Chamber of Commerce Comes Out of COVID

ROUNDTABLE CASE PRESENTATIONS

Accounting, Finance, and Economics Cases

Track Chair: Olga Kandinskaia, Cyprus International Institute of Management
Co-Chair: Michele M. McGowan, Kings College

Cases	Authors
The San Diego State University Mission Valley Project: An Expanding Mission of a University	Nikhil Varaiya Anurag Mehrotra
Mercury Systems' Seasoned Equity Issue	Susan White Karen Hallows
EliteConsulting (A): Filing a 1040 During a Global Pandemic	Oi Lin Cheung Carla Messer
Buying a Caribbean Condo During a Pandemic: Valuing a Vacation Rental Property Using Free Cash Flows	Louis Gattis
Parex Resources' Financial Strategy	Ignacio Osuna Juan Pablo Davilla Diego Ramirez
Larsen and Toubro: The Takeover Bid for Mindtree	Durga Prasad Vishwanatha Ramanna Aditya Mohan Jadhav Kulbir Singh

The San Diego State University Mission Valley Project: An Expanding Mission of a University

Nikhil Varaiya, San Diego State University
Anurag Mehrotra, San Diego State University

Case Objectives and Use

This case study is designed for use in undergraduate or graduate courses in finance, real estate, and strategic management. The case is designed to enable students to analyze how a key decision: replacing an existing stadium with a new one, created a cascade of related decisions and transformed the mission of the university. The objectives are:

- Evaluating the consistency between organizational mission and organizational decision-making
- Evaluating the short and long-run economic/financial impact of key organizational decisions: identifying the relevant costs and revenue streams
- Evaluating the financial and implementation risks of key organizational decisions
- Evaluating the impacts of key organizational decisions on the organization's stakeholders

Case Synopsis

In summer 2020, Adela De La Torre, President of San Diego State University (SDSU) initiated the SDSU-Mission Valley Project. The Project located in Mission Valley, San Diego, California. comprised two components: (i) Site Acquisition and Development, and (ii) Construction by Fall 2020 of a new stadium, Aztec Stadium, for the SDSU football team.

The Site Acquisition and Development component was estimated to cost $350 million; the Stadium Construction component was estimated to cost $310 million, for a total outlay of $660 million for the project. The outlays would be funded by bonds issued by the California State University (CSU) System beginning 2020; SDSU is one of 23 campuses of the CSU System. With the addition of the financing costs to the project outlays, the total cost of the project was estimated to approach $1billion. In addition to the new 35,000-person football stadium, the SDSU-Mission Valley Project would develop through public-private partnerships 1.6 million square feet to create an innovation hub and office space, 4,600 housing units, 80 acres of parks and open space, a 400-room hotel, and 95,000 square feet of retail space, and several thousand parking spaces.

The authors developed this case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.
Contact person: Nikhil Varaiya, San Diego State University, San Diego CA. nvaraiya@sdsu.edu

Mercury Systems' Seasoned Equity Offering

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

Case Objectives and Use

This case is appropriate for undergraduate and graduate students in corporate finance electives. Typically, topics such as seasoned equity offerings are not covered in introductory courses, so this is recommended for finance electives. The case allows students to evaluate an equity issuance financing decision, one that will have a long-term impact on the firm's capital structure and ability to carry out its growth plans. Students should have background in capital structure theory, along with ratio and financial statement analysis and valuation using discounted cash flow and comparable multiples analysis. The case provides basic information about seasoned equity offerings. After completing the case, students should be able to:

1. Explain the details of a seasoned equity offering, including the announcement effect.
2. Quantitatively and qualitatively assess the factors in a firm's capital structure decision.
3. Analyze a firm's financial health.
4. Value a firm's equity using discounted cash flow and multiples analysis.

Case Synopsis

Mercury Systems, a technology company in the aerospace and defense industry, announced a 6 million share seasoned stock offering (SEO) in June 2019. This resulted in a 6% stock price decrease. A stock price decrease is a typical event when a firm announces the issuance of new common shares but with Mercury Systems, there were concerns about how to recoup the stock losses, how to spend the cash from the SEO and whether issuing stock was the right decision. The decision would depend on the alternatives available to Mercury for the use of the cash and how the value of Mercury Systems was perceived in the market. Students should answer the question," Was this the right financing vehicle to use in 2019 to propel Mercury into additional profitability in the future?"

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Susan White, University of Maryland College Park, Van Munching Hall, 301-775-7823, suwhite@umd.edu.

EliteConsulting (A): Filing a 1040 During a Global Pandemic

Oi Lin Cheung, Indiana University East
Carla R. Messer, Indiana University East

Case Objectives and Use

The case is most applicable in courses in taxation, entrepreneurship and entrepreneurial finance. Although it is highly recommended for use in the upper under-graduate level and/or graduate level courses, the case is a good candidate for discussion in business and/or taxation workshops as well. The objectives are:

- Identify the forms and schedules for tax return filing by a small business owner
- Discuss the basic terms and concepts used in taxation
- Prepare the income tax filing for a small business owner

Case Synopsis

This disguised case (A), based on actual events, is the first part of a three-case series which jointly describes a situation that required a college professor to make an ultimate decision on whether to give up his academic career or to give up his consulting business. Each part also constitutes a standalone case based on a unique set of business concepts. Case (A) looks into the income generation of the individual Chad Wilt amid a pandemic, the corresponding tax filing, followed by the decision of whether to change his tax filing options in order to gain the most benefits.

Chad Wilt sighed as he began sorting through his business expenses in preparation for doing his 2020 taxes. He wondered aloud if he would even qualify for any itemized deduction after a dismal business year for his consulting practice. COVID-19 had taken a toll on his clients' businesses and that meant they weren't hiring Chad's business, EliteConsulting, LLC, for leadership training or executive coaching. Adding to his stress was the knowledge that his full-time job with a mid-west university might be coming to an end if he didn't hustle to meet its tenure requirements. Chad felt like he was at a career crossroads. He enjoyed the balance of a full-time position coupled with a consulting side gig but now wasn't sure if either career path would work out. He knew he had some hard decisions to make but he wanted to hold off until after he had filed his 2020 taxes and had a thorough analysis of his business. Since it was already the last week of March 2021, Chad had to collect his business documents and hand them off to his tax preparer. For the 2019 filing, Chad had to make further payments of $1,952 to the IRS and $3,864 to the Ohio Treasurer of State. He was very eager to know how much he might be paying for 2020. Although Chad knew what forms and schedules would need to be attached to his Form 1040 from the previous work of his tax preparer, he never had a complete understanding of the purposes of them. To avoid unintentional negligence and misrepresentation of the information about his income and expenses, like other small business owners, Chad had his professional tax-preparer take care of the filing for him. He wanted to see if he could be benefited by changing his tax filing option as well.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Oi Lin Cheung, Indiana University East, 2325 Chester Boulevard, Richmond, IN 47374. (765) 973 8497 ocheung@iue.edu

Buying a Caribbean Condo During a Pandemic: Valuing a Vacation Rental Property Using Free Cash flows March 2021

Lou Gattis, The Pennsylvania State University

Case Objectives and Use

This case evaluates an investment decision to buy a condo that will be used for both family vacations and rental income. The case can be used as a capstone for the capital budgeting section of an MBA finance course, advanced undergraduate finance course, or real estate finance course. Students will estimate profits, forecast levered and unlevered cash flows, determine an appropriate discount rate, and then compute the IRR and NPV of the investment. Students will build a financial model in Excel and use it to make a recommendation. The personal use of the condo will force students to incorporate person-use rental savings into the cash flows and analysis. Although the case is not in a corporate setting, the case introduces students to all the techniques used by organizations to make capital budgeting decisions. A corporate capital budgeting case study can follow this case to provide a comparison.

Synopsis

This disguised case is the real investment decision faced by the author. In the case, Trey and Lauren Gallo are considering the purchase of a vacation condo that also generates rental income. The current owners are willing to sell at a lowball offer of $605,000. This seems like a great deal since similar units are selling for $720,000 and $975,000. The Gallos feel they need to act fast to get this deal. The case provides all data needed to compute rental revenues, capital expenditure, and operational expenditures. The case is set in the middle of the pandemic which is expected to greatly reduce rental income for at least another year. The Gallos felt fortunate to be in this financial situation when others had suffered so much during the pandemic. The recent death of Trey's father from COVID-19 had the Gallos also thinking about how a vacation home could keep the extended family together.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Lou Gattis, The Pennsylvania State University, University Park PA, gattis@psu.edu.

Parex Resources' Financial Strategy

Juan Pablo Dávila, DBA, INALDE Business School (faculty)
Ignacio Osuna, PhD, INALDE Business School (faculty)
Diego Armando Ramirez, Parex Resources Inc. (student)

Case Objectives and Use

The central objective of the case is to challenge the concept of the optimal capital structure in its strictly financial sense, and the need to value "indirect costs" such as financial difficulties and the loss of flexibility and financial health that the pursuit of a lower cost of capital mean. This case can be used by MBA or Executive Education students in courses related to corporate finance, capital structure and risk management. It is useful specifically for dealing with company valuation, capital structure and financial effects that are produced by changes in a company's capital structure, such as the acquisition of debt, the distribution of dividends and recapitalization programs; and finally, it can be used to highlight the importance of risk analysis in the decision-making environment.

Once this case has been studied and discussed in class, students should be able to:

1. Perform the valuation of a company by the methodology of discounted cash flows.
2. Assess the impact of debt acquisition on weighted average cost of capital (WACC), company valuation, and shareholder perception.
3. Estimate the changes in the company's valuation, earnings per share and company control that are generated by the share buyback.
4. Identify and assess for decision-making, the "indirect" impact that decisions produce on the capital structure such as loss of flexibility, impact on investment plans, sustainability of the company and increased / decreased peace of mind of its management team.

Case Synopsis

Ken Pinsky, CFO of Parex Resources, a Canadian oil and gas exploration and production company, needs to evaluate the different alternatives for the use of surplus working capital that the company has been accumulating after two years of good economic results. The company has not distributed dividends and it has returned value to customers via share repurchases. At the time of the case, the company had no debt, which was in line with its financial strategy of having flexibility and a strong capital base for business development; it also had a business risk management program that served as a guide for investment decisions, capital structure and long-term plans.

Given that one of management main objectives is to maximize shareholder value, Mr. Pinsky wonders if its current capital structure is optimal and should evaluate whether acquiring debt and expanding its share buyback program.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Ignacio Osuna, INALDE Business School, University of La Sabana, Utopista Norte Km 7 costado occ. Chía- Colombia (South America), ignacio.osuna@inalde.edu.co.

Larsen and Toubro: The Takeover Bid for Mindtree

Durga Prasad M, T A Pai Management Institute, Manipal, India
Vishwanatha Ramanna, Shiv Nadar University, Delhi NCR, India.
Aditya Mohan Jadhav, T A Pai Management Institute, Manipal, India
Kulbir Singh, Institute of Management Technology, Nagpur, India

Case Objectives and Use

The case allows students to:

- Learn how to perform a valuation using discounted cash flow analysis and valuation multiples
- Critically evaluate a hostile tender offer
  Understand the governance issues faced by corporations

The case can be taught in courses Corporate Finance or Mergers and Acquisitions

Case Synopsis

The case narrates the hostile takeover of Mindtree (MT) by Larsen and Toubro in 2019. Although MT founders were not in favor of the takeover, L&T eventually prevailed. The case allows students to evaluate the motives and performance of all parties involved in the transaction and undertake a valuation analysis.

Cases written in Chinese Language

Track Chair: William X. Wei, MacEwan University
Co-Chair: Jingqin Su, Dalian University of Technology
Co-Chair: Haibo Hu, Jiangxi University of Finance and Economics

Cases	Authors
Why Are Flowers So Red? Zhongcan Interaction with Internet Celebrity Story	Feilong Chen Mengying Mao Xu Huang
How Long Will the Fuxing Nursing Home Award Last? Dispute on the Concept of Customer Participation	Weihong Wan
Little Lion Opens His Mouth: Suning Store Carries the Dream of Smart Retail	Qun Wu Hao Cheng Yahui Tang

Why Are Flowers So Red? Zhongcan Interaction With Internet Celebrity Story

Chen Feilong Jiangxi University of Finance and Economics
Mao Mengying Jiangxi University of Finance and Economics
Huang Xu Jiangxi University of Finance and Economics

Case Synopsis

From an ordinary broadcaster to a key opinion leader with millions of fans, the success of beauty makeup artist Jializi that is an expert in vertical field is a typical sample of web celebrity economy under the MCN incubation mode in China in recent years. This case vividly and carefully describes the process of Jializi from UGC to PGC step by step. Under the support of the marketing mode of the combination of quality and effect of the MCN organization, she has realized the increase of one million fans and commercial realization. At the same time, it also depicts the problems and challenges that the beauty designer Jializi encountered in the growth process. This case has certain enlightenment and reference to the successful incubation of key opinion leaders and web celebrities in the business field.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

How Long Will the Fuxing Nursing Home Award Last?—Dispute on the Concept of Customer Participation

Weihong Wan, Jiangxi University of Finance and Economics

Case Synopsis

In the process of aging, which is the largest and fastest in the history of China, there is a leading soldier who has dedicated his services to the rigid needs of elderly people who have lost their ability and intelligence: private nursing homes. A serious decline in the intelligence and ability of the elderly (direct customers) has led to the active participation of their families (indirect customers), which had a crucial impact on the service quality and the life quality for the elderly. This case describes the management innovation made by the management of Suzhou Fuxing nursing home which can encourage the elderly's families to participate actively in the service process, and its Influence that brought to all relevant stakeholders, including the elderly, their families, employees, nursing homes and society.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Little Lion Opens His Mouth: Suning Store Carries the Dream of Smart Retail

Wu Qun, Jiangxi University of Finance and Economics
Tang Yahui, Jiangxi University of Finance and Economics
Chen Hao, Jiangxi University of Finance and Economics

Case Synopsis

With the continuous and in-depth transformation of Suning Internet, Suning has been transformed from a traditional offline chain retailer into a dual-platform integrated retail service provider of "store + e-commerce". The "smart retail" strategy of the integration of online and offline platforms greatly promotes the development speed of Suning. Suning small stores are blossoming everywhere, becoming the most powerful supplement and carrier of other terminal networks of business forms. The experiential service of small stores endowers Suning smart retail and becomes the new entrance of Suning smart retail. This case takes the puzzles and difficulties encountered in the implementation of smart retail in Nanchang district of Suning and the construction of Suning store as the main content, expounds the great role of Suning store in the construction of smart life service ecosystem, and anticipates the great role of Suning store in the smart business ecological strategy.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Cases written in French Language

Track Chair: Christine Kratz, ICN Business School

Cases	Authors
Mountain Equipment Co-op (MEC) : Des mains des membres à celles des investisseurs étrangers	Ernest Kuekam
L’école de gestion de l’université du Québec à Trois-Rivières à la recherche d’une notoriété	William Menvielle Léo Trespeuch Saïd Zouiten
Elysis et l’industrie de l’aluminium: Une revolution verte est-elle possible?	Yves Plourde Vincent Locas
In'Bô: De profondes racines pour monter haut	Jacky Koehl Christine Kratz Gérard Xolin

Mountain Equipment Co-op : Des mains des membres à celles des investisseurs étrangers

Ernest Kuekam, University of Ottawa

Objectifs

Ce cas s'adresse adresse aux étudiants de 3^{e} ou 4^{e} année universitaire au programme de baccalauréat en administration des affaires (BAA) et/ou de 1ère année de maîtrise en administration des affaires (MBA). Il s'inscrit dans le cadre du plan de marketing ou dans la stratégie de développement du modèle coopératif dans le secteur du commerce de détail. Il convient donc à un cours de marketing stratégique ou de gestion stratégique dans une perspective d'internationalisation.

Résumé du cas

Lorsque le modèle d'affaires coopératif séduit le modèle capitaliste, les ristournes des membres propriétaires se dissolvent dans les dividendes des actionnaires privés. Les membres de Mountain Equipment Co-op (MEC), un des fleurons de l'économie domestique canadienne, en ont appris à leurs dépends dernièrement, lorsque leur coopérative est passée entre les mains des investisseurs américains, sans avertissement et en pleine pandémie mondiale due à la COVID-19. Cette nouvelle a ébranlé le monde des affaires au Canada et a également crée une onde de choc dans le mouvement coopératif. Toutefois, ce revirement managérial inattendu nous apprend davantage sur les stratégies de marketing appliquées à ce modèle d'affaires et par ricochet, sur le niveau de résilience relative des entreprises canadiennes vis-à-vis de l'appétit de leur voisin Sud.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

L'ÉCOLE DE GESTION DE L'UNIVERSITÉ DU QUÉBEC À TROIS-RIVIÈRES (ÉG-UQTR) À LA RECHERCHE D'UNE NOTORIÉTÉ

William Menvielle, Université du Québec à Trois-Rivières
Léo Trespeuch, Université du Québec à Trois-Rivières
Saïd Zouiten, Université du Québec à Trois-Rivières

Objectifs

Les dirigeants des institutions de l'enseignement supérieurs sont plus que jamais convaincus que le marketing est devenu une compétence indispensable à la bonne gestion de leurs organisations. Ce cas est conçu pour permettre aux étudiants d'élargir la sphère d'application du marketing. Il vise à développer leurs compétences notamment de synthèse et d'analyse, en plus d'accroître leurs connaissances en :

- Stratégie de marketing des services : Il est probable que les étudiants soient confrontés pour la première fois à analyser et à proposer une stratégie marketing dans un contexte de service de l'enseignement. Ils sont appelés à comprendre les enjeux de la qualité de service dans ce monde, les attentes hétéroclites de différentes clientèles (jeunes diplômés des CEGEP, adultes avec un retour aux études, professionnels pour les mises à niveau, etc.) et proposer une ligne directrice à laquelle doit se greffer le plan de communication
- Communication : En tenant compte de la contrainte budgétaire, les étudiants doivent proposer des actions concrètes pour accroître la visibilité de l'École de gestion et de son programme BAA et aussi pour développer la communauté de marque ÉGUQTR. L'objectif étant d'appliquer les étapes du plan de communication

Résumé du cas

Le secteur des sciences de la gestion fait partie de l'histoire de l'Université du Québec à Trois-Rivières (UQTR). Depuis son inauguration en 1969, les programmes de formation en administration des affaires ainsi que les professeurs et chercheurs de ce domaine étaient regroupés dans un seul département portant le nom de Département des sciences de la gestion. Le 1er juin 2015, une nouvelle est née : l'École de gestion avec ses 4 départements. L'équipe de professeurs, appuyée par la direction de l'UQTR, voient dans ce changement organisationnel une panoplie d'avantages. Les plus importants sont : l'agilité et l'imputabilité des 4 nouveaux départements, l'accentuation des activités stratégiques de l'école de gestion et l'association d'une image de marque permettant l'attraction et la fidélisation de ses étudiants, ainsi que la création d'un sentiment d'appartenance chez eux.

En 2021, l'École de gestion de l'Université du Québec à Trois-Rivières (ÉG-UQTR) offre une trentaine de programmes répartis sur les 3 cycles, emploie une cinquantaine de professeurs et 14 membres du personnel administratif (secrétaires et professionnels) et est fréquentée par 5 500 étudiants, dont 4 600 au premier cycle.

l'ÉG-UQTR offre, entre autres, un programme de Bachelor en administration des affaires (BAA) avec un contenu, bien que comparable à celui des BAA des universités québécoises, présente tout de même quelques éléments distinctifs. L'équipe de direction constate que ces éléments distinctifs sont souvent méconnus de la clientèle potentielle.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

ELYSIS ET L'INDUSTRIE DE L'ALUMINIUM: UNE RÉVOLUTION VERTE EST-ELLE POSSIBLE ?

Vincent Locas (auteur étudiant), HEC Montréal
Yves Plourde (superviseur académique), HEC Montréal

Objectifs

Le cas est tout indiqué pour des étudiants de deuxième cycle ou au MBA participant à un cours sur l'environnement mondial des affaires ou de gestion des réseaux d'affaires. Plus largement, de par les thèmes qu'il aborde, il serait pertinent dans des cours de stratégies, d'innovation et de développement durable, autant au premier qu'au deuxième cycle.

L'analyse du cas permettra aux étudiants de :

- Comprendre le processus d'adaptation des entreprises face aux réglementations gouvernementales induites par les changements climatiques
- Analyser la viabilité du modèle d'affaire d'une nouvelle entreprise
- Comprendre les conditions de succès d'une nouvelle technologie dans une industrie mondiale.

Résumé du cas

Ce cas analytique porte sur la coentreprise ELYSIS, née du partenariat entre les firmes productrices d'aluminium Alcoa et Rio Tinto Aluminium ainsi que de la firme informatique Apple. Le 10 mai 2018, ces trois entreprises annoncent avoir mis au point un nouveau procédé d'électrolyse de l'aluminium n'émettant pas d'émission directe de gaz à effet de serre. Cette nouvelle technologie, qualifiée de « révolution », a le potentiel de réduire de façon importante les émissions engendrées par un secteur de production d'aluminium reconnu comme une industrie polluante. La commercialisation de cette nouvelle technologie sera la responsabilité d'ELYSIS, une nouvelle coentreprise où prennent part les deux producteurs d'aluminium ainsi que la firme informatique Apple. L'annonce de ce partenariat soulève plusieurs questions. Qu'est-ce qui rend cette technologie si importante, au point où les acteurs concernés la qualifient de « révolution » ? Quel est le modèle d'affaire de cette nouvelle entité ? Quels sont les incertitudes et défis auxquels ELYSIS doit faire face dans l'industrie mondiale de l'aluminium ? Quels sont les intérêts d'Alcoa, de Rio Tinto et d'Apple dans la mise en place de ce partenariat ?

Se basant sur des données secondaires, le cas permet à l'étudiant d'entamer une réflexion sur l'importance des innovations dans la lutte contre les changements climatiques de même que sur l'environnement mondial des affaires et son adaptation face aux changements climatiques, plus spécifiquement sur la transition d'une chaine de valeur « classique » vers une chaine de valeur verte. De ce fait, l'enjeu principal du cas porte sur l'impact potentiel de la technologie ELYSIS sur l'industrie mondiale de l'aluminium, mais également sur ce qu'elle signifie pour les trois entreprises impliquées dans le partenariat.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note weere anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Yves Plourde, HEC Montréal, 3000 Chemin de la Côte-Sainte-Catherine, Montreal, H2V 1W7, 514-340-5626, yves.plourde@hec.ca.

Cases written in Russian Language

Track Co-Chair: Madina Subalova, Narxoz University
Track Co-Chair: Aigerim Raimzhanova, Narxoz University

Cases	Authors
A Kazakh writer: the story of Torgyn Zholdasbekkyzy *Казахская писательница: история Торгын Жолдасбеккызы*	Assel Bekbossinova Zhailagul Sagyndykova Zhuldyz Konyrtayeva Anastassiya Pak
Daria Dunich: the crane in the lens or the orchestral sound of the photographic art *Дарья Дунич: Журавль в объективе или Оркестровое звучание фотодела*	Aliya Chuyeva
Innovative and natural path of a creative entrepreneur: *Инновационный и органичный путь креативного предпринимателя: Мадияр Тойболды*	Diana Baidollinova Aruzhan Bekbossynova
Forgiveness as an element of an employee's character to improve the personnel environment and the company's results *Прощение как элемент характера сотрудника для улучшения кадровой среды и результатов компании*	Nurlykhan Aljanova Sharapat Sultanalieva Fatima Tashimova
In Kazakhstan or abroad? Dilemma of the business growth strategy for Moldakhmetova's Atlas *В Казахстане или зарубежом? Дилема для роста бизнеса Атлас Молдахметовой*	Sanam Mirzaliyeva Dina Berykkyzy Dina Tleubek
Tim's issues in creating an architectural enterprise in Kazakhstan *Проблемы Тима при создании архитектурного предприятия в Казахстане*	Dilnaz Kuanyshbayeva Diana Baidollinova

Cases written in Russian Language

Cases	Authors
A young entrepreneur in a serious business: the story of Temirlan Uali *Молодой предприниматель в серьезном бизнесе: история Темирлана Уали*	Dinara Zhaxynbek Eldana Serikova Yerkebulan Kamelov
The way culture, creativity and concept come together in AIKEN *Как культура, креативность и концепция объединяется в AIKEN*	Nurlykhan Aljanova Emina Yessekeyeva Anel Umbetova
Profound English School: when time for changes comes *Profound English School: когда настало время перемен*	Kristina Ryabova
The path of Aida’s creative entrepreneurship *Путь творческого предпринимательства Аиды*	Aidana Mussatayeva Zulfiya Imyarova
Turning art into the entrepreneurship: the journey of the Kazakhstani painter Bebit Asemkul *Превращение искусства в предпринимательство: путешествие казахстанского художника Бебита Асемкула*	Zinura Nurliddin

Казахская писательница: история Торгын Жолдасбеккызы

Асель Бекбосинова, докторант 2 курс, специальность "Государственное и местное управление", университет Нархоз
Жайлагуль Сагындыкова, кандидат филологических наук
Анастасия Пак, студентка 1 курс бакалавр
Жулдыз Контырбаева, студентка 1 курс бакалавр

Цели обучения

Данный кейс дает студентам возможность изучить опыт становления одного из секторов креативной индустрии - писательство и раскроет уникальный опыт предпринимателя с ограниченными возможностями. Данный кейс нацелен на:

- Как строить бизнес в писательской деятельности на казахском языке?
- Как повышать узнаваемость за рубежом?

Краткий обзор

Кейс “**Казахская писательница: история Торгын Жолдасбеккызы**” раскрывает путь молодой писательницы на казахском языке, которая прошла долгий путь от смерти близкого человека и инвалидности до становления своего бизнеса с нуля. Торгын в свои 36 лет смогла воплотить мечту, начать писать и войти в бизнес, чьи работы можно увидеть не только в Казахстане, но и в Европе.

В первой части кейса говорится о том, что потеря близкого человека, переосмысление и своя собственная болезнь нашли свое отражение в создании рассказов. Несмотря на сложности, возникшие на пути, Торгын нашла возможность воплотить свою идею в реальность.
Вторая часть рассказывает о ее писательском опыте. Торгын принимает участие в международных мероприятиях, что придает ее опыту интернациональности и признания.
В третьей части описаны опыт издания Торгын и ее советы начинающим писателям.

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Дарья Дунич: Журавль в объективе или Оркестровое звучание фотодела

Чуева Алия Нурбековна, PhD -докторант Университета Нархоз специальности «Маркетинг»

Вопросы для обсуждения

- Как творчество сочетается с успешным бизнесом?
- Как маленькая фотостудия (всего 5 сотрудников)ведет деятельность фотошколы для большой аудитории?
- Чем обоснована успешная деятельность Авторской фотостудии Дарьи Дунич?

Краткий обзор

Кейс «Дарья Дунич: Журавль в объективе или Оркестровое звучание фотодела» повествует об индивидуальном пути фотографа, который непрерывно обучался и усовершенствовал навыки в абсолютно разных сферах начиная с юриспруденции, бухгалтерского учета до искусствоведения как оркестровое сопровождение успешного бизнеса.

В первой части кейса прослеживается путь Дарьи Дунич к становлению профессиональным фотографом до развитии ее фотостудии. Она как человек-оркестр исполняет роль творческого фотографа, режисер-постановщик композиции в фото-видео съемках, бухгалтера, юриста, менеджер, владельца студии.

В второй части кейса описывается значение символики логотипа фотостудии, в частности техники работы фотографа в объективе, активность студии в социальных сетях, деятельность фото школы при студии, которая проводит обучение по фото искусству.

Заключительная часть посвящена вызовам фото студии. Основными вызовами являются компетенции сотрудников, так как в фотобизнесе высок тренд на креативность, использование дорогого и специального оборудования, применение различных арт-техник и других аспектов фотодела. Кроме того, специфика фотобизнеса требует постоянного отслеживания конъюнктурных тенденции на арт-рынке и смежных рынках.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

ИННОВАЦИОННЫЙ И ОРГАНИЧНЫЙ ПУТЬ КРЕАТИВНОГО ПРЕДПРИНИМАТЕЛЯ: МАДИЯР ТОЙБОЛДЫ

Аружан Бекбосынова, студентка бакалавриата 3 курса специальности «Мировая экономика», Университет Нархоз
Диана Байдоллинова, BA, Координатор Отдела научно исследовательской работы, Университет Нархоз

Цели обучения

Этот кейс знакомит студентов с различными новыми аспектами предпринимательства. Кейс можно использовать для ознакомлении аудитории с:

- Основные элементы предпринимательства;
- Факторы успеха молодежного креативного предпринимательства в сфере музыки;
- Роль времени в творчестве и креативном предпринимательстве;
- Эффективные подходы к решению управленческих проблем молодых предпринимателей в сфере креативных индустрий

Краткий обзор

В первой части данного кейса рассматривается детство и увлечения лидера симфонического оркестра Ne Prosto Orchestra – Мадияра Тойболды, стоит отметить, что он был вовлечен в индустрию музыки уже с раннего детства. А также какие факторы подогрели интерес к киноиндустрии, музыке, что привело его к созданию нового музыкального течения в Казахстане.

Вторая часть кейса погружает нас в атмосферу создания самой идеи и зарождения философии предпринимателя в музыкальной индустрии. Тут Мадияр рассказывает о том как идея “выстрелила” и смогла реализоваться намного лучше, чем ожидалось.

Третья часть кейса описывает перевоплощение идеи в креативное предпринимательство. Более того, подчеркивает насколько важную роль играет два фактора в формировании успешного креативного предпринимательства: нетворкинг и профессиональная деятельность. Ведь, благодаря этим двум факторам идея смогла реализоваться намного динамичнее и приобрела инновационный оттенок.

Четвертая часть данного кейса посвящена барьерам и креативным подходом к решению данных проблем. Однако ситуация усложняется тем, что даже мельчайшие проблемы становятся значимыми в контексте репутации оркестра с командой в 65 человек.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

ПРОЩЕНИЕ КАК ЭЛЕМЕНТ ХАРАКТЕРА СОТРУДНИКА ДЛЯ УЛУЧШЕНИЯ КАДРОВОЙ СРЕДЫ И РЕЗУЛЬТАТОВ КОМПАНИИ

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Цели обучения

Этот кейс дает студентам возможность познакомиться с методом терапии прощения среди сотрудников компании для разрешения проблем текучки кадров, нездоровой психологической обстановкой, которая отражается на продуктивности компании, ее прибыли и имидже. Кейс можно использовать для ознакомления аудитории с целями:

- Как феномен прощения оптимизирует психологическую базу отношений внутри компании и фон эмоциональной совместимости в коллективе?
- Как метод терапии прощением способствует развитие психологических качеств и навыков поведения в процессе выполнения работником организации своих задач и реализации новых проектов?
- Как прощение может служить как элемент характера сотрудника для улучшения кадровой среды, инструментом роста и результатов компании?
- Изменение неконструктивных элементов психологии человека, влияющих на результативность его работы, с целью повышение эффективности бизнеса в целом.
- Психологический тренинг помогает развернуть политику поведения в отношении клиентов, как целую идеологию работы всей компании, а не отдельно взятого звена сотрудников.

Вопросы для обсуждения в аудитории:

- Как включить прощение в политику HR тренинговых программ для улучшения психологического климата коллектива?
- Каковы будут параметры для проверки воздействия вмешательства как на индивидуальном, так и на ведомственном и организационном уровнях?

Краткий обзор

Кейс «Прощение как элемент характера сотрудника для улучшения кадровой среды и результатов компании» повествует о применении метода терапии прощением для сотрудников компании «Otvet.kz» как эффективное воздействие для разрешения конфликтных ситуаций, улучшения социально-психологического климата коллектива, которые отражается на продуктивности компании, ее прибыли и имидже.

Первая часть кейса «Sharapat space – вкус жизни с Шарапат» прослеживает путь Шарапат Султаналиевой к профессиональной карьере практика-психолога. Sharapat space своей миссией считает созидание мира через осознанную жизнь и сопровождение людей на пути к счастью.

Раздел «Кадры решают все» раскрывает роль психологических тренингов направленные, в первую очередь, на развитие психологических качеств и навыков поведения в процессе выполнения работником организации своих задач и реализации новых проектов, во-вторых, на оптимизацию психологической базы отношений внутри компании и фона эмоциональной совместимости.

Третья часть кейса «Феномен прощения» описывает прощение в качестве инструмента решения межличностных проблем. Это возможность людей восстановить испорченные отношения на рабочем месте и преодолеть изнуряющие мысли и эмоции в результате межличностной травмы. Культура прощения может дать организации несколько различных преимуществ. Эти преимущества можно увидеть на индивидуальном, диадном (два человека), командном и организационном уровне.

Заключительная часть кейса раскывает результаты работ проведенных методом терапии прощения среди сотрудников компании «Otvet.kz». Конфликты, недопонимание, потеря доверия и кризисы - это все, что случается в компаниях. Цель психологического тренинга с компанией «Otvet.kz» – раскрыть феномен прощения, как инструмент для решения этих проблем. Здесь предоставлены результаты терапии прощением в виде 4 кейсов.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

В Казахстане или зарубежом? Дилема для роста бизнеса Атлас Молдахметовой

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Санам Мирзалиева, ассоциированный преподаватель-исследователь Кейс-Центр «Шелковый путь», Университет Нархоз

Цели и использование кейса

Кейс можно использовать на практических занятиях программ бакалавриата и магистратуры по бизнес-администрированию и менеджменту. Этот кейс рекомендуется использовать в курсах «Основы менеджмента», «Стратегический менеджмент». Кейс знакомит студентов с инструментами для анализа эффективности компании и выбора стратегии роста компании. В результате подготовки и обсуждения этого кейса студенты смогут применять такие инструменты, как SWOT-анализ, пять сил Портера, матрицу Ансоффа.
Цели:
• Проанализировать деятельность компании с помощью SWOT-анализа, разбить концепции на более простые части и посмотрите, как эти части соотносятся.
• Определить и проанализируйть пять конкурентных сил, которые формируют компанию и определяют ее слабые стороны.
• Разработать соответствующие стратегии роста данной организации на основе техники матрицы Ансоффа.

Синопсис

В 1992 году молодая и энергичная предпринимательница Атлас Ильясовна Молдахметова из города Талдыкорган, Казахстан, благодаря своим лидерским качествам, любви к своей профессии смогла создать свое небольшое предприятие по пошиву казахской национальной одежды с использованием уникальной вышивки. Она открыла три предприятия: ателье «Раушангуль», швейную мастерскую «AR-салон» и магазин в Талдыкоргане. Компания прославилась в Казахстане уникальным стилем вышивки выпускаемых ею национальных платьев и костюмов. Большок количество клиентов, таких как театры, концертные ансамбли, казахстанские семьи, отмечающие свадебные церемонии, заказывали национальную одежду в компании Атлас Ильясовны. Клиенты были довольны качеством продукции и организационной культурой компании. Компания активно участвовала в тендерах.
Добившись стремительного роста рынка, владелец бизнеса столкнулся с рядом проблем во время внедрения пандемии COVID-19 в апреле 2020 года. Количество заказов резко сократилось. Местные базары и швейные компании создали сильную конкуренцию данной организации. Зарубежные поставщики не смогли вовремя присылать свои материалы. Во время жеского карантина основным заказом было производство штор для разных организаций на основе тендера. Владелец Алтас Молдахметова обеспокоена и должна выбрать лучшую стратегию роста для своей организации.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Авторы разработали аргументы в пользу обсуждения в классе, а не для иллюстрации эффективного или неэффективного управления ситуацией. Кейс и обучающая записка были анонимно рецензированы для презентации на конференции NACRA 2021 14-16 октября 2021 года.
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ПРОБЛЕМЫ ТИМА ПРИ СОЗДАНИИ АРХИТЕКТУРНОГО ПРЕДПРИЯТИЯ В КАЗАХСТАНЕ

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Цели обучения

Этот кейс знакомит студентов с различными и новыми аспектами предпринимательства в архитектуре в Казахстане. Кейс можно использовать для ознакомления аудитории с такими целями как:

- Какие существуют факторы для ведения успешного предпринимательства в Центральной Азии (а именно в Казахстане)?
- С какими барьерами сталкиваются зарубежные предприниматели в сфере архитектуры в Казахстане?
- Корреляция между креативной предпринимательством и коммерции.
- Экономический рост креативного предпринимательства.
- Концепция развития бизнеса в другой стране.

Краткий обзор

Кейс «проблемы Тима при создании архитектурного предприятия в Казахстане» говорит о пути к созданию успешного национального архитектурного предприятия в Казахстане будучи иностранцем. О том как ранние увлечения могут становится твоим жизненным путем и как важно искать возможности везде.

В первой части кейса прослеживается путь Тимоти Оуэна в становлении архитектором, стоит отметить что с раннего детства он вырос в семье архитекторов, учитывая влияние его бабушки и дедушки на его интерес к этому делу он начинает свой путь в сфере архитектуры.

Во второй части кейса мы наблюдаем за становлением профессионального дипломированного архитектора, чей взор падает на Казахстан. Затем его путь усложняется тем, что он становится иностранным предпринимателем и архитектором.

В заключительной части данного кейса мы поэтапно показываем его становление успешного предпринимателя и архитектора в одном лице, также мы разбираем все барьеры и анализируем его пути решения. Также мы расскажем о его стремлении расти дальше и в каком направлении он планирует развивать свои проекты.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

МОЛОДОЙ ПРЕДПРИНИМАТЕЛЬ В СЕРЬЕЗНОМ БИЗНЕСЕ: ИСТОРИЯ ТЕМИРЛАНА УАЛИ

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Эльдана Серикова, студентка бакалавриата 3 курса, специальности «HR и бизнес планировоание»
Еркебұлан Камелов, студент бакалавриата 3 курса, специальности «Финансы и кредит»

Цели обучения

Данный кейс дает студентам возможность изучить опыт становления одного из секторов креативной индустрии- моушн-дизайн и раскроет уникальный опыт становления студии молодым и амбициозным предпринимателем. Данный кейс нацелен на:

- Как строить бизнес будучи студентом в самом раннем возрасте?
- Как вывести креативный бизнес на международный уровень?

Краткий обзор

Кейс “Молодой предприниматель в серьезном бизнесе: история Темирлана Уали” раскрывает путь создания моушн-дизайн студии молодым предпринимателем, который прошел тернистый путь становления своего бизнеса с нуля. Темирлан в свои 22 года сумел воплотить свою страсть в успешный бизнес, чьи работы можно увидеть не только в Казахстане, но и Голливуде.

В первой части кейса говорится о том, как детская страсть к просмотру анимационных мультфильмов, нашла свое отражение в создании своих анимационных проектов. Несмотря на сложности, возникшие на пути, Темирлан нашел возможность воплотить свою идею в реальность. Будучи студентом, он познакомился с людьми, которые сыграли ключевую роль в становлении его бизнеса.

Вторая часть рассказывает о становлении бизнеса Темирлана, где он не упускал ни единой возможности и уверенно шел к намеченной цели, несмотря на такие преграды, как отсутствие техники, финансирования и заинтересованных инвесторов. По счастливому случаю Темирлан услышал разговор двоих парней в кофейне, которые были в поисках талантливого моушн-дизайнера и, кто в последующем стали его инвесторами.

В третьей части описаны особенности ведения бизнеса и построения команды Uali Lab, где Темирлан относится к каждому из членов своей команды как к члену семьи, прислушиваясь к их нуждам и потребностям, поддерживая командный дух и давая полную свободу в творческом процессе, не обременяя строгим рабочим графиком.

Заключительная часть рассказывает о том, в каком направлении Темирлан планирует расти дальше и как его навыки и знания помогут ему выйти на международный уровень.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

КАК КУЛЬТУРА, КРЕАТИВНОСТЬ И КОНЦЕПЦИЯ ОБЪЕДИНЯЕТСЯ В AIKEN

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Амина Есекеева, PhD докторант университета Радбауд, Нидерланды
Анель Умбетова, Старший координатор Отдела развития и координации международных программ университета Narxoz

Цели обучения

Этот кейс дает студентам возможность познакомиться с различными новыми аспектами креативного предпринимательства в контексте фэшн индустрии и национальной айдентике. Кейс можно использовать для ознакомления аудитории с целями:

- Как различные факторы, культурная идентичность влияет на креативное предпринимательство?
- Как устойчивое развитие влияет на креативное предпринимательство?
- Коммерческий рост креативного предпринимательства
- Взаимосвязь креативного предпринимательства и коммерции

Краткий обзор

Кейс «Как культура, креативность и концепция объединяется в AIKEN» повествует об индивидуальном пути создавания уникального бренда Айгерим Акеновой. Как она создала свой концептуальный бренд, осознанный дизайн в результате приобретенного международного опыта работ в Италии, Бахрейне, в частности в работе с айдентикой, выработав свой стиль дизайна.
В первой части кейса прослеживается путь к созданию бренда AIKEN, где интерес шел с самого детства: первые шаги в учебе и карьеры (учеба в Италии, стажировка в США), обогащая свой опыт и знания по текстилю, дизайну. После учебы поработав в Бахрейне и проводя аналогии, Айгерим запустила свои первые коллекции в Казахстане: зарождение бренда AIKEN.

Второй параграф кейса описывает философию и ценности бренда, которая вдохновляется историей казахского народа сквозь призму номадического культурного наследия, передавая/репрезентируя дух и менталитет казахского народа через одежду. По словам создателя бренда AIKEN, Айгерим Айкеновой, в каждой из ее коллекций заложен свой особенный смысл и уникальная концепция, но при этом все они взаимосвязаны между собой темой культурного наследия и возвращения к утраченным корням (lost roots): коллекции «Горизонты», “What If?’, «Сущность женщины», «Восход Феникса».

Третья часть кейса посвящен экологичности бренда, о партнерстве с UNDP Kazakhstan, о выставке инсталляций 17 целей устойчивого развития и концепте Национального Павильона ЭКСПО 2017. Заключительная часть кейса разделяет о сложностях локального бренда, где некоторые сложности переросли в возможности. Также поднимается вопрос развития фэшн-индустрии в Казахстане до уровня устойчивости, посредством выявления конкретных региональных проблем.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

PROFOUND ENGLISH SCHOOL: КОГДА НАСТАЛО ВРЕМЯ ПЕРЕМЕН

Kristina Ryabova, Student, Narxoz University

Цели и использование кейса

Кейс знакомит студентов с основными принципами управления и подходами к управленческому анализу. Кейс можно использовать для изучения следующих тем:

- Концепции миссии и видения
- Принятие решений
- Планирование и стратегия
- Применение аналитических инструментов: SWOT, BCG Matrix, Porter's 5 Forces, PESTEL

Синопсис кейса

«Profound English School: когда пришло время перемен» знакомит с историей молодого предпринимателя Алишера. Несмотря на то, что он был частью успешного семейного бизнеса в сфере образования, он решил заняться языковым обучением - очень спорным, но растущим сектором в Центральной Азии. И все же - объединив прагматизм и ряд инноваций, он смог создать нишу для организации. Но как ему сохранить импульс, особенно в постковидном контексте? Основанный на пересечении стратегии, предпринимательства и управления инновациями, этот кейс помогает студентам понять взаимосвязь и использовать взаимосвязи при принятии управленческих решений для достижения успеха в организации.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Путь творческого предпринимательства Аиды

Мусатаева Айдана, студент Университета Нархоз

Цели обучения

Предназначенный для введения концепции креативного предпринимательства , кейс может быть использован для курсов бакалавриата и аспирантуры по предпринимательству. Поскольку кейс повествует о путешествии креативного предпринимателя, он обещает быть полезным, чтобы помочь студентам понять различные аспекты креативного предпринимательства, его сходства и отличия от основного предпринимательства с целями:

- Ввести понятие креативного предпринимательства
- Связать творчество с коммерцией
- познакомить студентов с практическими проблемами, с которыми сталкивается креативный предприниматель

Краткий обзор

Кейс "Путь креативного предпринимателя Аиды" рассказывает о сложном пути создания собственного бренда Аиды Есмагамбетовой. Как она создала свой концептуальный бренд, сознательный дизайн в результате своего международного опыта работы в Лондоне, разрабатывая свой собственный стиль дизайна.

В первой части кейса прослеживается путь к созданию бренда Fashion Code, первые шаги в учебе и карьере (неудачная попытка поступить в Москву, учеба в КИМЭП), обогащение опыта и знаний в области бизнеса. После учебы, поработав на многих работах, открыв свой первый бизнес, не связанный с модой, открывает нашей героине путь к успеху и постоянному поиску себя.

Второй абзац дела показывает нам, как быстро изменилась жизнь Аиды после осознания того, чем она хочет заниматься, а также череду неудач в жизни героини (попытки поступить в колледж в Лондоне, отказ от работы мечты). И первые идеи о создании личного бренда.

И заключительная часть кейса посвящена трудностям местного бренда, где некоторые трудности превратились в возможности. А также о трудностях открытия собственного производства без развитой промышленной отрасли в стране.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Превращая искусство предпринимательство: путь казахстанского художника Бейбита Асемкула

Зульфия Имярова, ассоциированный профессор-исследователь университета Нархоз,
Зинура Нурлиддин, студентка 3 курса университета Нархоз специальности
«Сравнительная Политология»

Цели обучения

Этот кейс дает учащимся ознакомиться с аспектом креативного предпринимательства в арт бизнесе. Кейс можно использовать для ознакомления аудитории с целями:

- Понять как можно найти плюсы в сложных ситуациях
- Как семья и религия могут послужить источником вдохновения для создания и развития личного брэнда
- Важность участия в различных совместных проектах для творческого роста художника

Краткий обзор

Кейс «Превращая искусство в предпринимательство: путь казахстанского художника Бейбита Асемкула» показывает путь становления и развития казахстанского художника Бейбита Асемкула в креативном предпринимательстве. Аудитория ознакомиться о взаимосвязи духовности, детства и традиций в творчества автора.
Первая часть кейса повествует о детстве юного художника. Первые шаги в творчестве, вдохновение семьей и поддержка, воспитавшая Бейбита.
Вторая часть охватывает развитие творчества, путь образования и первые шаги в успехе. Эта часть описывает первые победы и самые значимые работы в жизни автора.
Третья часть является связью духовности и традиций с творчеством автора. Можно проследить тропинки связи между духовностью и сохранением своего имиджа.
Далее можно проследить за путем автора в развитие личного бренда, какие были первые шаги в монетизации и какую значимость имеет личный блог.
Последний параграф охватывает пандемию 2020-2021 года и как художник с ней справлялся, какие итоги охватил этот период.

Вопросы для обсуждения в аудитории:

- В чем секрет коммерческого успеха Бейбита?
- Почему в продвижении своих картин на различных онлайн платформах он практически не сталкивается с конкуренцией?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Cases written in Spanish Language

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

Cases	Authors
¿Sostenibilidad o Supervivencia?	Ciro Gómez Ardila Juan Alejandro Arango
Dimedia: Una Oportunidad de Negocio Disruptiva que Divide a los Socios	Daniel Forero Pablo Álamo
Company Game 2020	Josep Lluís Cano Giner Josep Franch Bullich

¿Sostenibilidad o Supervivencia?

Ciro Gómez Ardila, INALDE Business School
Juan Alejandro Arango

Case Objectives and Use

El caso puede ser usado por estudiantes de MBA o en programas de *Executive Education* con el fin de tratar temas sostenibilidad y manejo de crisis. En concreto, el caso se presta para debatir la responsabilidad del directivo con el corto y el largo plazo de las empresas, la consistencia en las decisiones apegadas a los valores de la empresa incluso en momentos de gran incertidumbre y el efecto de las decisiones directivas en el balance ecológico del planeta.

Se espera que, como resultado de la discusión del caso, los estudiantes:

- Reconozcan la importancia que sus decisiones directivas tienen en la implementación de una economía sustentable.
- Sepan evaluar el valor de la exploración (implantación de nuevas ideas) como forma de enfrentar las crisis.
- Comprendan que las decisiones sustentables pueden ser, además de valiosas en sí mismas, una forma de enfrentar las crisis, en especial con mirada de largo plazo.

Case Synopsis

El gerente de Intecplast, una compañía productora de envases plásticos de Colombia, se pregunta si el plan estratégico que requiere varias inversiones económicas para la implementación de medidas voluntarias de sostenibilidad ambiental es todavía aplicable en medio de las repercusiones financieras consecuencia de la crisis producida por la pandemia por covid-19.

Como contexto para la toma de decisiones, el caso presenta las situaciones vividas por la empresa durante los primeros meses de la crisis y las principales decisiones tomadas por la gerencia para enfrentarla.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Caso "CompanyGame, 2020"

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

Case Objectives and Use

Los objetivos del caso se pueden dividir en generales y específicos:

General:
- Comprender las características de un mercado.
- Formular la estrategia para la empresa.

Específicos:
- Identificar las posibles oportunidades estratégicas en el mercado de simuladores.
- Determinar los recursos que la empresa necesita para desarrollar la estrategia.
- Mostrar las implicaciones que puede tener una decisión de este calado.

El caso "CompanyGame, 2020" ha sido diseñado para ser utilizado en cursos de marketing, creación de empresas o sistemas de información. El desarrollo de simuladores está muy relacionado con los sistemas de información; el desarrollo del negocio con la creación de empresas y el emprendimiento, y el análisis del mercado y la comercialización de los simuladores con el marketing y las ventas.

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

Case Synopsis

Alberto Marín, presidente ejecutivo y fundador de CompanyGame, una empresa española de simuladores de negocios reflexionaba sobre el gran crecimiento que CompanyGame había experimentado desde su fundación en 1993. En el tercer trimestre de 2020, en plena pandemia de la COVID-19, Alberto y su equipo pensaban en el futuro de la organización y reconocían que había llegado el momento de tomar una decisión sobre la dirección estratégica que CompanyGame debía tomar. En pocos días, se llevaría a cabo el III Simposio Iberoamericano en Simulación de Negocios y tendría la oportunidad de presentar su propuesta a una parte importante de la comunidad académica de su mercado potencial.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14–16, 2021. Contact person: Josep Lluís Cano, ESADE Business School (Ramon Llull University), Av. Pedralbes 60-62, 08034 Barcelona, Spain, +34-93-280-6162, josepllluis.cano@esade.edu

Corporate Governance and Ethics Cases

Track Chair: Vijaya N. Zinnoury, University of Denver
Co-Chair: Erica Berte, Metropolitan State University

The Nicest Place on the Internet? Trouble at Pinterest, Inc.

Janet L. Rovenpor, Manhattan College
Rita J. Shea-Van Fossen, Nova Southeastern University
Lisa T. Stickney, University of Baltimore

Case Objectives and Use

This case is appropriate for graduate level courses in Strategy, Corporate Governance, or Strategic Human Resources where corporate governance, fiduciary responsibilities, designing workplace culture or management responses to workplace discrimination are discussed. The objectives are:

- Apply theories of corporate governance and governance mechanisms to a company and critique their effectiveness.
- Examine and assess ownership structures and fiduciary duties of management and board of directors in a high tech-high growth environment and devise responses to shareholder and institutional investor concerns.
- Appraise and critique management responses to gender and racial discrimination lawsuits and how organizational culture and management's attitudes can adversely impact employee wellbeing and company performance.

Synopsis

This case is based on legal documents, appearing in lawsuits filed against Pinterest in November and December 2020, which detailed actual events that took place at the company. The main case protagonist is Pinterest founder and CEO, Ben Silbermann, in addition to three female employees, Ifeoma Ozoma, Aerica Banks, and Francoise Brougher, who each charged Pinterest with gender and racial discrimination. The case explores several shareholder derivative lawsuits that accused the company's executives and board members of breach of fiduciary duty, waste of corporate assets, abuse of control, and violations of federal securities laws, all related to allowing discriminatory practices to flourish at the company.

The case provides a background of the company from its founding and rapid growth to initial public offering (IPO) in April 2019 and to events during 2020 culminating with the filing of the shareholder lawsuits in late 2020.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Janet Rovenpor, Manhattan College, 4513 Manhattan College Parkway, Riverdale, NY 10471, Phone: 718-862-6391, janet.rovenpor@manhattan.edu.

Erika Cheung: Whistleblowing at Theranos?

Scott Hayward, Elon University

Case Objectives and Use

This case is a decision-based case dealing with the ethical issues of whistleblowing, including integrity in disclosure, responsibility to customers, and the whistleblowing decision. The case is most appropriate for courses in business ethics, business law, and management.

We build the case around two established concepts for individual behavior in organizations, applied to whistleblowing. First is Hirschman's exit, voice, and loyalty (Hirschman, 1970), highlighting options available to individuals who witness an organizational decline. Here, we consider organizational wrongdoing as a form of decline. Second is De George's normative criteria of whistleblowing (De George, 2010). De George provided one of the earliest discussions on the ethics of whistleblowing, suggesting under what conditions employees should or should not reveal corporate wrongdoings publically. While most of our current literature tries to predict whistleblowing behavior, De George remains a rare guide for when people *ought* to and *must* blow the whistle. We find the De George chapter a useful pre-reading assignment for students.

Case Summary

After graduation with a biology degree in 2013, Erika Cheung made her to Silicon Valley with the $400 million startup, Theranos. There she worked on the blood testing device Theranos was rolling out to Walgreens. One suspect practice after another led her to question the efficacy of the devices and the impact Theranos was having on patients. Given her inexperience and Theranos' hostile culture to dissenters, Erika must decide whether to blow the whistle on her employer – quite possibly an act of career suicide. This case discusses the events that eventually led to Theranos' demise from the perspective of a recent college graduate. While Elizabeth Holmes became a famous founder, Erika Cheung was an unknown twenty-something facing a difficult decision. When Erika reaches her limits, what should she do?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Scott D. Hayward, Elon University, 2075 Campus Box, Elon, NC 27244, shayward@elon.edu

Sterlite Copper – A Curious Conundrum of 3Es – Economy, Environment, and Employment

K B S KumarICFAI Business School
Indu PerepuIBS Case Research Center

Case Summary

Sterlite Copper, India-based copper business of the UK-based Vedanta Plc. is the largest manufacturer of copper in India. Its smelter was located in the south Indian port town of Thoothukudi. Right from its inception in 1994, the plant was under the radar of the environmental activists who said the plant was in an ecologically sensitive area. Later on Sterlite was blamed for polluting the environment and for impacting the health of the people in the vicinity. Several consumer advocacy groups approached the courts. The court ordered the closure of the plant, but repeatedly Sterlite managed to get a clean chit from different authorities and resumed its operations. With Sterlite scaling up production over two decades, the levels of pollution only went up. In 2018, Sterlite announced doubling the production capacity. This led to protests against the company. The protests that started in a small and peaceful way gathered momentum. By the 100th day they turned violent and the police resorted to firing and 13 people were killed and several more were injured. Immediately the government authorities ordered closure of the plant. With Sterlite opting for a legal recourse one more time, it remained to be seen if it will be able to resume its operations once again.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Digital Technologies and Operations Cases

Track Chair: Clinton Daniel, University of South Florida

Cases	Authors
Snowstorms and Political Storms: The Massachusetts COVID-19 Vaccine Rollout	Janis L. Gogan
Twitter's Role in Moderating User Content and Addressing Misinformation: Neutral Bystander or Arbiter of Truth	Grishma Shah Janet L. Rovenpor
The Green Business Case Competition: Managing Uncertainty in Event Planning	Tanya Giannelia Ann-Frances Cameron
The Customer Support Overload Crisis at Ultimate Manufacturing Software, LTD.	Christopher M. Cassidy Janis Warner
Pulling on the Handbrake: Contingency Planning for COVID-10 in a Hotel Business	Rebecca Wilson-Mah Daniel Quintas Tresinari Bernardes

Snowstorms and Political Storms: The Massachusetts COVID-19 Vaccine Rollout

Janis L. Gogan, Bentley University

Case Objectives and Use

The case places students in the shoes of a political leader confronting a complex, multi-faceted challenge. This IM describes how to use the case in an MBA *Strategic IT Management* course or a capstone Strategy course that explores how systems interact with people, processes and policies. The case helps students consider how systems, policies, processes, and people interact during crises, and how effective leaders prepare for and respond to crises and other adverse events.

In analyzing and discussing operational, technical and political challenges that arose during the pandemic, students can come to appreciate why scenario planning, stakeholder management, and effective communication are valuable crisis preparation capabilities. By evaluating problems that arose in the Massachusetts vaccine rollout, students will learn how to anticipate foreseeable adverse events and prepare for them, by putting in place controls that will help prevent such events, detect adverse events that occur anyway, and respond to them effectively, so as to minimize stakeholder harm.

By providing background on pharmaceutical companies' race to produce effective vaccines, juxtaposed against the Massachusetts vaccination rollout, the case can also help students recognize that businesses and government agencies have an opportunity to learn from their and others' prior relevant experiences, and to draw on this knowledge to plan ahead for future crises and predictable surprises.

Case Synopsis

In March 2021 -- about a year into the global COVID-19 pandemic -- Massachusetts Governor Charlie Baker considers whether and how to adjust the vaccine rollout. On February 25, he and his team came under heavy criticism at a public hearing of the state legislature's Joint Committee on COVID-19 and Emergency Preparedness and Management. Various leaders questioned him about the state's confusing, slow and unstable vaccination registration system. They asked why he had "abandoned" the State's official pandemic plan (instead, hiring for-profit companies to handle much of the vaccination program), and why some groups were invited to be inoculated ahead of others who the U.S. CDC prioritized.

Leaders also questioned Baker's commitment to Black, Latino and immigrant communities, who accounted for a disproportionate share of COVID cases and were more likely to die from it. Critics complained the vaccine program emphasized workday appointments in inconvenient locations, and relied on untenable assumptions about residents' language, Internet access, transportation, and other aspects.

Before a second public hearing (scheduled for May 23), what adjustments – if any -- should Baker and his team make to COVID-19 vaccination systems, processes, and priorities?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, online, October 14-16, 2021. Contact person: Janis L. Gogan, Bentley University, 175 Forest Street, Waltham MA. 02452 USA, 508 748 1952, jgogan@bentley.edu.

Twitter's Role in Moderating User Content and Addressing Misinformation: Neutral Bystander or Arbiter of Truth?

Janet Rovenpor, Manhattan College
Grishma Shah, Manhattan College

Case Synopsis

On November 17, 2020, members of the Senate Judiciary Committee set about quizzing Jack Dorsey, CEO of Twitter, Inc., and Mark Zuckerberg, CEO of Facebook, Inc. about the role social media companies play in monitoring user content on their websites. The senators were particularly concerned about the posting and spreading of "fake news." Had Twitter and Facebook taken enough steps to ensure that false claims about the election process were being curtailed? Why didn't they have a standalone climate change misinformation policy? How did they determine whether a bot or a real customer was spreading fake news? Were they able to monitor disinformation that could be potentially spread by both Republicans and Democrats alike when most of their employees had progressive viewpoints? For the CEO of a social media company, fake news posed a significant societal dilemma. This case examines whether Twitter was doing enough or perhaps too much in combatting fake news. On the one hand, users had the right to freedom of speech. On the other hand, users needed to be protected from false information that could be potentially harmful to their well-being. The case also looks at how governments and non-governmental organizations (NGO's) are weighing in on the issue.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

The Green Business Case Competition: Managing Uncertainty in the Event Planning

Tanya Giannelia, HEC Montréal (student author)
Ann-Frances Cameron, HEC Montréal (faculty supervisor)

Case Objectives and Use

This case was written for project management courses at the undergraduate and MBA levels. It aligns well with discussions of risk management, as it provides a hands-on example of identifying and understanding different types of risks, evaluating risks, and developing a plan to manage the project risks. It can also be used in courses on event management at both the undergraduate and the MBA levels. The objectives are:

- Understanding risk and uncertainty.
- Evaluating the type of uncertainty of different possible events or occurrences.
- Completing a risk exposure matrix and a risk response plan.

The optional modules allow students to practice skills in project estimation and formulation of recommendations (Part B) and project communication and stakeholder analysis (Part C)

Case Synopsis

This disguised case, based on real events, describes challenges faced during the planning of a major event at a large Canadian university. In March 2018, City University hosted the tenth annual Green Business Case Competition for MBA students (names have been changed). For the tenth anniversary, the team had ambitious growth goals: the competition will be longer than in previous years, and they hope to increase the number of teams, judges and sponsors. In addition, the organizing team had, for the first time, contracted an agreement with a local hotel to provide accommodation to participants. The hotel contract is not flexible and requires the organizing team to collect payment from participants to submit directly to the hotel.

The case is set two months before the competition. At this time, the organizing team realized they are quite far from meeting their recruitment and sponsorship goals.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA Conference, Online, October 14-16, 2021. Contact person: Tanya Giannelia, HEC Montreal, Montreal QC. tanya.giannelia@hec.ca

The Customer Support Overload Crisis at Ultimate Manufacturing Software, LTD

Janis Warner, Sam Houston State University
Christopher M. Cassidy, Sam Houston State University

Case Objectives and Use

This case describes the customer service problems Ultimate Manufacturing Software, Ltd. (UMS) faced during the economic disruptions caused by COVID-19. Students will use appropriate Systems Design and Analysis Tools to identify and design a solution to the problems facing UMS. The case is appropriate for undergraduate and graduate students taking classes in MIS, Operations and Supply Chain Management, and Project Management. The timing of the case use would be best during the Phase II - Project Analysis phase of the Systems Development Life Cycle (SDLC) (Valacich, 2015) for teams of 3-5 students. Phase II introduces technical documentation including requirements determination, requirements structuring, generating alternative design strategies and selecting the best alternative design strategy.

Case Synopsis

Ultimate Manufacturing Software (UMS) was a Silicon Valley based supplier of customized ERP software for a variety of manufacturers in different industries. Because of the COVID epidemic, UMS's clients requested additional service support. In the absence of the COVID epidemic, this might not have been a problem. Unfortunately, UMS's customer service systems were less flexible and capacity limited because of its COVID response. In essence, the epidemic identified the need to improve UMS's the customer service systems.

UMS needed to act quickly to improve the capacity and quality of its customer service systems or customer service would be compromised. This could potentially affect future business operations and growth. They needed to analyze their current customer support systems, the weaknesses in those processes, and find the best available solution. The leaders of UMS knew that customer service improvements would help them better serve their clients, clients who could literally help hundreds of thousands of customers in need of pandemic supplies, and thereby save lives.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, 14-16 October, 2021. Contact author: Janis Warner, Sam Houston State University, Huntsville, TX, jwarner@shsu.edu, 936-294-4878.

Pulling on the Handbrake: Contingency Planning for COVID-19 in a Hotel Business

Daniel Bernardes, Royal Roads University
Rebecca Wilson-Mah, Royal Roads University

Case Objectives and Use

This case supports business, hospitality and tourism students at the undergraduate and graduate level to explore the content and development of a contingency plan 'on the fly'. This case would be suitable for undergraduate students in business, operations and project management or disaster management courses. The case is also suitable for tourism and hospitality courses such as facilities and operations management. The objectives are:

- Produce a tactical contingency plan for a hotel closing process that covers all aspects of the operation and the needs of the business, guests and employees;
- Write a Gantt chart or similar for the actions proposed in the tactical contingency plan;
- Develop a reopening action plan for three months after closure (Optional).

Case Synopsis

This case, based on actual events that took place during the COVID-19 pandemic, describes the difficult scenario of a hotel director facing the last-minute closure of the property given the speed at which the pandemic was spreading. In order to spare the team and clients, Keir MacPherson is prompted to devise a closing plan for the hotel in very short notice. The hotel had recently finished a long renovation project and new team members were being hired for a busy summer season. The hotel had contingency plans for other disasters such as earthquakes or fires but not for a pandemic that required shutting down the hotel for an unknown amount of time. As the pandemic progresses Keir must set up guidelines for each department closure, enlist staff to remain behind and manage the building, finances and reservations. During the hotel's closure, Keir must also prepare to reopen the hotel under strict health guidelines.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Rebecca Wilson-Mah, Royal Roads University, Victoria BC, rebecca.wilsonmah@royalroads.ca

Entrepreneurship, Family, and Small Business Cases

Track Chair: Erin Pleggenkuhle-Miles, University of Nebraska Omaha
Co-Chair: Jonathan Marks, University of Pretoria

Table 1

Session Chair: Jonathan Marks, University of Pretoria

Cases	Authors
Textile Egypt Company: Understanding Family Challenges	Ashraf Sheta
Xoxoday – Challenges Faced Due to COVID-19	Sangita Dutta Gupta Pooja Gupta Aakriti Jain Varnika Garg John Kavalakkatt Aditi Mahawar
Gone Outdoors: Building a Conscious Startup in an Emerging Market	Jonathan Marks
The Journey of Creative Entrepreneur Aida	Aidana Mussatayeva Zulfiya Imyarova
Attadamoun Coop (Morocco): Women Leaders Faced with Existential Dilemma	Mounir Chaouki Bertrand Guillotin

Table 2

Session Chair: Roberto S. Santos, University of Massachusetts Lowell

Cases	Authors
Safe Crossings	Jeff Moretz
Profound English School: When it is Time for Changes	Kristina Ryabova Yelena Krupina
NAILED IT!(R): The Post-Pandemic DIY	Marilyn L. Taylor Janet Bartholow Theresa L. Taylor
iCreate: Creating a Digital Ecosystem	Paul Golding Lisa Facey-Shaw
Ravel Law: Unraveling an Entrepreneur's Decisions	Kauther S. Badr Zheni Wang
Dream Body Fitness: Scaling the African Start-up	Karen Hidden

Textile Egypt Company: Understanding Family Challenges

Dr. Ashraf Sheta (faculty supervisor), American University in Cairo
Suzanna Hanafy (student author), American University in Cairo
Sara El-Kafrawy (student author), American University in Cairo
Laila Hamada (student author), American University in Cairo
Shada Emara (student author), American University in Cairo
Salma Mahmoud (student author), American University in Cairo
Youssef El Gouhary (student author), American University in Cairo

Case Objectives and Use

The case targets undergraduate and graduate students enrolled in family business courses, succession planning, and governance. The main issues that are addressed in this case are:

- Ownership versus management.
- Family business challenges.
- Succession planning.
- Importance of governance.
- Strategic planning in family business based on internal and external environments.

After teaching this case, students will be able to:

- Analyze the different challenges that family businesses face in Egypt.
- Understand the difference between management, ownership, and family.
- Understand the succession challenges and the importance of having a succession plan.
- Detect and resolve family challenges.
- Identify The challenges faced in the family business when the generations of the family increase.
- Assess the importance of governance planning in relation to culture and traditions.

Case Synopsis

The disguised case, based on actual events that took place back in August 2016 describes many issues related to Textile Egypt, a factory in the Textile, Dyeing, Printing and Finishing industry located in 10th of Ramadan, Cairo, Egypt. The case starts with a major dilemma that Karim Eldeeb is facing. It then takes a look into the background overview of the company's history, how it began and its progress over the past years. The case then discusses the challenges that Textile Egypt is facing and how it relates to Karim Eldeeb's dilemma. These challenges include issues in family dynamics, ownership challenges, succession planning, management issues and lack of governance and institutionalization. The main issue that Textile Egypt is facing is whether they should separate from their partners for the sake of the second generation members, or not. The partners have been having disputes and disagreements over their sons' management techniques. This case examines all these issues exploring whether separating would be a better option.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: [Ashraf Sheta, The American University in Cairo, AUC avenue, 01001024776, Ashrafsheta@aucegypt.edu]

Xoxoday – Challenges faced due to Covid-19

Sangita Dutta Gupta, BML Munjal University
Pooja Gupta, Jagdish Sheth School of Management
Aakriti Jain, Jagdish Sheth School of Management
Varnika Garg, Jagdish Sheth School of Management
John Kavalakkatt, Jagdish Sheth School of Management
Aditi Mahawar, Jagdish Sheth School of Management

Case Objectives and Use

The case presents a dilemma faced by many entrepreneurs. After initial validation of idea, the business needs to chart a growth path. The growth plan in this case, gets a major correction in form of pandemic and ensuing lockdowns. The case gives an insight from the point of view of an entrepreneur and will help the student understand their problems. The case helps the students in understanding the everchanging markets and the challenges put forth by the pandemic.

The key teaching objectives are as follows:

- Evaluate an entrepreneur's business model and its growth options.
- Assess the growth strategy of a startup.
- Discuss and compare the strategies available to an entrepreneur in extraordinary situations like COVID 19.
- Understand and appreciate the new tools available to businesses to assess the market and consumers.

Case Synopsis

The case discusses about Sumit Khandelwal and other co-founders of XOXODAY who quit their jobs to build a company they always had dreamt of. Sumit along with Manoj, Abhishek and Kushal started as a gifting company. Over the years, the company transformed its Business model into experiential gifting. The company faced some initial struggles as the concept of gifting experiences was new. They overcame the challenge by making personalized gift boxes and re-making 'gifting of experience' as a tangible. The unprecedented Coronavirus Pandemic posed a challenge in their Business Model. The challenge before them was to carve a new path in these times. They were using report prepared by four business school interns to make new strategies.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Gone Outdoor: Building a Conscious Startup in an Emerging Market

Jonathan Marks, Gordon Institute of Business Science

Case Objectives and Use

The case study is suitable for use at an undergraduate and graduate level and would be most valuable as part of an entrepreneurship or social entrepreneurship core or elective course. While the setting is within the emerging market, the case would be as useful in a developed world context as it explores perennial issues related to social entrepreneurship, conscious capitalism and challenges of early-stage start-up businesses. The case can be used as the foundation of a 60 – 90-minute class; the questions provided in this teaching note can be used as the basis for class discussion, pre-work or post class assignments and assessment.

The teaching objectives for this case are as follows:

- Students will have an appreciation for and understanding of the difficulties associated with an early-stage start-up business as the venture tries to balance purpose with profit.
- Students will understand the principles of conscious capitalism and how Patagonia and Gone Outdoor are making a contribution to society through the credo of the conscious capitalism movement.
- Students will be able to consider the manner in which principles and profit are impacted upon by exogenous factors such as COVID-19 which are beyond the control of the business.

Synopsis

The Gone Outdoor case studies explores the philosophy of conscious capitalism within the context of an entrepreneurial start-up business in an emerging economy context. The case is centred on Gone Outdoor, the sole South African importer and retailer of Patagonia outdoor equipment. The protagonist, Grant Cleghorn (founder and CEO of Gone Outdoor) has to balance the pressures of being an early-stage start-up business with the desire to be a conscious enterprise and subscribe to the principles of ideals that are associated with the Patagonia brand and its commitment to environmentalism and conscious business. To add further complexity to Cleghorn's decisions, he has opened a new retail store just weeks before the COVID-19 lockdown in South Africa which will have a deep and profound impact on his profitability and plans for growth and scale.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

The Journey of Creative Entrepreneur Aida

Mussatayeva Aidana, (student) Narxoz University

Case Objectives and Use

Designed to introduce the concept of creative entrepreneurship, the case can be used for undergraduate and postgraduate courses in entrepreneurship. Since the case is about the journey of a creative entrepreneur, it promises to be useful to help students understand the various aspects of creative entrepreneurship, its similarities and differences from the main entrepreneurship with goals:

- Introduce the concept of creative entrepreneurship
- Connect creativity with commerce
- introduce students to the practical challenges faced by a creative entrepreneur

Synopsis

The case tells about the difficult way of creating Aida Esmagambetova's own brand. How she created her concept brand, design conscious as a result of her international experience working in London, developing her own design style. The first part of the case study traces the path to the creation of the Fashion Code brand, the first steps in education and career (an unsuccessful attempt to enter Moscow, studying at KIMEP), and the enrichment of experience and knowledge in the field of business. After studying, working at many jobs, opening her first business, not related to fashion, opens the way for our heroine to success and constant search for herself.
The second paragraph of the case shows us how quickly Aida's life changed after realizing what she wants to do, as well as a series of failures in the life of the heroine (trying to go to college in London, giving up her dream job). And the first ideas about creating a personal brand.
And the final part of the case is devoted to the difficulties of the local brand, where some difficulties have turned into opportunities. And also about the difficulties of opening your own production without a developed industrial sector in the country.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Attadamoun Coop (Morocco): Women Leaders Faced with Existential Dilemma

Mounir Chaouki, Emines School of Industrial Management
Bertrand Guillotin, Fox School of Business

Case Objectives and Use

This case is suitable for undergraduate or graduate courses on global strategy or entrepreneurship. However, due to its rich business context and interviews, this case can be used to address challenges and opportunities in human resources management, women-owned business management, and/or leadership. The objectives are:

- Evaluate the impact of economic, social, cultural, and personal factors on a fast-growing women-owned business.
- Assess the tangible and intangible resources that are necessary to create a sustainable competitive advantage, even against the odds in an emerging market.
- Identify and understand the impact of key strategic decisions made by cooperative leaders on a rural community.
- Evaluate the pros and cons of making strategic decisions, without having all the data, while also considering other implications, such as women empowerment, purpose-driven and value-driven leadership.
- Understand growth strategies and their implications in a global business context, replete with unprecedented changes and uncertainty, including a global pandemic and associated disruptions in the kingdom of Morocco.

Synopsis

This real case depicts the establishment of a women-led cooperative in rural Morocco in order to market, nationally and internationally, a unique product native to Morocco and used around the world: argan oil and its derivative products. More specifically, this coop is located in the rugged southern portion of Morocco (Atlas mountains) in a small village called Takad Sidi Bibi, 20 miles south of Agadir, one of Morocco's main touristic destinations on the Atlantic Ocean.
Started in 2014, the coop experiences steady growth, gives women and family hopes that the pandemic puts on hold. The founder and President of the coop must decide whether to persevere under extreme and unfavourable conditions or keep the dream alive for the women and families of this rural community. The time frame of the case is June 2021.

The authors developed this case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Mounir Chaouki, Emines School of Industrial Management, mounir.chaouki@emines.um6p.ma

Safe Crossings

Jeff Moretz, Fairfield University

Case Objectives and Use

This case is appropriate for undergraduate or early graduate entrepreneurship courses. The case provides a common foundation for discussing issues regarding approaches to determining the value proposition of a venture's offerings for different customer/influencer segments. In addition, this case can provide an opportunity to guide students through the application of the Lean Startup approach to customer discovery and validation. The challenge of transforming a new technology into an entrepreneurial venture is illustrated, with specific emphasis on decision making related to direct market participants and indirect market influencers.

Synopsis

This case takes place in late December 2019. Dale Moretz was finalizing the first working prototype for his newest invention, a system (valve and method) for preventing oil pipeline leaks intended for use on oil pipelines at sensitive water crossings. In 2015 he had registered a company, Safe Crossings, LLC, to hold the new intellectual property, and he was finalizing the initial technology development for patent applications. He was hopeful regarding the issuance of two separate patents on his new invention. Dale had extensive entrepreneurial experience prior to launching this most recent venture, with nearly a dozen companies and three successful exits under his belt. He was also an experienced inventor with more than a dozen patents already issued. Although he had ample experience starting and running businesses and could apply those learnings to new ventures, he understood that each business also faced unique challenges that would require attention. His biggest concern for the new business was selling the novel technology into a market in which he had limited experience.

The genesis of the technology behind Safe Crossings was a catastrophic oil pipeline leak into a tributary of the Kalamazoo River in western Michigan in 2010. That spill dumped an EPA estimated 1 million gallons of diluted bitumen (heavy crude oil) from Canada's Athabasca oil sands and prompted a local evacuation and water quality warning. Dale's solution involved a valve that operated using no external energy sources, relying instead on the flow of material in the pipeline itself, so that it would not be incapacitated should power or connectivity be lost. It also leveraged a method of pumping the oil that ensured that any leak in the pipeline would draw water in rather than leaking oil out into the environment.

The dramatic increase in North American oil production and in pipeline demand to transport the oil to refineries created a substantial potential market for an effective safety enhancer at water crossings. Dale's system might alleviate regulatory concerns and mitigate public opposition, such as the resistance that led to the Standing Rock protests against the Dakota Access Pipeline. Dale needed to determine how to convey the value of the Safe Crossings system in order to develop a market for it effectively. Once his patents were approved (which he hoped would be very soon) and his functional prototype was completed, he wanted to begin marketing aggressively, particularly since the discussions about what to do with Enbridge Line 5 running under the Straits of Mackinac coming to a head.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Jeff Moretz, Fairfield University, Management Dept. DSBN, 1073 N. Benson Rd., Fairfield, CT 06824, 203-254-4000, jmoretz@fairfield.edu

Profound English School: When it is Time for Changes

Kristina Ryabova, Student, Narxoz University
Yelena Krupina, Faculty Mentor, Narxoz University

Case Objectives and Use

The case familiarizes the students with the primary principles of management and approaches of the management analysis. The case can be used for studying the following topics:

- Concepts of Mission and Vision
- Decision Making
- Planning and Strategy
- Application of Analytical Tools: SWOT, BCG Matrix, Porter's 5 Forces, PESTEL

Case Synopsis

"Profound English School: When it is Time for Changes" introduces the story of the young entrepreneur Alisher. Although being part of a successful family business in the education sector, he decided to foray into language training - a highly contested but growing sector in Central Asia. Yet - combining pragmatism and a series of innovations, he was able to create a niche for the organization. But how can he keep the momentum, especially in the post-covid context? Grounded at the intersection of Strategy, Entrepreneurship, and Innovation Management - the case helps students to understand the interconnectivity and leverage the interconnections in managerial decision-making toward organizational success.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

NAILED IT!(R) The Post-Pandemic DIY

Theresa L. Coates and Janet Bartholow, Limestone University
Marilyn L. Taylor, University of Missouri at Kansas City (emerita)

Case Objectives and Use

This case is appropriate for Entrepreneurship or the growing (albeit slowly) number of Franchising courses or certificate programs. It may also be used in Strategic Management courses. The learning objectives include:

- Apply Opportunity Recognition skills to assess the market for a small entrepreneurial company such as NI!-DIY.
- Consider the strategic and operational alternatives available to early stage entrepreneurs in an economic and social crisis such as the COVID pandemic.
- Evaluate franchising as an entrepreneurial growth strategy for an early-stage company.

Case Synopsis

Nailed It®, LLC (NI!-DIY) is a franchised DIY studio in Charlotte, NC by co-founders Shannon Evans in 2014. The NI!-DIY studios focus on providing a creative DIY workshop experience for all skill levels in a fun and approachable workshop for group parties and individuals. The concept combined studio space and proprietary art projects using precut wood and pre-packaged paint to create décor designs. Those customers committed to creating style in their home could then expand their projects beyond a piece of art via NailedIt's blog and Facebook Live sessions. The blog and live sessions contained home makeover clips and tips.

Prior to the pandemic the owners had been in the process of updating their marketing, refining the business model, and enhancing the franchisee selection process. They had aggressive growth plans involving expansion, as of 2018-2019, solely through franchising. When the COVID pandemic in spring 2020 hit the plans came to a screeching halt and the two senior managers, Shannon Evans and Misty Grant, pivoted to help their existing franchisees deal the lockdown and other COVID restrictions.

The COVID pandemic created sociological and economic disruptions in the business environment, but post pandemic expectations indicated the potential for revitalization of the economy, but not without significant challenges in inflation, labor availability and consumer behavior to name a few. As the case opens Misty Evans is reflecting on how they barely survived the global pandemic and is waiting for her partner to log into Zoom to begin discussing what are their options and how to proceed with NI!-DIY's franchising and growth efforts.

The authors developed the case for class discussion rather than to illustrate either effective of ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Theresa L. Coates, Limestone University, 1115 College Dr., Gaffney, SC 29340-3799 coatestheresa@yahoo.com; tcoates@limestone.edu Main #: 864-489-7151 Cell: 518-207-614

iCreate: Creating a Digital Ecosystem

Paul Golding, University of Technology, Jamaica
Lisa Facey Shaw, University of Technology, Jamaica
Andrea Sutherland, University of Technology, Jamaica

Case Synopsis

The iCreate case tells the story of first two tumultuous years of the public company led by Chief Executive Officer (CEO) and President Tyrone Wilson. In January 2018 iCreate was officially formed and incorporated as a limited liability company. In February 2019, the company successfully issued an initial public offering (IPO) on the Jamaica Stock Exchange Junior Market which generated J$70 million. In its first year, the company lost just over J$45 million and in February 2020 went back to the market and raised J$24 million in a bond issue. Investors were growing restless and this was exaggerated with the declaration of the COVID-19 pandemic and the subsequent lockdown. The company was forced to cut cost and during the period six of the nine Directors resigned. Despite the pandemic and a less than stellar performance, there was some cause for optimism as the losses up to the third quarter of 2020 were significantly less than prior year. Wilson was convinced of two things: (1) that the company was about to turn the corner, and (2) in order to rapidly grow the company he needed to do more than just training, he needed to diversify in a digital tech creative ecosystem. Wilson proposed that iCreate would continue to train creative students, however he wanted to create verticals including studios for creatives (artists and marketers) with residential accommodations to service those needs; museums and co-working spaces. This would be facilitated through a joint venture, with a proprietor of lands in the commercial New Kingston area. The project had an estimated cost of $1 billion and would be completed in 24 months.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Ravel Law: Unraveling an Entrepreneur's Decisions

Kauther S. Badr, Southern Connecticut State University
Zheni Wang, Southern Connecticut State University

Case Synopsis

The Ravel case contextualizes strategic decision-making with the actions of Daniel Lewis, CEO and founder of the company. Daniel started Ravel out of law school in 2012 with his business partner, Nik Reed. Ravel was a legal tech start-up founded in Cali that developed legal analytics products. In the case, Daniel needed to make a decision that would have taken Ravel down two very different paths. One path would have led the company into an acquisition, and the other to an IPO at some point. Daniel needs to decide whether he should sell now and harvest the existing value in Ravel, or hold on and raise money to build internal capital for a future IPO. The case works through a series of micro decision points, strategic alliances, experiences and considerations that Daniel was confronted with, all of which collectively led him to a strategic exit decision. Daniel must weigh the benefits and costs of fund raising for a third round of investor money against the benefits and costs of selling Ravel, while considering what will bring the most value to Ravel's stakeholders. The primary question of the case can be summarized as whether Daniel should wait to exit the venture or exit it now.

It was early 2017 when Daniel Lewis, CEO and co-founder of Ravel Law – a legal tech start-up, found himself contemplating a strategic decision that would shape the future of his company. The bottom line was that, Daniel trusted Ravel Law ("Ravel") had the talent to grow and continue building state-of-the-art technology, but its resources were running out. Daniel and his team needed a way to replenish the working capital, so that the company could continue performing and growing, or Daniel needed to plan a more immediate exit strategy. Daniel could see that there were a few viable options available to him and his team. Daniel first thought they could seek another round of investor money, if Ravel were to continue building value from within. He knew from his experience in industry that, equity dilution was not ideal but that it was a good way to replenish working capital to build value, and it would be a step towards possibly going public with an initial public offering (IPO). Daniel thought that Ravel was at a point where another round of investor money could be used to beef up a client base and get Ravel's technology into more legal organizations. This course of action would require him and his team to build a bigger internal salesforce, which Daniel thought could lead to a sustainable source of working capital, but he knew that it would take time, and of course, it would require a successful round of fund raising.

He thought it also made sense to investigate a merger or acquisition as an exit strategy. Particularly, with an organization that had an existing sales force and ample resources, which Daniel thought could get Ravel's technology to market even faster, and provide his team with the resources they needed to be able to continue building the technology behind Ravel's products. Daniel thought the strategic partnerships Ravel had established added the value it needed to be appealing as a target acquisition, and that those partnerships would help Ravel optimize its value in a merger-acquisition scenario. Daniel thought, perhaps now was the time to exit his start-up venture. While Daniel's options were clear to him, he was unsure what direction would be most beneficial to Ravel and its stakeholders.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Dream Body Fitness: Scaling the African Start-up

Karen Hidden, Gordon Institute of Business Science

Case Objectives and Use

The case study is suitable for use at an under-graduate level and would be most valuable as part of an entrepreneurship core or elective course. While the setting is within the emerging market (South Africa), the case would be as useful in a developed world context as the issues facing start-up business that wish to scale are largely universal in nature. The case can be used as the basis for discussion for a 60 – 90 - minute class, and this teaching note includes assignment questions that can be used to extend the use of the case.

The teaching objectives for this case are as follows:

- Students should understand the challenges facing the scaling of owner-led start-up business.
- Students will debate and argue for the pros and cons of scaling a lifestyle-oriented business that is reliant on the personality of the founder.
- Students will be able to unpack and discuss the case study using the Lean Canvas.

Case Synopsis

The Dream Body Fitness case study examines the early start-up story of Kenyan entrepreneur and fitness enthusiast, Steve Mululu, and the development of his gym – Dream Body Fitness, in Johannesburg, South Africa. The case study provides background to Steve's journey to South Africa and some of the challenges he overcame to create Dream Body Fitness. The case, while located in an African context, has value for all start-up businesses, as the protagonist, who has connected his personality so intrinsically to the business, is now grappling with how to scale his health club from a single location to multiple locations. Along with issues related to scaling a lifestyle-oriented start-up business, the case showcases how entrepreneurs bootstrap a new venture, and how to map, understand and innovative a business model.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: [Karen Hidden, Gordon Institute Business Science, Johannesburg, South Africa, +27 83 260 9996, karen@harlequinduck.co.za].

Marketing and International Business Cases

Track Chair: Silvia Cacho-Elizondo, IPADE Business School
Co-Chair: Grishma Shah, Manhattan College

Table 1

Session Chair: Silvia Cacho-Elizondo, IPADE Business School

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Yulu: The Dilemma of Innovation & Adoption	Priyavrat Sanyal Medha Srivastava
Revolutionizing OTT (Over-The-Top) Platform Entertainment: The Netflix Way	Bikramjit Rishi Devyani Deora
Moon Hotel: Its Fall, Strategy and Attempts to Survive	Farzana Quoquab Jihad Mohammad

Table 2

Session Chair: Gustavo Calatrava, IAE Business School

Cases	Authors
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Table 3

Session Chair: Grishma Shah, Manhattan College

Cases	Authors
Thinking Positive Not Enough	Pilar Carbonell-Foulquie Ingrid B. Splettstoesser Hogeterp
Made for Drink: Business Dilemmas: A Match Made in Heaven (or Not?)	Lucy Gill-Simmen Ling Xiao Anupam Metha
JCom: A Technopreneur's Dilemma	Allen K. K. Chan Long Zhao Caleb H. Chen
Madhyaan Television Network: Getting Ready to Go On Air	Priya Premi Keyur Purani
International Film Festival, India: Service Encounter & Differentiation	Pravat Surya Kar

TUTTO Brands: A Story of Reinvention, Value Creation and Growth

Silvia Cacho-Elizondo, IPADE Business School
Francisco Espinosa, IPADE Business School

Case Synopsis

The case presents a traditional company (Grupo Línea 7, owned by Alberto Moreno) that invested in a digital company (Tutto Brands), in association with 3 other partners (Aldo Galvez, Kaleb Flores and Juan Terán). The new digital company marketed its products both, through its own websites (Tuttobike.com / Thetuttostore.com) and through a mix of e-commerce platforms and eRetailers.

In 2020, the Covid-19 pandemic accelerated and aggravated the crisis of traditional businesses promoting a rapid development of business models in digital channels. Faced with this changing and uncertain context, Tutto Brands faced the challenge of boosting its growth in the Mexican digital ecosystem and globally, conquering the new digital consumers.

At the end of 2020, Alberto (the majority shareholder) launched a new challenge for Aldo and Kaleb (who were in charge of the startup development): Design a Marketing Plan that would to go from 102 million (2020 results) to 300 million pesos in sales in 2021. If this objective was reached, they would lay the foundations to continue driving the exponential growth of the company. However, there were some potential channel conflicts that they had to take into account in their analysis. Likewise, Juan (in charge of Logistics) warms up about the need to strengthen their distribution capacity. Aldo and Kaleb have identified five possible growth alternatives and must carefully weigh the pros and cons of each. They wondered which of these alternatives would be the best way to reach the goal of 300 million pesos in sales by the end of 2021

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.

Bibi Cash & Carry's Strategy Against Walmart and Others

Anthony Wilson-Prangley, University of Pretoria
Tumelo Chaka, University of Pretoria
Michael M. Goldman, University of San Francisco & University of Pretoria

Case Objectives and Use

This case is appropriate for advanced undergraduate and MBA courses focused on marketing strategy, including issues of competition and low-income markets. At both levels, the case will be valuable in generating discussion on market analysis, and how to compete against incumbents and new entrants. This case is unique and interesting to students because it examines a successful low-income markets retailer in a competitive and challenging emerging market consumer context, and challenges students to propose a marketing strategy to respond to changing consumer and competitor realities.

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

- Evaluate the marketing environment;
- Identify and assess a retail business' resources and capabilities for competitive advantage;
- Describe a retail brand's competitive positioning and value proposition;
- Identify and critically analyze strategic marketing choices and argue for a recommended course of action.

Synopsis

Bibi Cash & Carry was an independent supermarket in a semi-rural area of South Africa. By mid-2020, the family-owned company was performing well in a competitive local market, although the national retail market was more difficult, and Bibi faced increasing local competition. The case documents the thirty-year track record of the business, and outlines the strategic marketing choices facing Tommy Makgatho in September 2020, including retail sites, valuable resources and capabilities, and competitive positioning.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Michael Goldman, University of San Francisco, Suite 438, 101 Howard Street, San Francisco, mmgoldman@usfca.edu.

YULU: The Dilemma of Innovation & Adoption

Medha Srivastava, Indian Institute of Management
Priyavrat Sanyal, Indian Institute of Management

Case Objectives and Use

This course can be used in consumer behaviour, services marketing, or marketing strategy course at the MBA level and Executive MBA level. Students should have a basic foundation in marketing management and strategic management. After working through the case and assignment questions, students should be able to:

- Know about different types of service innovations through Doblin's framework
- Get an understanding of micro-mobility business in emerging economies like India
- Understand the critical factors of adoption for a green product
- Understand the alignment of growth and marketing strategies based on the different types of service innovations

Synopsis

Amit Gupta, the co-founder of Bengaluru-based micro-mobility platform Yulu, was pondering on the future for Yulu and was looking for areas where the company needs to work to convert non-users to users. Yulu is among the very first micro-mobility solution providers in India. Yulu offers electric and non-electric personal mobility solutions to commuters. At this time of writing the case, Yulu was present in five Indian cities (Bengaluru, Delhi, Pune, Greater Mumbai, and Bhubaneswar). The solution offered by Yulu addressed two significant issues of urbanization, i.e., air pollution and traffic congestion in major cities of India. Despite Yulu's noble intentions, the conversion of non-users into users was not an easy task.

Additionally, the challenge was to make this model successful and economically viable as well. Yulu set an ambitious target of becoming the largest micro-mobility player in India and have 1 million shared electric vehicles by 2022. Yulu was also contemplating strategic collaborations for global markets. The path to achieving the milestones was through service innovation and understanding the factors consumers consider while adopting a green product/service. This case presents a unique context to learners, where they discuss the service innovation framework and understand the factors that motivate consumers to prefer environmentally conscious products.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021

Revolutionizing OTT (Over-The-Top) Platform Entertainment: The Netflix Way

Bikramjit Rishi, Institute of Management Technology
Devyani Deora, Institute of Management Technology

Case Objectives and Use

This case touches upon market entry, customer value proposition, and the challenges faced by an OTT platform in an emerging market. It can be used for undergraduate and postgraduate students of digital marketing/international marketing/digital transformation courses to highlight companies' strategies to enter and get market share in an emerging market.

- To understand the market entry strategy of Netflix in India's over-the-top personal entertainment category
- To analyze the success of Netflix's customer value proposition
- To understand the challenges faced by Netflix and how it can overcome those challenges through feasible solutions

Synopsis

The case talks about the over-the-top platforms, focusing on Netflix, which aims to get the next 100 million subscribers from India. Netflix delves deep into its entry into India, its strategies to build a broad subscriber base, and the challenges it needs to overcome to survive in the multilinguistic, multicultural Indian subcontinent.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021

Moon Hotel: Its Fall, Strategy and Attempts to Survive

Farzana Quoquab, Universiti Teknologi Malaysia
Jihad Mohammad, Qatar University

Case Objectives and Use

The case is suitable to be used in marketing management and consumer behavior courses for BBA and MBA students. Students/participants are challenged to identify the major issue in the case and help decision maker to make decision. Using this case, students can learn the practical dilemma of a family-owned hotel business in handling the issues pertaining to marketing strategies.

The objectives of using this case are as follows:

- To understand the necessity to target right customer segment.
- To critically analyze the move of the close competitors to remain competitive in the market.
- To be exposed to a business situation where it is needed to have proper coordination among internal customers (employees) since service quality cannot be produced in isolation.
- To analyze the Porter's generic strategies in handling a chaotic situation.
- To critically analyze the need of the proper blending of the Marketing mix elements (Ps).

Synopsis

This case illustrates the challenge of a budget hotel to increase the room occupancy rate and remain competitive in order to sustain in the market. The case is centered to Moon Hotel which was formerly known as SunShine Hotel and owned by 65 years old Chinese, Mr Tiong Lung Kuok before acquired by Mr and Mrs Lim. Due to stiff competition and low occupancy rate of the hotel, Mr Tiong sold the hotel to Mr and Mrs Lim. They managed the hotel for two and half months with no increase in occupancy rate. By observing the situation, they appointed their son Tan on August 2014 to manage the family-owned hotel business. Tan was suggested by his parents to improve the room occupancy rate by 50% by June 2015. They wanted to understand whether they will re-invest to this family business or they will sell it to other party. In a move to develop the sales, Tan decided to initiate internet marketing through social media and collaborated with online agencies like Agoda.com and booking.com. However, after four months of the operation the occupancy rate did not improve. The company was facing a consistently low sales of 25 – 30% room occupancy rate. Moreover, conflict and argument were seen among the hotel staff. Tan was unsure what went wrong and what his next step would be. He had only 7 months in his hand. He felt strong urge to focus and plan his next steps carefully to boost up the room occupancy rate for the survival of the family business.

The authors developed this case for class discussion rather than to illustrate either effective or ineffective handling of the situation. Names of people and institutions have been disguised. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021.
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Steetwise Mortgages: Growing More Efficient

Ebrahim Mazaheri, Wilfrid Laurier University
Eric Dolansky, Brock University

Case Objectives and Use

This case is designed for use in an undergraduate marketing course, most likely in an introductory course due to the focus on concepts such as segmentation and targeting. While it can be used to introduce such topics, it would be more effective later in the course when students are integrating strategic elements such as targeting with tactical elements like pricing and promotion. While most students understand the concept of segmentation and targeting, they often are shy about taking action that might 'cut off' customers and possibly turn them away. This case puts that to the test and has a protagonist that is openly looking for ways to do that. The learning objectives for this case are as follows:

- Understanding of the need for segmentation and targeting within a marketing strategy;
- Demonstration of quantitative and qualitative analysis skills in support of a recommendation;
- Creation of marketing tactics that are consistent with other plan elements such as segmentation;
- Focus on profitability, not sales volume, as the measure of business success.

Case Synopsis

Struggling to maintain a work-life balance after the birth of her second son, Dalia Barsoum left her executive position in Wealth Management at the Bank of Montreal to start her own business. In 2011 she founded Streetwise Mortgage, a boutique mortgage brokerage that targeted customers interested in purchasing investment properties. Customers were offered hours of free consultations on building wealth through real estate and had access to Barsoum's well-developed network of support. Such valuable and free consultation caused many clients to book meetings, consuming time and resources without generating a penny in revenue. By August 2020, Barsoum felt overwhelmed by the number of requests; she had only so many hours for consultations and needed to come up with a solution. She was considering charging a refundable fee for consultation meetings to discourage less-serious customers from booking one. Alternatively, she liked the idea of a screening tool, such as a questionnaire that determined customers' needs, resources, and goals to tailor the advice and services better.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Ebrahim Mazaheri, Wilfrid Laurier University, 75 University Avenue West, Waterloo, Ontario, Canada, N2L 3C5, 519-884-0710, emazaheri@wlu.ca.

Tonka Perfumes Moscow (Russia): Growth Strategy Dilemma and Choice of Digital Marketing Tools

Alla Dementieva, Moscow State Institute of International Relations MGIMO University
Olga Kandinskaia, Cyprus International Institute of Management, Cyprus
Olga Khotyasheva, Moscow State Institute of International Relations MGIMO University
Maxim Slesarev,Moscow State Institute of International Relations MGIMO University

Case Objectives and Use

The case is a multidisciplinary case with the aspects of entrepreneurship, marketing strategy. It is intended primarily for a course in Entrepreneurship, but it can be also used in a Marketing class at the undergraduate or graduate level.

In completing this assignment, students should be able to:

- Explain the importance of a strategy and SWOT analysis
- Develop a growth strategy for the company
- Make adjustments to the marketing program on the basis of Marketing 4.0
- Assess the current digital marketing and develop a future digital marketing strategy

Case Synopsis

Tonka Perfumes Moscow (Russia) case presents an entrepreneurial and strategic marketing decision situation. Mira Bruman founded Tonka Perfumes Moscow in 2017. The company produced luxury fragrances promoted to individuals to be used at home and in an office, to hotels to aromatize rooms for their guests, and to companies as creative and memorable corporate gifts. Tonka's products were sold both offline and online. They were distributed via 87 offline retail shops across 15 cities of Russia and CIS countries. Customized products could be ordered however only at the company's own showroom in central Moscow or alternatively online. Internet marketing of TONKA was carried out through the website, profiles on the social media Instagram and Facebook, as well as the presence of its products in a number of online stores and marketplaces as mentioned above. The Covid-19 pandemic slowed down their sales dramatically, yet it was not their main problem. It simply accelerated or magnified the problems that had already surfaced: increasing costs of ingredients, rising operating expenses, delays by foreign suppliers, huge local market competition, very low market size in Russia for luxury home perfumes, intellectual property issues, and finally, exposure to currency risks which seemed to escalate. Mira Bruman was faced with an urgent and challenging dilemma. What should be the path for the next cycle of their growth? Should they focus on diversification, cost reduction, and entering broader market, or should they pursue organic scaling based on the existing product lines? Would it make sense to create and use personalized Mira Bruman's brand to promote Tonka's products? Was their current digital marketing effective, and what digital marketing tools and channels could they use to implement the chosen strategy?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Alla Dementieva, Moscow State Institute of International Relations MGIMO University, Prosp.Vernadskogo 76, 119454, Moscow, Russia, T: +7-9161782206 E: alladementieva@yandex.ru

Incredible Champions – New Age Marketing of a Book in an Emerging Marketing

Sathyanarayanan Ramachandran, Krea University
S A Senthil Kumar, Pondicherry University
Venkatesakumar Ramakrishnan, Pondicherry University

Case Objective and Use

This case broadly covers issues involving Marketing books and authors in emerging markets like India. The case could be effectively used in courses on Brand Management and Digital Marketing in MBA programmes and also in Executive level training programmes.

Learning Objectives:

- To understand the importance of personal branding and author promotions in marketing of books in the emerging markets like India.
- To apply personal branding strategies for author promotion and apply digital marketing and off-line marketing strategies for promoting the books.

Case Synopsis

This case broadly covers issues involving the marketing of books and authors. Dr NC, the protagonist of this case study, is a Senior Professor in a reputed, 50-year-old business school in India. He is a veteran practitioner with rich experience in senior positions in the industry and also a seasoned academician in the areas of strategy and supply chain management. He has written several research papers and academic textbooks in his area of specialization. In the year 2013, he embarked on writing an inspiring general book called "Incredible champions", chronicling the stories of achievers in the social sector who may deserve more share of research and attention from development management and leadership perspectives. He followed that with the second volume in 2017. In 2020-21, he is contemplating the third volume amidst the Covid19 pandemic. The case talks about book marketing strategies and the need for personal branding to reach a wider audience in emerging markets like India.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Sathyanarayanan Ramachandran, IFMR Graduate School of Business- Krea University, 5655, Central Expressway, Sri City, Andhra Pradesh 517646, India, M: +91 9840482792, Email: Sathyanarayanan.ram@krea.edu.in

UNACEM

Gustavo Calatrava, IAE Business School, Austral University
Javier J. O. Silva, IAE Business School, Austral University

Case Objectives and Use

This case can prove particularly useful to address the topics of brand portfolio, fighting brands and marketing plan. By analyzing, discussing, and making choices about the case, students will learn to:

- Diagnosing specific competitive scenarios in order to spot issues.
- Using quantitative analysis tools—such as economic margin calculations, risk assessment, and breakeven analysis—as part of the marketing strategies pursued.
- Understanding the use of fighting and flanker brand strategies, as well as the use of brand portfolio strategies, such as the "good, better, best" approach.
- Assessing and fighting the forces that commoditize markets.
- Identifying and selecting alternative marketing strategies to address a complex market setting.

This case may be used at MBA marketing courses, as well as for executive education programs' modules associated with marketing strategy and planning.

Case Synopsis

In 2014, while UNACEM maintained its leadership in Lima's (Peru) cement business, its market share in terms of volume and value had fallen steadily over the past seven years by a total of over 5%.

After custom duties dropped, both local competitors and large multinationals had eroded UNACEM's share, largely relying on low-priced brands to build a new "economic" segment in the selfbuilders' market. This market encompassed low-income people who built or repaired their own homes and accounted for 60% of the country's overall cement utilization.

To stop its continued market share fall, with its ensuing profitability loss, the company's management team looked at several options: lowering the price for its leading brand or increasing its advertising or launching a new flanker or fighting brand.

Analyzing the market information available, the team had to come up with a sound economic diagnosis and strategic plan to choose the best option, setting realistic goals and elaborating an action plan to submit to UNACEM's board.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, NACRA 2021, online, October 14-16, 2021. Contact person: Javier Silva, IAE Business School, Austral University-Mariano Acosta s/n Ruta Nac. 8 (B1629 WWA) Pilar – Buenos Aires - Argentina, jsilva@iae.edu.ar

Thinking Positive – Not Enough

Ingrid B. Splettstoesser Hogeterp, York University
Pilar Carbonell-Folquie, York University

Case Objectives and Use

This multi-faceted marketing case provides an opportunity for undergraduate students to consider the challenges facing a new small business with limited resources. It could be used as a take-home examination or a summative case in a marketing management or marketing planning class. In introductory marketing, it could be used as an ongoing case to illustrate the complexity of marketing decisions faced by organizations. Learning objectives include:

- Practice examining the pros and cons of targeting different consumer groups
- Develop connections between a selected target market and further marketing decisions
- Consider qualitative and quantitative factors for making pricing, product portfolio and communications decisions
- Devise a marketing plan relating to the company's communications, pricing, and product line, based on marketing analysis
- Practice creating a marketing strategy for an organization with limited financial and operating resources

Case Synopsis

Sue (not her real name) opened Pinelight Wellness Studio (a real studio in the location specified, but with a disguised name) in October 2018 with dreams of success that would enable her to retire from her fulltime job. Limiting her marketing to only print, local bulletin boards and word-of-mouth brought her only one paying client for her advanced qigong course. Three people took her up on her 30-minute first session free Reiki session but did not turn into paying customers. Sue had been training for about 30 years in the alternative human life force energy therapies of Reiki, qigong, Therapeutic Touch, and others to bring her own chronic pain under control and had expected that she would obtain at least some clients in one or more of these modalities. It was a rude awakening that competition in Toronto was so intense not only for Reiki practitioners.

Sue spent six months of all of her available time to produce samples of her clothing and create flyers for her wellness practice and the books that she and her husband had written. She rented a booth at the November 2019 Whole Life Expo at the Toronto Convention Centre, where, accompanied by her niece, she spoke to close to 100 people. Two weeks later, only one of her books had been sold, and none of the people with whom she had spoken had booked a paying appointment at her studio. Disappointed, tired and confused, Sue realized that she would need to work with someone to help her create a marketing strategy that would move her business forward. None of her clothing had sold at the Expo, so her entire product line needed to be re-examined in light of her available time and tight finances.

The authors developed this case for class discussion rather than to illustrate effective or ineffective handling of the situation. Names of people and organizations have been disguised. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021 Contact person: Ingrid Splettstoesser Hogeterp, York University, Toronto, ON, ingrids@yorku.ca

Made for Drink: Business Dilemmas. A Match Made in Heaven (or Not)?

Lucy Gill-Simmen, Royal Holloway, University of London, UK
Ling Xiao, Royal Holloway. University of London, UK
Anupam Metha, University of Birmingham, UK

Case Objectives and Use

The case can be used in any university undergraduate, Principles of Marketing or Strategic Marketing class. The case covers a SWOT analysis, applying a framework to create a brand vision, developing a value proposition and brand positioning. It would therefore suit the first half of a strategic marketing course. It could also be separately used on an undergraduate brand management course to discuss brand identity and brand vision. It is also appropriate for use in a small business, enterprise or entrepreneurship course.

The objectives are:

- To analyse the company's strengths and weaknesses and to consider the opportunities and threats in the sector to conduct a SWOT analysis for Made for Drink
- To apply Aaker's brand vision framework to identify the key components of the brand identity structure required to create a brand vision
- To identify the functional, symbolic and self-expressive benefits of the brand to articulate an appropriate value proposition
- To critically assess alternative positioning concepts
- To write an effective positioning statement

Synopsis

This case, based on actual events, describes a situation facing Dan Featherstone the founder of Made for Drink. Made For Drink, a premium bar snacks company launched in 2016 to supply food lovers with a perfect snack to accompany drinks. With an aggressive growth strategy planned over the next three years, Dan is facing a series of business dilemmas. With fluctuating sales and increasingly negative net income and an increased expenditure on marketing, Dan needs to develop his brand's vision, a strong value proposition and to articulate this via a clear positioning strategy. The case considers various factors required to create a vision and value proposition for the Made for Drink brand. Dan has a number of options in terms of positioning, the case considers those options in light of the competition and in light of the company's own strengths and weaknesses and on the basis of the brand vision.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: [Lucy Gill-Simmen, Royal Holloway, University of London, Egham Hill, Egham TW20 0EX, UK, Lucy.Gill-Simmen@rhul.ac.ukl].

JCom: A Technopreneur's Dilemma

Caleb Huanyong Chen, Macau University of Science and Technology
Allan K.K. Chan, The Open University of Hong Kong
Long Zhao, Hunan University

Case Objectives and Use

This case is appropriate for senior undergraduate, MBA or executive students. It can be used in courses or modules in entrepreneurship, marketing, e-commerce, digital marketing, marketing management, emerging markets and business strategy. After studying the case and working on the assignment questions, students will be able to:

- Evaluate how a technopreneur establishes a startup in emerging markets, such as China.
- Identify problems and challenges that a new startup may face.
- Apply guanxi to discuss implications of doing business in an eastern culture, such as China.
- Use the lean startup method to analyze entrepreneurial strategies.
- Apply the template of "hero's journey" and recommend solutions to help Callan complete his entrepreneurial journey.

Case Synopsis

This case study takes a closer look at how a young man named Callan builds a startup of wine e-commerce from scratch. Dreaming of becoming a technopreneur, Callan quitted his enviable job at Oracle in Shenzhen and moved to Beijing, China. He worked hard to build the e-platform, aiming to provide best online experience for customers. However, it took more time than expected. Alex, the investor, was dissatisfied with the delay and began to intervene in the company's operations. They quarrelled very often, and sometimes Alex threatened to stop investing. In addition, Callan also faced challenges dealing with supply, sales, and logistics. Callan must make a decision: should he spend more time to improve the online system and delay the launch, or should he start selling immediately? For the start of the online business, how could he acquire customers?

The case ties together a number of concepts and theories, including technopreneurship, guanxi, lean startup and hero's journey. Students are encouraged to apply these theories to analyze the case and develop their arguments.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Caleb Huanyong Chen, Macau University of Science and Technology, Macau. huaychen@must.edu.mo

Madhyaan Television Network: Getting Ready to Go on Air

Keyoor Purani, Professor, IIM Kozhikode
Priya Premi, Doctoral Scholar, IIM Kozhikode

Case Objectives and Use

The purpose of the case is to provide opportunity for teachers to discuss qualitative aspects of consumers and their behavior beyond considering only competitive figures, helping students of marketing to draw customers' insights and analyze competitive scenario of an industry to develop alternatives and make key marketing decisions under uncertainty.

Based on the rich market data such as competitive scenario in the region, news consumption behavior and consumer perception of existing news channels, students are expected to come up with strategic directions for channel positioning which would guide the programming and marketing activities of the channel.

Case Synopsis

This disguised case based on actual event that took place in one of the region of India presents market scenario of Broadcasting industry. It was late 2011, and Sahid, Deputy CEO of Madhyaan Television Network (MTN), a new venture of the Calicut based media group, Madhyaan, knew he faced a daunting task: launching a malayalam news channel in a market with established players like Manorama news, Asianet news. The challenge was to differentiate the new malayalam news channel from the existing competition and how it should be positioned against the competition once they got the license for the channel.

Sahid and the board were contemplating two possible options: MTN could either make an "obvious" choice whereby they can position it as a news channel, following the production and marketing approach of competitors (existing news channels) and differentiating it on existing values of Madhyaan group or it could make a "courageous" choice whereby they can position it as general entertainment news channel, creating a compete different genre and differentiate it on style and format of programs, nature of content, in particular, differentiate it on its programming and content value.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021

International Film Festival, India: Service Encounter and Differentiation

Pravat Surya Kar, Goa Institute of Management

Case Objectives and Use

The case will help students understand and design, better service encounters and/or marketing plan for successful events. It is suitable for elective courses like Service marketing or Events Management in MBA programs. The objectives are:

- To identify key stakeholders, and their experiential expectations from an event.
- To plot major service encounters of participants, during their event's journey paths.
- To learn the key elements of an event's marketing plan and prepare a plan document.
- To explore suitable marketing strategies and measures for ensuring success of an events.

Synopsis

In early 2020, even before Covid disrupted market, International Film Festival of India (IFFI) was struggling to maintain loyalty of key stakeholders. Established in 1952, IFFI was India's biggest and Asia's oldest film festival, but had a poor global ranking, though India was the largest producer of films in the world. The film festivals were essentially platforms for nurturing new talents and networking among key stakeholders. Additionally, they significantly contributed to marketing, and distribution of films. Hence, IFFI had an important mandate towards Indian film industry. The case presents an overview of IFFI's objectives, organising partners, evolution, program structure, key challenges, and plans. Next, it discusses about operational details and the domain of International Film Festivals (IFFs). Lastly, before presenting the strategic choices, the case furnishes a brief note on how these festivals were adapting for a post Covid world. Participants liked IFFI's carnival type atmosphere, but complained about poor planning, and bureaucratic processes.

To address its challenges, experts had proposed: offer more convenience to participants, get better facilities, and increase industry as well as private sector's participation in hosting of the event. Were these steps adequate? How could IFFI design a more efficient marketing plan to improve loyalty of its target segment and global ranking? The dilemma was should it focus on differentiating itself, or improving its participants' service encounter? Lastly, the Covid induced disruptions had presented a rare opportunity to IFFI for putting its house in order. Hence, it must act fast, else it might miss the bus forever!

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021

Organizational Behavior/Human Resource Management Cases

Track Chair: Danielle Clark, Hillsborough Community College
Co-Chair: Nicole M. Amos, Johnson & Wales University
Co-Chair: Charles Kalnbach, University of Oregon

Table 1

Session Chairs: Nicole M. Amos, Johnson & Wales University
Charles Kalnbach, University of Oregon

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Fitness and Wellness at the Canadian Forces Military Police Academy	Adam Ward
Ambuja Cements: Challenges of Gender Diversity in Cement Industry	Shyam K. C. Sushmita Srivastava
The Monkey's Breaking the Law? Exploring Employee Relations in the Midst of Interpersonal Conflict	Robert A. MacDonald Frannie Branswell
Times They Are a Changin': Navigating Organizational Change at a Rural Utility Provider	Sarah M. Holtzen Megan Douglas
Diablo Consulting Inc: Dissension in the Ranks	Suneel Udpa

Table 2

Session Chair: Danielle Clark, Hillsborough Community College

Cases	Authors
Better Staffing at Moving Machines: Improving Processes and Addressing Executive Concerns	Mike Annett
The Meanings of Success in a Contemporary Career	Aline Zanini Lima Sylvia Sampaio Hartmann
ENACTUSOC: Motivating a Student Leadership Team During a Global Pandemic	Kyleen Myrah Kerry Rempel Stacey Fenwick
Alleged Bullying and Harassment on Qualicum Beach Town Council	Rosemary Vogt
We Can Work It Out: Managing a Double-Career Family	Mirit K. Grabarski
Empowering a Workforce at IGPC Ethanol Inc	John Walsh Sheena Holt

Fitness and Wellness at the Canadian Forces Military Police Academy

Adam Ward, Gordon S. Lang School of Business and Economics, University of Guelph

Case Objectives and Use

This case in intended for use in graduate and executive programs where students have some exposure to real world organizational issues at a middle management level or beyond. Specific course would be in MBA or MA (Leadership) or doctoral programs and would be in that part of the curriculum that deals with organizational behaviour. Topics covered in this case focus on change management, organizational culture, leadership in hierarchical organizations, and priority setting. Learning objectives include:

- Identifying and mitigating the personal and professional challenges and risks facing senior leadership, such as directors, vice presidents, and executives regarding leading change within large, hierarchical organizations with a well-established culture.

- Introducing (cultural) change. Although the perceived benefits of change can seem very attractive to senior leadership, such change initiatives can prove to be difficult in large complex organizations. The difficulty lies in implementing and sustaining an organizational environment that will embrace the change and be supported by employees.

- Setting priorities at a senior management and leadership level. With competing priorities, senior managers and executives must be able to determine which priorities to focus their effort and that of their organization.

Synopsis

This is a non-disguised case regarding the Canadian Forces Military Police Academy (CFMPA) in early 2016. The Commandant, Major Adam Battista, wanted to improve overall fitness and wellness amongst instructors and students. Although the CFMPA had been making progress in incorporating adult learning principles within its programs, it maintained a strict military style of control. There was little opportunity to provide input or recommend change. This resulted in negativity from staff and students regarding physical fitness and promoted resentment from those who had difficulty to achieve the standards.

As Commandant, Battista conducted a review of physical fitness training and concluded that there were problems in the CFMPA's culture relating to how students and instructors were treated. Many instructors were unmotivated to conduct and instruct physical fitness, and the lack of organization lead to a high rate of injuries, often causing students to be temporarily removed from training.

This case presents CFMPA's recent history regarding fitness and examines the options available to Battista to improve the program. Discussion in the case includes the recent history of the Canadian Forces Military Police Academy, its organizational structure, a more detailed assessment of the fitness program and Major Battista's assessment of the rationale for change in current practice.

The author developed this case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Adam Ward, University of Guelph, Guelph, ON. Award07@uoguelph.com

Ambuja Cements: Challenges of Gender Diversity in Cement Industry

Dr. Sushmita Srivatsava, S.P. Jain Institute of Management and Research
Shyam K C, S.P. Jain Institute of Management and Research

Case Objectives and Use

The case can be used in undergraduate and post graduate courses in Human Resource Management. Within the Human Resource Management course, it would be positioned in the Diversity Management module. Classroom discussions will help student understand:

- Importance of Diversity and Inclusivity in an organisation
- Challenges in certain sectors with low gender diversity ratio
- Workplace environment with low gender diversity ratio

The Learning objective of the case are:

- Analyse the challenges in the cement industry
- Examine a strategy to overcome the low gender diversity ratio
- Identify potential barriers in the organisation for gender diversity using a framework

Case Synopsis

The case analyzes the importance of gender diversity in an organisation and how organisations with low gender diversity could strategize their roadmap for diversity and inclusion. The case focuses on cement sector where the women representation in the workforce had always been less than 3%. Ambuja Cements which set a target of achieving 10% gender diversity by 2020 failed in its plans. The new CHRO, Rahul Maitra faces pressure from LafargeHolcim, parent company of Ambuja Cements to deliver results within 2022. Gender diversity in cement industry was an industry wide issue. Even though many companies were trying to do their best to increase gender diversity in their workforce, companies were not able to achieve any considerable results.

Ambuja cements faces an uphill task to increase gender diversity in the company. The challenges are because of remote locations, conscious and unconscious bias and host of other internal and external issues. Even though Ambuja cements had started working towards changing the mindset of the employees who are used to working in male dominated workplaces, Covid-19 had become an impediment for its efforts towards gender diversity. Still Rahul and his team are trying their best to increase female employees as well as retain them. The case closes with the question of whether Ambuja cement would be able to achieve its target of 10% or not.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021 Contact person: Dr. Sushmita Srivatsava, S.P. Jain Institute of Management and Research, Bhavan's College Campus, Munshi Nagar, Andheri West, Mumbai - 400 058.
sushmita.srivastava@spjimr.org

The Monkey's Breaking the Law? Exploring Employee Relations in the Midst of Interpersonal Conflict

Robert A. MacDonald, Crandall University
Frannie Branswell, Crandall University

Case Objectives and Use

The Monkey's Breaking the Law? is intended for use at the undergraduate level in Human Resource Management courses (in particular that portion of the class dealing with Employee Relations) or in courses focused specifically on Employee Relations. The case learning objectives are framed in terms of Bloom's Cognitive Taxonomy (BCT) (Naumes and Naumes, 2011) and are intended to guide the learning experience by indicating what students should know or achieve after engaging in the process of case analysis. The learning objectives are keyed numerically to both the Theoretical Linkages and Discussion Questions.

To apply a conflict model to map narrative data (BCT Stage 4: Analysis)

To apply employee relations theory to assess policy, and to apply policy to assess practice (BCT Stage 4: Analysis)

To apply HRM regulatory prescriptions to assess behaviour (BCT Stage 4: Analysis)

To develop criteria for assessment, and to apply criteria to an employee relations decision (BCT Stage 6: Evaluation)

Case Synopsis

The Monkey's Breaking the Law is a graphic case study in three scenes exploring a conflict that erupts at a meeting between a manager and her superior. The situation escalates when an apparently misdirected email is perceived as mocking the manager, causing her to angrily seek the advice of her coworker on how to proceed. The narrative explores aspects of interpersonal conflict and employee relations, and in particular the issue of workplace harassment.

The authors developed this case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: [Robert MacDonald, Crandall University, Moncton, NB, Canada. 506-858-8970 x136. robert.macdonald@crandallu.ca].

Times They Are a Changin': Navigating Organizational Change at a Rural Provider

Sarah M. Holtzen, Missouri Southern State University
Megan M. Douglas, Missouri Southern State University

Case Objectives and Use

The case is intended for use in any undergraduate-level business course that highlights the issues of managerial responsibilities to stakeholders and organizational change. Organizational Change and Principles of Management courses are perhaps the best candidates for case inclusion. The case can be placed anywhere in a course once the topics of managerial responsibilities, stakeholders, and organizational change have been covered. After completing this case, students should be able to:

- Describe the obligation managers have to various stakeholders to properly account for organizational resources.
- Identify and describe Lewin's change management process.
- Discuss how managers can facilitate positive acceptance of organizational change.

Case Synopsis

Jenny Johnson was hired to fill the role of Office Manager at WaterWorks, a rural utility company in the southern United States. A recently retired certified public accountant with decades of industry experience, Johnson thought the part-time job could hep ease her transition into retirement. Upon starting the position however, the job duties quickly expanded well beyond both her accounting expertise and the promised 24-hour workweek. Johnson was tasked with implementing a new timecard initiative that the board quickly abandoned following employee pushback. As a second task, Johnson was asked to conduct employee performance appraisals without the aid of an employee handbook or other codified procedures. The case concludes as Johnson decides how to implement the board-directed change in an organization where both employees and the board have resisted past change initiatives.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Sarah M. Holtzen, Missouri Southern State University, 3950 E. Newman Road, Joplin MO, Holtzen-S@mssu.edu

Diablo Consulting Inc.: Dissension in the Ranks

Suneel Udpa, University of Puget Sound

Case Synopsis

The Diablo Consulting case examines an organizational effort at a boutique life sciences consulting firm to change its culture and boost morale with the help of organizational consultants.

Martin Brown, co-founder and CEO of the consulting firm, has retained the husband-wife team of organizational consultants to assist with the effort after receiving significantly negative results from a recently administered Employment Engagement Survey. The organizational consultants interview all the directors and a majority of the associates and hold five off-site focus group sessions before providing Martin with a 145-page report. The Executive Summary of the report is provided with the case.

The firm is in a difficult situation. Twenty-four associates (almost a quarter of its associate staff), most of them women, have left the firm in the last three years. The CEO and other directors who essentially manage the firm have been unaware of the problems simmering within the associate group. The list of problems facing the firm is indeed long. The cumulative effect of increased working hours, unhealthy work-life balance, workplace harassment, and lack of trust and communication between the directors and associates have had a significant negative impact on the mental health of associates, especially women, contributing to a toxic workplace culture and low morale. Students are required to critically evaluate the consultants' report on their findings and recommendations and suggest their own solutions to address the issues facing the firm. The case also includes a short exercise in developing metrics for a performance dashboard recommended by the consultants. Finally, the case requires students to step into Martin's shoes and resolve a difficult personal decision – How should he deal with a co-founder and colleague who is the intellectual center of the firm but is also a sexist bully?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021

Better Staffing at Moving Machines

Mike Annett, MacEwan University

Case Objectives and Use

This case is intended for undergraduate and graduate-level courses on human resource management, diversity, or ethics and values. In a human resource management course, the case is best suited for sessions addressing (a) diversity and inclusion and (b) recruitment and selection.

By working through the case report and assignment questions, students will have the opportunity to:

- Explore equity, diversity, and inclusion principles/practices in relation to staffing.
- Construct staffing processes to achieve better business results through enhanced equity, diversity, and inclusion practices.
- Discuss theories of change and influence, specifically the Concerns-based Adoption Model.

Case Synopsis

This is a disguised case based on actual events that took place in 2019 & 2020. Lynn Meyers is the Director of HR, Culture, and Integrity at Moving Machines (MM), a Western Canada-based provider of fleet vehicles. She is reflecting on the high level of turnover in the Detailer Job, and wondered if a different corporate approach to staffing, especially one focusing equity, diversity, and inclusion, would help resolve the problem. She thought it would but was not sure she could get the buy-in of the executive and acceptance and positive action of the supervisors. She knew that to make progress on the Job Detailer turnover issue with improvements on equity, diversity, and inclusion, she was going to have to come up with ideas for both the business angle and the acceptance angle. Her main task was to come-up with an approach that reduced turnover in the Detailer Job that would both support further efforts to improve equity, diversity, and inclusion at MM particularly in regards to community uplift, and be generally accepted by an executive group that was showing some resistance to the idea in specific and change in general.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021Conference, Online, October 14-16, 2021. Contact person: Mike Annett, MacEwan University, 5-306H 10700-104 Avenue, NW, Edmonton, AB, T5J 4S2, 780-497-5369, AnnettM3@macewan.ca

The Meanings of Success in a Contemporary Career

Aline Zanini Lima, Universidade de São Paulo
Sylvia Sampaio Hartmann, Universidade de São Paulo

Case Objectives and Use

This case is recommended for students of specialization courses, undergraduate or training of consultants/career counselors to foster discussions on objective and subjective aspects of career, career cycles, career transition and psychological success. As a suggestion, it is proposed that this case be applied after students have already discussed the different historical perspectives of the career concept and its traditional models. It may be interesting to apply in conjunction with the introduction of the Boundaryless Career concept from the Professor Michael Arthur, who also explores objective and subjective careers when discussing this new perspective of career theme approach.

The aim of this case is to address the aspects related to objective and subjective career and the psychological success discussed by Douglas Hall and Dawn E. Chandler in the text 'Psychological success: When the career is a calling' (2005), using as a real example the professional path of Mrs. Maria Silva, a professional who spent 25 years working with Human Resources and whose trajectory helps to highlight theoretical aspects presented by the authors. The objectives are:

- Apprehending the aspects of the boundaryless career based on the case.
- Understanding the concepts of objective career and subjective career.
- Discussing career-related psychological success.
- Analyzing the aspects that career decisions are based upon.

Synopsis

After 21 years working at Dream Cars, where she built her career in human resources, Mrs. Silva joined a voluntary termination program at the age of 49 and began a career transition process. After talking to friends, participating in courses and events, she identified herself with teaching in higher education and, even knowing the financial uncertainties of a new beginning at the age of 50, she decided to dedicate herself to the teaching career and invest in her training.

While taking her first steps to take on this new challenge, Mrs. Silva received an invitation to work in the Human Resources area at a multinational electronics company – PLUG. The eldest daughter of a middle-class family, Mrs. Silva has always favored objective aspects in her career decisions such as financial aspects, promotion, and status.

The invitation led her to a difficult decision: accept PLUG job proposal and return to a familiar activity that could restore her financial stability or face the challenges of building a new professional identity as a teacher, with uncertain financial returns.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: [Aline Zanini Lima, Universidade de São Paulo, São Paulo S.P - Brasil, +55 11 950707790, alinezaninilima@usp.br

ENACTUSOC: Motivating a Student Leadership Team During a Global Pandemic

Kyleen Myrah, Okanagan College
Kerry Rempel, Okanagan College
Stacey Fenwick, Okanagan College

Case Objectives and Use

This case is suitable for use in undergraduate courses focused on Organizational Behaviour or Organizational Change and Development. The case focuses on several key areas often covered by these courses: team development, motivation and change management. The objectives are:

- Apply the stages of team development to a group in transition.
- Analyze motivation theories for a group in transition.
- Use a change management theory to create a plan for a team in transition.

Synopsis

EnactusOC is a student-led group that has attracted and retained students successfully for over 15 years. In early 2020, amid the global pandemic, Nicole Sapieha, the current President, found herself at the helm of an organization of students separated by space and time and lacking opportunities for connection. Through the summer of 2020, Sapieha and her team worked to build online and limited face-to-face interaction (when and where permitted) with students from four campuses in separate cities. As the fall nears, Sapieha and her team realize that interactions would need to be virtual for the foreseeable future, and certainly for the 2020/21 academic year. In addition, the much anticipated and highly rewarding regional and national competitions are moving online. How would she engage students to participate when none of the usual perks of travelling to compete exist?

This case deals with the challenges involved in motivating and organizing a geographically separated team of students to create meaningful and impactful projects without the usual social and emotional benefits of face-to-face connection. It also explores the difficulties that leaders experience when generating enthusiasm and buy-in when a reward has changed.

Students will find this case engaging as the protagonist and the organization are relatable and the situation is current. Faculty using this case will find it adaptable and useful for illustrating several core topics in both organizational behaviour and change management classes.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Kyleen Myrah, Okanagan College, Kelowna, BC, kmyrah@okanagan.bc.ca].

Alleged Bullying and Harassment on Qualicum Beach Town Council

Rosemary Vogt, Durham College

Case Objectives and Use

This case study occurred in Qualicum Beach town council on Vancouver Island British Columbia; however, the situation could easily occur in any organization anywhere. Some suggestions for using the case study as a teaching tool are college, or university classes, faculty, or professional development seminars in organizations. Therefore, the teaching objective of this case is to recognize its universal application to issues related to gender, diversity, equity, and inclusion. Workplace bullying and harassment develops and is enabled through learned behaviors, interaction between actors and the nuances associated with group dynamics. The work environment is significant to individual's mental health and the exploration of this topic is timely in contemporary society.

After this lesson learners should be able to:

- Identify how workplace behavior develops and is enabled through individual learned behavior, interactions between actors and the nuances associated with group dynamics.

Synopsis

This is a real undisguised case based on actual events describing a situation with twenty – two-year-old town councilor, Robert Filmer, in Qualicum Beach British Columbia. Counsellor Filmer has just completed his second year on council six months or so after he came out publicly as gay. He is one of normally five members on council, now reduced to four since Adam Walker resigned to focus on his new job as Parksville-Qualicum MLA. Filmer is the youngest member on council with the other members presumed to be retirees. All the information in this case study is taken from public sources: press releases, community newspapers, public Facebook pages.

Counsellor Filmer feels that council's support after recently coming out as gay has become a bargaining tool for supporting council initiatives. He thinks this type of problem represents lack of respect for his sexual orientation and his age: he feels as though he is being bullied and harassed. A private investigation by a third party, Innova Strategy Group does not substantiate Filmer's allegations of bullying and harassment with the town mayor saying he has no recollection of the situations Filmer describes. The case study does not provide a solution to the problems presented therein; however, improves our understanding of the complexity of workplace bullying suggesting the need for preventative and intervention strategies.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021

We Can Work It Out: Managing a Double-Career Family

Mirit K. Grabarski, Fansawhe College

Case Objectives and Use

This case is intended for OB and HR undergraduate courses, in the context of work-life balance and career management. It is also suitable for EDI courses such as women in leadership. The case illustrates the challenges that dual-career couples face, the need to integrate work and family needs, and take into consideration multiple factors that impact individual careers. As a result of preparing and discussing this case, the students will learn that in families where both partners have careers it is important to plan and constantly adapt each person's career path, acknowledging the mutual impact of each partner on the other partner. The objectives are:

- Discuss current career theories and concepts: dual-career families, Kaleidoscope Career Model
- Analyze career goals and how they change during the course of life, objective and subjective career success
- Discuss the role of context and gender roles in career development

Synopsis

This disguised case, based on actual events, describes a decision that Ivan and Lana, Russian immigrants in Canada and parents of four, need to make regarding prioritizing the career of one of them, while putting the other's career on hold. Ivan has an established career, as he has credentials, experience and a good professional network that make him more successful objectively, although he is not quite satisfied and considers making a change. Lana's career in Canada is in its early stages and as a recent college graduate she is only beginning to realize her dreams. Currently working in an entry-level part-time position, Lana receives a full-time job offer that will require her full attention and energy. Being a dual-career couple the spouses support each other, however as parents to young children they are facing a situation that requires them to make a choice, because at that point in time one of them will have to focus on the family. As careers unfold over time, during a person's lifetime multiple career choices are made, that also are related to other life roles. Each spouse has different reasons and motivations for the vocational choices they make, and they affect each others' actions throughout the story. In a situation of conflicting goals, where both spouses cannot work full-time, one of them needs to make a sacrifice, and there are risks and potential advantages of each alternative.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021© 2021 by Mirit K. Grabarski. Contact person: Mirit K. Grabarski, Fanshawe College, London Ontario, 226-973-2844, mgrabarski@ivey.ca.

Empowering a Workforce at IGPC Ethanol Inc

Sheena Holt (Student), University of Guelph
John Walsh (Faculty Advisor), University of Guelph

Case Synopsis

After more than 2 years as IGPC Ethanol Inc.'s CEO and almost 5 years since he began guiding the organization toward a culture of empowerment, Kevin Norton was still struggling to get buy-in from some key employees. With some, Norton seemed to be fighting against distrust. These employees seemed hesitant to believe that he would support his team when their decisions, made with the best information available, had negative outcomes. As a result, Norton was still struggling with employee distrust. A distrust that was being created partly by those in influential positions. Uncertain of what more he could do, Norton reflected on the growth he had implemented in the organization.

Norton saw empowerment as a crucial tool in navigating the challenges of the ethanol industry. Low profit margins and an oversupply of ethanol in the North American market forced IGPC to be innovative to stay competitive. Empowerment was a critical component of fostering innovation in an organization. Norton worked to transition IGPC from a top-down leadership style to one that encouraged individual decision making. This transition did not come easily. In chemical manufacturing adherence to standard operating procedures, SOPs, is important for safety and consistency. IGPC's founding leadership's tactic for adherence to SOPs had been discouraging and sometimes penalizing independent decision making. Empowering these tenured employees required them to unlearn the organization's historical cultural norms. Consistent messaging and repeatedly showing support of employee's decisions and suggestions allowed Norton to get most employees on board.

With so much progress made it was hard for Norton to not feel defeated by a key employee who continued to be cynical towards empowerment. While Norton realized that not all employees were open to empowerment, having resistance from an employee in a key position risked undermining his efforts. If IGPC was going to continue to be successful, Norton needed a leadership team and workforce that was confident enough to identify and seize every opportunity for improvement.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021

Pushing the Case Method Frontier: Experiences, Experiments, Critiques and Ideas

Track Chair: Ajoy K. Dey, BIRLA Institute of Management Technology
Track Chair: Anjan Ghosh, Narxoz University
Co-Chair: Shreya Mishra, BIRLA Institute of Management Technology

Cases	Authors
Teaching Through Cases: Contemporary Challenges	Kushal Saha
Developing Business Cases: Challenges, Benefits and Impact	Preetam Basu Samir Biswas
An Exploration of the Gamification of Case Writing	Nicole M. Amos
When Students Made a Cartoon Out of Me! A Pedagogical Experiment to Enhance Curiosity in Gen-C at a Business School in India	Saloni Sinha Surbhi Gahlan
Designing and Implementing Live Case Projects for Business Management Students: An Expert View	Olga Kandinskaia

Developing Business Cases: Challenges, Benefits, and Impact

Preetam Basu, Indian Institute of Management Calcutta (Faculty Supervisor)
Samir Biswas, Indian Institute of Management Calcutta (Student Author)

Research Objectives

The importance of case-based teaching-learning methodology in management education is manifold. It enables the faculty instructor to introduce the students to apply the theory discussed in the class. It helps students understand complex, dynamic, and unstructured business problems and apply the acquired knowledge from various perspectives to tide through the situations. The cases are essential for the students to understand the difficulties managers face in actual business settings. So, the transformation of the actual event into an impactful business case suitable for classroom discussion maintaining the circumstantial integrity and fidelity poses many challenges to the case author. This article aims to identify various issues associated with developing business cases and propose some strategies to tackle those issues. We also explore the challenges of case development, considering the benefits and impacts of the case-based teaching-learning process through experiential teaching and learning.

Theoretical and Practical Contributions

We have identified various benefits of case-based teaching methodology especially pertaining to management education. As an applied field of education, management studies cannot be completed with theoretical discussion only. Students must be able to relate the textbook knowledge with dynamic business environments. They must locate the sensitive and required information from real-life settings to approach the solutions. The case-based method broadens students' horizons to think beyond a specific solution to a particular situation. They can think about a situation from different perspectives and prepare with multiple answers based on understanding the complexity of the problem. The case-based method promotes peer learning activity and breaks the monotonicity of the lecture-oriented teaching methodology. Students become an active part of the classroom and can take the lead role by emulating the 'protagonist' in solving the business problem at hand. However, it imposes various challenges to the case author to develop an impactful and thought-provoking business case. It starts with the identification of a business problem suitable for a case study. The case author must convert the actual situation into a comparatively simplified case study without compromising the integrity of the business situation and its associated critical issues. It requires a firm grip over the underlying theory and the ability to mimic the business situation in a theoretical framework. A case author should be curious and confident enough to understand the business processes, which helps to connect the gap between academics and industry. A proper synergy between these two verticals is essential to resolve several roadblocks and develop an insightful business case.

The authors developed the article to propose future directions and evolution of Case Method of Teaching. The article was anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: [Samir Biswas, Indian Institute of Management Calcutta, Diamond Harbour Road, Joka, Kolkata, West Bengal, India - 700104, +91-9433993095, samirb18@iimcal.ac.in].

An Exploration of the Gamification of Case Writing

Nicole Amos, Johnson & Wales University

Research Objectives

This conceptual article presents the justification for and benefits of using gamification in the classroom, as well as ideas for incorporating gamified elements in case writing and in case teaching notes/instructor manuals. The objectives are to explore ways to incorporate elements of gamification into case studies and to identify future research to test the efficacy of these approaches.

Theoretical and Practical Contributions

The article explores using storytelling, roleplay, role-playing games (RPGs), simulations, escape rooms, and digital participation in case writing and accompanying teaching notes/instructor manuals to provide case writers with ways to incorporate gamification into their cases. This contributes to case writers' toolkits and the advancement of creative approaches to teaching with cases.

The authors developed the article to propose future directions and evolution of Case Method of Teaching. The article was anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Nicole Amos, Johnson & Wales University, 8 Abbott Place Providence RI 02903, 401-598-2008, nicole.amos@jwu.edu.

When the students made a cartoon out of me! A Pedagogical Experiment to Enhance Curiosity in Gen-C at a Business School in India

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Surbhi Cheema, Research Scholar (FPM), BIMTECH
Surbhi Cheema (student), BIMTECH

Research Objectives

This research presents the challenges of student engagement during online teaching. In this study the effort of the faculty was

- to engage the students in creative collaboration
- to introduce innovative pedagogy of "developing comic books"
- to inculcate curiosity mind-set and life-long learning
- to inculcate "fundamental skills for career advantage"
- to enhance the class synergy

The challenges of remote working during online teaching in pandemic faced by faculty were-

- improving bonding between students and faculty

(through "beyond the class", experiential and self-directed learning)

- introducing "learning by doing" and "real world" teaching environment (An AACSB requirement)
- enhancing employability skills

The initiative was inspired by recommendations on future skills reported by OECD[1] (2018, 2019) and Mckinsey[2] (2018, 2019 (August 2020). Learnability, lifelong learning, Growth Mind-set, and Curiosity Mind-set were cited as some of the 'fundamental skills' for career advantage in the Post-Covid Era.

Theoretical and Practical Contributions

The current study was conducted with an intention to extend the 5DCR Curiosity Scale-Revised[3] (Todd et al, 2019), so as to measure the impact of curiosity enhancing interventions at higher education level. The current scale is based on organizational observations.

- The qualitative analysis has helped in expanding the existing scale which had -
- Five dimensions in 2018- Joyous Exploration, Deprivation Sensitivity, Stress Tolerance, Thrill Seeking, Social curiosity
- Six dimensions in 2020-
- Joyous Exploration, Deprivation Sensitivity, Stress Tolerance, Thrill Seeking, Overt and Covert

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[1] https://www.oecd.org/education/2030-project/

[2] https://www.mckinsey.com/featured-insights/future-of-work

[3] The Five-Dimensional Curiosity Scale Revised (5DCR), Todd B Kashdan et al., 2019 (DOI:10.31219/osf.io/pu8f3)

Social curiosity

After several stages of careful observation and qualitative thematic analysis, the researchers found the following gaps in the existing Todd's scale of curiosity measurement:

1. The five-dimension scale of 2018 is more relevant to the current study rather than 5DCR 2020.
2. The 'Overt Curiosity' dimension does not seem applicable to the current study on students
3. There is ample scope to revisit the sub scales of the five dimensions
4. Curiosity can be further expanded on the basis of pre, during and post any project
5. Todd's scale can be revised to measure impact of Curiosity in different stages of any project

In order to measure Curiosity amongst the workforce/lifelong learners, the authors recommend that the 5DCR scale be revised. The scale and the briefer scale can be expanded to measure impact of enhancing curiosity through academic assessments.

The authors recommended that Social Curiosity can be further studied at a more micro level as under:

1. **Sustained Curiosity**- the person remains curious even after the project is completed
2. **Confident Curiosity**- the person is now more equipped to explore unknown terrain
3. **Piquant Curiosity**- the person is excited about the mystery behind the unknown and is eager to explore out of interest not fear

Designing And Implementing Live Case Projects for Business Management Students: An Expert View

Olga Kandinskaia, Cyprus International Institute of Management

Research Objectives

Even before the Covid-19 global pandemic, the rise in experiential learning (EL) has been a significant trend at the leading business schools worldwide. Practical learning in its various formats was being increasingly added to the academic curriculum of business schools to enrich the experience of the Master-level students and thus prepare them for a successful career in the challenging and dynamic business environment of today. Prominent educators argued strongly for the 'hands-on' approach. From 2020, we have witnessed the unprecedented challenges that the Covid-19 pandemic has imposed on businesses in all countries. One lesson has become even more clear than before: the new professionals entering the workforce need to be truly agile, highly innovative, super flexible, and more creative than ever. The learning process to prepare such professionals must include (more) exposure to the practicalities of business.

T*he paper draws conclusions from a 10-year pedagogical experience* as experiential learning advocate, suggesting *a particular 2-step process of introducing the out-of-the-classroom EL projects in business management education. This process begins with very short activities in step 1, such as company visits, and advances to longer activities in step 2, such as live case projects. T*hese types of EL activities are generally less researched and less used as compared to not only the in-class EL activities (role plays, interpersonal simulations, fishbowl discussions, self-assessments, case workshops, VR games, scenarios), but also in comparison with the more known *out-of-the-classroom EL activities like conferences, educational field trips, and internships*.

The research objectives of this paper are thus twofold: 1) provide a solid theoretical foundation for using the suggested *2-step process to introduce* live case projects in business management education, 2) offer a comprehensive overview of the design and the implementation of this 2-step process for live case projects.

Theoretical and Practical Contributions

The paper's contribution is to offer a novel addition to *the wide spectrum of the EL activities and place this novel 2-step process within the key theoretical frameworks, such as Kolb's ELT problem management model* and the PALAR Framework by Zuber-Skerritt, - thus filling in a gap in the management education literature on live case projects and providing helpful practical guidance to instructors and administrators in adopting these experiential learning activities. The paper shares specific examples of the out-of-the-classroom experiential learning activities for postgraduate business management students, outlining the design and the implementation process. It provides an expert guidance on the practicalities of organizing such activities in a small EU country as well as typical real-life challenges, and advises on running such projects in the format of a fully virtual collaboration (e.g. in the recent conditions of a pandemic lockdown) as well as a hybrid mode. Finally, the paper identifies ten critical success factors of these EL activities.

The author developed the article to propose future directions and evolution of Case Method of Teaching. The article was anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Olga Kandinskaia, CIIM – Cyprus International Institute of Management, 21 Glafkou Kleride Avenue, 2107, Aglandjia, Nicosia, Cyprus, +357 22462246, olga@ciim.ac.cy .

Social Impact and Sustainability Cases

Track Chair: María Ballesteros-Sola, California State University Channel Islands
Co-Chair: Elizabeth Ontaneda, Universidad Peruana de Ciencias Aplicadas

Cases	Authors
FREC Recovery Through the Power of Networks	Sheri Lambert
S H E: Style Her Empowered	Michael A. McCollough
UnLimited Spain: Building the Impact Economy of Spain	Guillermo Casasnovas Suzanne Jenkins
The Social Entrepreneur's Conundrum: Balancing Mission and Profits	Danielle Ailts Campeau Sabrina Parsons-Hang Marina Onken
BreastCancer.org: Fundraising Challenges of a Social Enterprise in a Crowded Market	Sheri Lambert Sara Honovich
KEHE Distributors LLC: The Shore Power Project	Ram Subramanian Michelle DeMoss
The Golden Grain: Developing a Sustainable Quinoa Market for Social Impact	Tamara Stenn Kiran Kandade María Ballesteros-Sola
The Local Wild Food Challenge	Rebecca Wilson-Mah Christine Van Winkle Ingrid Kajzer Mitchell
Fighting the Digital Divide: Case of Connect-Ed	Balnur Tazhikhan

FREC: Recovery Through "The Power of Networks"

Sheri L. Lambert, Temple University

Case Objective and Use

The case is appropriate for senior undergraduate and graduate students in social entrepreneurship courses, nonprofit management courses, strategic management, human resource management and service marketing.

The students will learn about:

- The impact of the internal and external environment on the success of a nonprofit organization
- The role of national and organizational culture on the operational management of services
- The "beneficiaries" the social enterprise (in this case FREC) aims to serve—and how they are the center of the solution or organization
- The challenges different social enterprise business models have in which there are different stakeholder roles (customer, employee, etc.) and the opportunities these models might face
- The advantages and disadvantages of applying FREC innovations in social enterprises aiming to put the people they serve at the center
- The 7Ps of services marketing

After analyzing this case, students will be better equipped to have extended detailed conversations about social entrepreneurship management options, trade-offs between options and detailed measurement plans.

Case Synopsis

Ford Resource & Education Center (FREC) in Bangkok was established as a partnership between the Ford Fund and GlobalGiving. FREC Bangkok location consisted of eight NGOs, social enterprises, and foundations. The partners were using the space to run environmental, education, technology, community engagement and arts programs. These eight collaborators were considered stewards of FREC.

Virtually overnight, in Spring 2020, just a few months after the Ford Resource & Engagement Center opened in Bangkok, the way that FREC operated on a daily basis with their stewards had to change. Not only FREC, but its NGO partners, found themselves paralyzed by the thought that all they worked for in this Bangkok neighborhood could be lost. And the role (if any) of each NGO in the community would need to be shifted. FREC Bangkok was just getting its stride when it would have to close its doors. But closing its doors was not an option – at least not for Scott Chang. Responsible for overseeing Ford Motor Company's philanthropic projects in Asia Pacific, Scott Chang was the director of its Asia Pacific Foundation and his focus was on global expansion and making sure that FREC Bangkok flourished.

Chang knew that the people and the community that FREC served would still be in need of its services – maybe even more so – with the pandemic expanding in Thailand. FREC would need to change the way that it served Bangkok. What were the risks of shifting the focus? How could they mitigate those risks? How could FREC still provide aid, and what would that aid look like, to the local residents and address the community's concerns? If so, what would such a strategy look like?

The case author developed this case for class discussion rather than illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Sheri L. Lambert, Fox School of Business, Temple University, 1801 N. Liacouras Walk, Philadelphia, PA 19122, +1(610) 563-1059, sheri.lambert@temple.edu

S H E: Style Her Empowered

Michael A. McCollough, University of Idaho

Case Objectives and Use

The case can be used in an undergraduate or graduate level Business or Marketing Strategy class when discussing dual mission social enterprises as the case hinges on evaluating the organization mission in the context of the urgent need and its ambitious growth goals. Simply put, which of the actions before S H E are compatible with the mission statement. Dual mission social enterprises (SE) are very popular with students today and the case highlights the natural tension and challenges that such organizations have. As students are attracted to the intuitively simple "do good while doing good" mission of a SE it is important to demonstrate to students these organizations are typically more complex to administer and control then traditional for profits that have a single focus mission statement.

The case may also be used in an entrepreneurship calls as S H E is the product of a university business plan competition that successfully launched. Most business plan competitions have a non-profit or socially responsible track, and the story of McGriff may inspire some students to take their plans, modify them based on feedback, and launch. For students developing social enterprises understanding the complexity of dual mission organizations is critical.

Students will learn:
- To determine if organizations goals are being met in the context of its mission.
- The challenges and tensions implicit in a dual mission organization.
- To understand what empowerment, specifically women's empowerment means, going beyond what is often a superficial buzz word.
- To apply the Santos, Pache, and Birkholz (2015) typology of Social Business Hybrids.
- To evaluate mission creep in the context of a dual mission organization.
- For entrepreneurship classes S H E demonstrates that students can and should consider launching their social enterprises.
- The case will challenge some students with its focus on the global empowerment of women, including women's health.

Case Synopsis

The case involves an important decision that Payton McGriff, founder of S H E (Style Her Empowered) must make, broadly, how to meet its goal of sponsoring one million girls in primary school in sub-Saharan Africa. As part of this decision, S H E must decide if it will continue to produce the innovative Dress that Grows in house or to outsource production, and if they should aggressively pursue the fair-trade market.

The author developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Online Conference. Contact person: Michael A. McCollough, College of Business and Economics, University of Idaho, P.O. Box 443161, Moscow, Idaho 83844-3161, (208) 885 7151, mccollou@uidaho.edu.

UnLimited Spain: Building the Impact Economy of Spain

Guillermo Casasnovas, Esade Business School
Suzanne Jenkins, Esade Business School

Case Objectives And Use

This case has been designed to be used in courses in which students explore how business practices can drive positive social change. This includes broad Business & Society or Corporate Social Responsibility courses, and more specific ones on Social Entrepreneurship or Systems Change, which are more and more common in business school programs. It can be used with Bachelor, MSc, MBA, or executive students. The younger the profile of the students, the more 'abstract' or 'theoretical' the discussion might be. With students that have professional experience, especially in the impact economy, the discussion will probably lean more towards the practicalities of entrepreneurial journeys and systemic approaches.

The learning objectives are:

- Getting acquainted with the different actors that are part of the impact economy.
- Realizing the opportunities and challenges (and the trade-offs) of organizations that become system-building actors.
- Understanding the importance of adopting a systems perspective to maximize the impact that one actor can have in a certain sector.
- Practicing the use of systems-thinking tools such as the Impact Gaps Canvas, the 5Rs framework, or the Iceberg Model.
- Equipping the students with a mindset and a toolkit to take decisions when dealing with complex issues and uncertain future scenarios.

Case Synopsis

In November 2020, the impact economy in Spain was much more developed than it was in 2014, when UnLimited Spain started operating as a foundation with the purpose of transforming the business culture in Spain through initiatives that put social impact at the center. Co-founder and CEO Manuel Lencero had the sense that UnLimited Spain was no longer swimming upstream but rather was being carried forward by the growth of the market in general. UnLimited Spain had contributed to this change through its main activity—offering acceleration programs for entrepreneurs with impact—and through new organizations the team had created in parallel in response to other needs in the sector. Although the trend had started to be favorable, however, the foundation still had to fight every year to be economically sustainable, and Manuel felt a great tension between the need to consolidate the organization and the need to continue innovating. Manuel was considering what organizational and strategic changes the foundation needed to make in order to keep growing and promoting systemic change in the new environment.

Through the story of UnLimited Spain, this case invites students to explore the opportunity for organizations to contribute to building systems and markets, with the specific intent to drive positive social change, and the challenges that this entails.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Suzanne Jenkins, ESADE Business School, Av. de la Torre Blanca, 59, 08172 Sant Cugat, Barcelona, Spain, +34 689 429 280, suzanne.jenkins.ext@alumni.esade.edu.

The Social Entrepreneur's Conundrum: Balancing Mission and Profits

Danielle Campeau, Saint Mary's University of Minnesota
Sabrina Parsons-Hang, Saint Mary's University of Minnesota
Marina Onken, University of Wisconsin-River Falls

Case Objectives and Use

This case is appropriate for use in undergraduate-level courses that cover entrepreneurship, small business management, or strategy with an emphasis on the social impact of business. In addition, this case is applicable in courses that use the lean startup methodology, as an example for how the method and business model canvas can be implemented in the social entrepreneurship setting. The objectives are:

- Differentiate between a social enterprise and a traditional for-profit organization.
- Consider the advantages and disadvantages of adopting a stakeholder versus shareholder model in a for-profit business.
- Identify unsatisfactory social equilibriums and how social entrepreneurs seek a solution to create a sustainable model within the organization.
- Evaluate the inherent challenges associated with driving social change while prioritizing financial sustainability.

Synopsis

This case explores the unique challenges social entrepreneurs face balancing corporate social responsibility and financial sustainability. Social entrepreneurs are often passionate about a social cause and build a culture of giving back into the mission and vision of their organization. But operating a for-profit organization with a not-for-profit mission can create significant strain on founders and employees. The organization in this case is a real company in the clothing industry that fully embraced the inclusion of social mission, purpose and vision into their everyday operations to create significant social impact for individuals experiencing homelessness.

The founders started their company while at a university, establishing the social enterprise through courses and participation in an extra-curricular business competition that used the lean startup methodology. After learning, through the customer discovery process, that socks were the most highly needed product by homeless individuals, one co-founder had the spark needed to dive deep into this societal issue and determine a way to give back to the homeless community. Developing a financially viable model was key to building a successful business that could provide this much-needed product to the homeless community. After launching a sock business in 2016, the co-founders were proud of their ability to provide thousands of socks to homeless shelters following a "buy one, give one" business model. As their business started to expand, however, they realized the assistance they provided was superficial at best, and the decided to dive deeper into addressing the problem. Encourages by their partnerships with other non-profits, the company implemented a "pop-up employment" opportunity for homeless teens. This opportunity allowed for teens to learn critical business skills, earn money, and make a difference in the communities that they called home. This employment opportunity removed barriers to employment, transportation, interview clothing, footwear, and much more. Through 2020, the business helped over 150 homeless people and surpassed 4,000 hours of employment provided to homeless individuals. Successful social entrepreneurship is much more than an idea and implementation; this organization has shown that taking new steps, being resilient and agile is key to building a sustainable business focused on continuously addressing societal issues.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021

Breastcancer.org: Breaking Through the Pink Clutter

Sara Honovich, Temple University
Sheri L. Lambert, Temple University

Case Objective and Use

This case is suitable for social entrepreneurship courses, nonprofit management courses that emphasize earned income strategies, and digital marketing courses, especially those that focus on organizations with limited resources. It works best at the undergraduate level, though can be adapted to graduate level courses.

The students will learn about:

- The opportunities and challenges specific to nonprofit organizations that strive to expand and grow in terms of revenues and programs.
- The potential and challenges nonprofit organizations face as they adopt an earned income strategy using SWOT as an analysis tool.
- How to apply strategy concepts to develop revenue generating strategies for a nonprofit organization while considering risks and mitigating actions.
- Evaluating and applying digital marketing tools to address resource disadvantages, transform a go-to-market strategy, and enhance community engagement
- Understand the value of a differentiation strategy to a nonprofit in social entrepreneurship.

After analyzing this case, students will be better equipped to have extended detailed conversations about social entrepreneurship management options, trade-offs between options and detailed measurement plans.

Case Synopsis

As Breastcancer.org (BCO), a small-scaled non-profit organization, was looking to the start of Pink October (also known as Breast Cancer Awareness Month), it was thinking about its rapid growth in the past, and the challenges and opportunities that lie ahead. Founded in 2000, BCO was a unique organization in the field of breast cancer. Unlike the many nonprofits who focus on medical research to find a cure for breast cancer, BCO was dedicated to patients and their caregivers, helping them make sense of complex information so they can make the best decisions about their lives. Breastcancer.org also was unique as a digital-only non-profit. Immersed in the digital world, BCO acquired users quickly, and established a digital community that has become a trusted source for patients and caregivers to exchange information and stories.

BCO was looking for funding from additional revenue streams in order to expand its program offering. Breastcancer.org's Vice President of Partnerships & Development, Rita Lusen was preparing for the quarterly review with the Hope Wohl, CEO of Breastcancer.org and its Board of Directors. While there wasn't a fear of closing Breastcancer.org’s doors, Lusen knew that she had to look for ways to increase revenue beyond individual donations and corporate sponsorships. She had only few weeks to complete her assessments of Breastcancer.org's assets and revenue strategy to prepare a recommendation to the Board.

The case author developed this case for class discussion rather than illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021 Contact person: Sara Honovich, Fox School of Business, 1801 N. Liacouras Walk, Philadelphia, PA, 19122, +1(609) 828-1857, sara.honovich@temple.edu, and Sheri L. Lambert, Fox School of Business, Temple University, 1801 N. Liacouras Walk, Philadelphia, PA 19122, +1(610) 563-1059, sheri.lambert@temple.edu.

KEHE Distributors LLC: The Shore Power Project

Ram Subramanian, Stetson University
Michelle DeMoss, Stetson University

Case Objectives and Use

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

1. Understand what B Corporations are, its certification process, and its role in helping the transition from a shareholder model to a stakeholder model,
2. Identify the need for making a business case for sustainability,
3. Articulate the importance of materiality in sustainability projects, and
4. Develop an integrated approach that involves both financial and non-financial metrics in evaluating sustainability projects.

Sustainability is seeing increasing coverage in various courses in business programs. This case is best used in an undergraduate or MBA strategy course since it integrates sustainability with the business's overall competitiveness and market standing. In a strategy course, sustainability is typically covered in the second half along with subjects such as corporate governance and social responsibility. The case would be best positioned after the class has had exposure to the basic ideas in sustainability as part of the module on governance and social responsibility.

Case Synopsis

KeHE Distributors LLC., an Illinois-based supplier of natural and organic food products across North America conducted a pilot study in 2020-2021 involving switching to shore power (using electricity instead of a truck's engine power) in bringing the temperature to desired levels in the refrigerated containers in their trucking fleet. Tom Harden, KEHE's Senior Manager of Fleet Assets worked with Laura McCord, the organization's Executive Director of Sustainability and Corporate Sustainability, to interpret the study's results and make a decision on the system-wide implementation of shore power. Two factors made the decision both urgent and important. One was the necessity of applying early to receive rebates from state agencies that would help lower the capital cost of the project. The second was the fact that having just managed to obtain the necessary score for a B Corp certification in 2020, the company was gearing up for recertification with more stringent metrics in two years' time.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Ram Subramanian, Stetson University, 421 N. Woodland Blvd. Unit 8398, DeLand, FL 32723, 386-822-7956, rsubram1@stetson.edu.

The Golden Grain: Developing a Sustainable Quinoa Market for Social Impact

Tamara Stenn, Landmark University
Kiran Kandade, Brunel University
Maria Ballesteros-Sola, California State University Channel Islands

Case Objectives and Use

This case is intended for upper level undergraduate courses in marketing, commercial and social entrepreneurship.

Topics Covered**:** Female Social Entrepreneurship, Segmentation, Targeting, Market Selection, Quinoa
The case allows students to engage in some critical discussions in the social impact arena. Specifically, students who complete the required readings, assigned pre-work, and participate in the class discussion should be able to do the following:

1. Analyze key characteristics of social entrepreneurs in general, and female social entrepreneurs in particular, as well as the challenges faced in the development of their ventures.
2. Use segmentation and targeting concepts to assess attractiveness of different market segments both B2C and B2B.
3. Propose a course of action to help grow an early-stage social enterprise.

Case Synopsis

The case portrays Dr. Tara Smith, a researcher and social entrepreneur wrestling with a market entry decision in December 2020. Smith spent three years in Bolivia researching the quinoa farming industry as a Fulbright scholar. Upon her return to the US in 2018 she founded a co-operative, The Golden Grain (TGG) with Bolivian farmers and US based academics in order to import exclusive Royal Bolivian quinoa varieties into the US market. Quinoa, considered a superfood, was already widely available in the US market but most of the sales were of the Peruvian cheap variety farmed with industrial means. Smith saw an opportunity to appeal to the most sophisticated US consumer that valued the authenticity and cultural nuances of foods. However, in late 2020 Smith found herself with limited sales, opportunistic in nature, and needed to decide on what market to focus on as she was re-applying to the Start Co-op accelerator in Boston, MA. The case includes the social entrepreneur and TGG's backgrounds, challenges faced, elaborates on the quinoa industry, and discusses different market options. This case is written to be used in undergraduate courses related to marketing, entrepreneurship, and social entrepreneurship. Additionally, it could also be used in development economics courses, as the students need to grapple with market driven conditions, brought about by economic development projects and global trade, that impact the wellbeing of native producers.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Maria Ballesteros-Sola, California State University, Channel Islands, One University Drive, Camarillo, CA 93012, +1.805. 418.0126, maria.ballesteros-sola@csuci.edu

The Local Wild Food Challenge

Ingrid Kajzer Mitchell, Royal Roads University
Rebecca Wilson-Mah, Royal Roads University
Christine Van Winkle, University of Manitoba

Case Objectives and Use

This case is suitable for tourism, hospitality, event and recreation students at both senior undergraduate level and graduate level. The case covers issues and practices related to special events such as festivals and community events, event planning and event marketing. Other applications may include using the case for a take home exam or a group case analysis project. In addition, any target audience with an interest in community festivals, events and niche culinary or food and beverage experiences should find the case particularly engaging. The objectives are:

- Identify and explain the essential elements of an event experience with a particular focus on co-creation and inclusivity.
- Apply the event management body of knowledge (EMBOK) to an event to identify and list strengths and potential gaps.
- Design a sustainable event program plan for this event going through the full design process.
- Create a visual mind map of the outcomes (cognitive, emotional, behavioural) that can occur at an event.

Case Synopsis

This case is inspired by real events and describes the situation facing Bill Manson, chef and native New Zealander who had a vision to see local culinary talents recognized and applauded. Chef Manson's idea was to get foragers, hunters and fishers together for a friendly and relaxed contest to celebrate the knowledge of the land and the skills and talents of local people. With this idea in mind, Chef Manson created a small community event in 2008 at the local pub in Eastbourne, New Zealand and he named it the '*Local Wild Food Challenge'* (LWFC). Since 2008, the event had grown to become a global network of communities holding yearly events in four different countries (e.g. Finland, New Zealand, Italy, US). With growth and expansion Chef Manson recognized that he needed to give more consideration to community event planning and organization while also staying true to his commitment to inclusivity and promoting understanding, appreciation and sustainability of local resources.

In this case, it is October 2018 and Bill Manson is just about to finalise the event planning for the LWFC taking place at Martha's Vineyard, an island off the northeast coast of the US. He reflects on the unique event experience he has helped facilitate, and the current event elements. As he considers ways forward Bill has to revisit his current event planning approach to ensure future LWFC are sustainable as they mature, and that attendees continue to have a positive experience. As the case closes, Bill vows to make some changes in the event planning process and also the organization of the educational content of the event, while staying close to his values around sustainability and inclusivity.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Ingrid Kajzer Mitchell, Royal Roads University, 2005 Sooke Road, Victoria, BC V9B5Y2, +1.250.392.2600 etx 4249, ingrid.kajzermitchell@royalroads.ca.

Fighting the Digital Divide: Case of Connect

Balnur Tazhikhan, NARXOZ University

Case Objectives and Uses

This case is based on actual events and gives students exposure to various novel aspects of non-profit entrepreneurship. Case will be handy in the course of Strategic Management and implies the use of the strategic tools as the PESTLE, SWOT and Porter's Value Chain at least. In contrast with the majority of the cases that already exist, this case is about the non-commercial sector and requires an approach from different perspectives to solve the dilemma faced by the main protagonist. The case can be used in introducing the audience to:

- The non-profit sector
- Non-profit marketing and PR
- Financing the non-profit organization
- HRM in non-profit organization
- Strategic management

Synopsis

The case of Connect-Ed is built on real events and describes the challenges of a non-profit organization in financing and attracting human resources. In addition to that, as the case develops, the main character - Gulnaz faces the challenges that come from the mentality and culture of the society that the organization operates in. Within the year of operation the Connect-Ed became the initiative that develops and delivers courses aimed to raise the level of digital literacy among the population of Kazakhstan. Nevertheless, initially the initiative was designed to solve the issue of not having access to the equipment for the distance learning among schoolchildren of Kazakhstan.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021

Strategy and Policy Cases

Track Chair: Karin Schnarr, Wilfrid Laurier University
Co-Chair: Brent D. Beal, University of Texas at Tyler

Cases	Authors
Drawing to the Pin: Curl Moncton Prepares to Make its Shot	Robert A. MacDonald Heather Steeves Peter Robichaud
A "No Bull" Approach to Supporting the Dairy Industry in Newfoundland and Labrador	Janice Turner Julie Pitcher Giles Lynn Kendall
Pivoting the Tourism Sector: COVID-19	Rebecca Wilson-Mah Kathy MacRae
Boeing 2020: Firm Survival and Corporate Governance	W. Scott Sherman Randall D. Harris
Resilience and Agility at Craigdarroch Castle	Rebecca Wilson-Mah Giovanni Malcolm
ANAAR (The Fire Cracker)	Krishna Kumar

Drawing to the Pin: Curl Moncton Prepares to Make Its Shot (Evaluating Strategic Options in the Face of Resource Limitations)

Robert A. MacDonald, Crandall University
Heather Steeves, Crandall University
Peter Robichaud, Crandall University

Case Objectives and Use

Curl Moncton challenges students to consider a not for profit expansion decision from the perspective of an organizational decision maker. The case is recommended for use at the undergraduate level in Strategic Management, Financial Accounting, or Not For Profit Management courses. Students should possess an understanding of environmental analysis, stakeholder salience, and qualitative / quantitative decision analytics. The case learning objectives are framed in terms of Bloom's Cognitive Taxonomy (BCT) and are intended to guide the learning experience by indicating what students should know or achieve after engaging in the process of case analysis.

- To identify differences between the financial metrics employed in for profit versus not for profit organizations (BCT
- Stage 6: Evaluation)
- To determine criteria and apply them to an assessment of organizational resources (BCT Stage 6: Evaluation)
- To determine criteria and apply them to assess the task and general environments (BCT Stage 6: Evaluation)
- To determine criteria and apply them to diagnose organizational strategy (BCT Stage 6: Evaluation)
- To apply a strategic framework to evaluate alternatives for the purposes of decision formulation (BCT Stage 6: Evaluation)

Case Synopsis

Curl Moncton describes a 2015 decision faced by the Curl Moncton curling club. Challenged by a facility insufficient to meet the needs of its operations and limited financial resources, the club's leadership must choose among four alternatives for growth. Complicating matters is the fact that some options will require the acquisition of government support, which will in turn require changes to the ownership structure of an associated organization. The case provides a short history of curling in the Moncton, NB, Canada area, and the process by which Curl Moncton came into being. The decision being faced by the organization challenges students to consider components of Crossan et. al.'s (2016) Diamond-E Framework, and to prepare analysis for the purposes of understanding Curl Moncton's environment, strategy, managerial preferences, organizational factors, and available resources.

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A "No Bull" Approach to Supporting the Diary Industry in New Foundland and Labrador

Julie Pitcher Giles, Memorial University
Janice Turner, Memorial University
Lynn Kendall, Memorial University

Case Objectives and Use

After working through this case and associated questions, students should be able to demonstrate an understanding of the following learning objectives:

- Identify and assess the impact of a complex external environment on strategic decision making.
- Recognize the challenges faced by an industry association in managing complex stakeholder relationships.
- Recognize and recommend strategic, evidence-based action to support the future development of an industry.

This case is intended for use in senior undergraduate or graduate-level courses in strategic management. Given the issues that stem from a being such a highly regulated industry, and the range of macro environmental factors at play, the case may be best positioned near the end of a strategy course, when students are likely to be familiar with the tools of environmental analysis. Further, discussions of strategic planning and direction setting in the context of an industry association provides a unique opportunity to reflect on the application of these tools and considerations in in a non-traditional organizational context, i.e., as an association evaluating and supporting decisions in the industry's best interest, and not only in the interest of a single business.

The case may also be suitable for use in introductory business or marketing courses to demonstrate the impact of the external environment on overall organizational strategy.

Case Synopsis

Six months after Newfoundland and Labrador felt the first effects of lockdown measures due to the global COVID-19 pandemic, General Manager of Dairy Farmers of Newfoundland and Labrador (DFNL), John Moores had to consider the best way to lead the provincial industry association's membership into the future. After the successful launch of a marketing campaign a year earlier, Moores realized that understanding the shifting landscape of the external environment was key to moving his organization forward in a positive direction. With a mandate to support the growth and development of a successful and robust dairy sector in the Canadian province, Moores had to come up with viable strategic options to navigate the complex industry environment and satisfy his stakeholders.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, October 15-16, 2021. Contact person: Janice Turner, Grenfell Campus, Memorial University of Newfoundland and Labrador, Corner Brook, NL, jturner@grenfell.mun.ca.

Pivoting in the Tourism Sector: COVID-19

Rebecca Wilson-Mah, Royal Roads University
Katherine MacRae, Royal Roads University

Case Objectives and Use

This case is suitable for undergraduate and graduate students who are exploring strategic planning or business management. The case is also suitable training in corporate and association settings. Students will consider how small tourism businesses worked together during the COVID-19 pandemic to completely pivot their business model. The case provides the opportunity to identify and discuss the concept of a 'pivot' and to identify the conditions necessary to make a pivot successful. The learning objectives are:

- Explore the concept of a business pivot.
- Create a mind map to identify the COVID-19 related business impacts on SME's.
- Practice identifying business pivot options for SME's.
- Create a plan to bring small businesses together with a focus on identifying who should be at the table and why.

Case Synopsis

Maple Leaf Adventures offered small ship cruises and multi-day excursions in Canada's spectacular coastal locations on the west coast of British Columbia. On April 8, Kevin Smith reflected on the seismic change that had occurred over the space of 4 weeks and the onset of the COVID-19 pandemic. Kevin needed a completely new plan for his business. He was also concerned about the other small business partners he worked with on BC's west coast, and what was ahead for these SME's and their partnerships. This case supports business and tourism students at the undergraduate and graduate level to identify the content and process of possible pivots for a small or medium enterprise.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Rebecca Wilson-Mah, Royal Roads University, Victoria BC, rebecca.wilsonmah@royalroads.ca

Boeing 2020: Firm Survival and Corporate Governance

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

Case Objectives and Use

The case is intended for graduate-level and executive education courses in Strategic Management. The case also is intended to be taught toward the end of the course when instructors will normally begin corporate governance discussions. Organizational Behavior and Change and Development instructors may also find the case useful to examine the long-term effects of organizational culture changes or to demonstrate the complex genesis of a deeply embedded dysfunctional organizational culture.
The objectives are:

- Evaluate the impact of corporate governance on firm strategy and performance.

- Determine the corporate governance factors that shape organizational culture, and the impact of the resulting organizational culture.

Case Synopsis

Lawrence Kellner, newly named Chairman of the Board for the Boeing Company, faced a myriad of issues as he prepared for the April 2020 annual stockholders meeting in January 2020. Boeing's posted 2019 annual earnings were the aerospace firm's first negative annual earnings since 1997. Annual revenues dropped more than 24 percent in 2019 and long-term debt almost doubled, resulting in negative equity for Boeing shareholders. Boeing's key competitor Airbus also moved into the global airline sales lead. The most visible issue was the Boeing 737 MAX. Two 737 MAX crashes resulted in a total of 346 killed and suspension of 737 MAX flights and production. Boeing also faced less publicized investigations, product development delays of up to three years, and multiple multi-billion-dollar cost overruns with other commercial airliner, military aircraft, and space vehicle product lines. The overall situation led to the Boeing board ousting Dennis Muilenburg, Boeing's CEO, President and board chair, in late 2019 and naming David Calhoun, an outside director, as CEO and president, and Kellner, another outside director, as non-executive board chair.

The continuing threat to Boeing survival indicated more changes were needed. Kellner had less than a month before Boeing determined what actions to propose to shareholders at the 2020 annual meeting on April 27, 2020. An important step in deciding what to recommend was understanding what had led Boeing to its present predicament and financial crisis. Were the various product line issues unrelated, coincidental streaks of bad luck or were they telling signs of corporate governance problems, organization culture issues, or both? Kellner needed to determine what actions to propose to the board to help place Boeing's corporate governance and organizational culture back on track.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: W. Scott Sherman, Texas A&M University-Corpus Christi, College of Business, 6300 Ocean Drive MS 5808, Corpus Christi, TX, 361-825-2167, scott.sherman@tamucc.edu.

Resilience and Agility at Craigdarroch Castle

Rebecca Wilson-Mah, Royal Roads University
Giovanni Malcolm, Royal Roads University

Case Objectives and Use

This case supports business and tourism students at the undergraduate and graduate level to identify key projects and create adaptive solutions. The case could be included in a project management course, leadership course, strategic planning course, and a range of courses in tourism and hospitality studies, for example, operations management, or business resilience.

The learning objectives are:

- Develop a process and a framework that a business could use to adapt to the operating restrictions and affects related to COVID-19.
- Explore a SCRUM process and list the pros and cons of applying this tool to operational problems that have tight time constraints and unpredictable external variables.
- Consider the role of the individual and the organization to respond with resilience in times of crisis.

Case Synopsis

Craigdarroch Castle was a non-profit tourist attraction and a national historic site. The attraction operated solely on memberships, donations, special events and admission fees. On March 17, as COVID-19 became a public health emergency, John Hughes, Executive Director, announced that Craigdarroch Castle was closed until further notice. This decision was made to protect the health and safety of staff, volunteers, and the community. John realised he needed a process and framework that would help him and the team identify what to do to adapt to the operating restrictions and affects related to COVID-19.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Rebecca Wilson-Mah, Royal Roads University, Victoria BC, rebecca.wilsonmah@royalroads.ca

Anaar (The Fire Cracker)

Krishna Kumar, Former Professor, IIM Lucknow

Case Objectives and Use

This case can be used in strategy implementation modules in MBA courses, Management Development Programs and Academic Training Programs.

The objectives of the case are to:

- Illustrate the process of new product development, i.e., managing the embryonic stage of Product Life Cycle (PLC) in India, using a product (books/ course material development) familiar to students/ faculty members and working managers.
- Make the participants realize that how apparently simple looking task of formulation of strategy (a book written) can be very demanding in terms of implementation.
- Demonstrates importance of innovative thinking for strategy implementation.
- Illustrate that how all the tasks are not visible when one formulates the strategy although many of them do occur at the time of strategy formulation, if given a thought. The case pushes one to be careful to list out as many tasks as one can think of at the time of preparing checklist, to avoid being

Synopsis

Dr. Vinayak, 75+, Professor of a leading management institute of India, retired some ten years ago, had written few books based up on interesting experiences of strategic management in India. He wanted the experiences to be shared with students and faculty members of management schools in India as also with working managers. Having faced the problem of deliveries on several occasions, he started thinking of alternative ways to reaching the audience. His search resulted in a number of alternatives, varying on various parameters like cost, delivery time, uncertainty in delivery, convenience of carrying the books and course material, different modes of reading and so on, which suited varied user groups in the present era of Corona pandemic in India, when online education is getting widely accepted.

This case is grounded in the Product Life Cycle (PLC), highlighting the four sub-stages in the embryonic stage, each one posing different managerial challenges and resources. It is focussed on the process of new product development, highlighting how one moves from a product conceptualisation and design to the development phase. The case brings out the entirety of new product development from conceptualising the product to meet the emerging needs of a society, to final delivery and receipt of payment, which brings the importance of concept and process of strategic management.

The authors developed this case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note were anonymously peer reviewed for presentation at the NACRA 2021 Conference, Online, October 14-16, 2021. Contact person: Krishna Kumar, Former Professor, IIM Lucknow, kk661946@gmail.com