

N A C R A



2021 Program

of the

North American Case Research Association

Volume 35, Number 1
63rd Year

Online:

<https://hopin.com/events/nacra-2021-conference>

October 14-16, 2021

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

Table of Contents

| | |
|--|----|
| NACRA 2021 ANNUAL MEETING SCHEDULE..... | 4 |
| Thursday, October 14 | 4 |
| Friday, October 15 | 5 |
| Saturday, October 16 | 7 |
| NACRA 2021 CONFERENCE PROGRAM CHAIR’S WELCOME..... | 8 |
| CASE RESEARCH JOURNAL..... | 9 |
| Editorial Board | 9 |
| Ad Hoc Reviewers, 2020-2021 | 10 |
| CASE RESEARCH FOUNDATION..... | 12 |
| Paul R. Lawrence Doctoral Student and Junior Faculty Fellowship Program..... | 12 |
| START-UP CASES WORKSHOP..... | 13 |
| NACRA 2021 ROUNDTABLE SCHEDULE | 15 |
| Accounting, Finance, and Economics Cases | 15 |
| Cases written in Chinese Language | 16 |
| Cases written in French Language..... | 17 |
| Cases written in Russian Language | 18 |
| Cases written in Russian Language, continued | 19 |
| Cases written in Spanish Language | 20 |
| Corporate Governance and Ethics Cases | 21 |
| Digital Technologies and Operations Cases | 22 |
| Entrepreneurship, Family, and Small Business Cases | 23 |
| Marketing and International Business Cases | 25 |
| Organizational Behavior/Human Resource Management Cases | 28 |
| Pushing the Case Method Frontier: Experiences, Experiments, Critiques and Ideas..... | 30 |
| Social Impact and Sustainability Cases | 31 |
| Strategy and Policy Cases..... | 32 |
| NACRA 2021 PROGRAM COMMITTEE..... | 33 |
| Track Chairs and Co-Chairs | 33 |
| 2020-2021 NACRA OFFICERS..... | 35 |
| Board of Directors | 35 |
| PARTICIPANT INDEX..... | 36 |
| NACRA PAST PRESIDENTS..... | 38 |
| NACRA FELLOWS..... | 39 |
| DISTINGUISHED CONTRIBUTORS..... | 40 |
| NACRA 2021 AWARDS..... | 41 |
| 2022 CALL FOR CASES & PROPOSALS..... | 42 |

*This 2021 Program has been compiled using information on accepted cases and planned presentations.
This Program document does not confirm that a case or presentation was delivered at the conference, and is not confirmation of conference participation. The official record of cases and presentations delivered at the 2021 NACRA Conference can be found in the 2021 Proceedings of the North American Case Research Association, Volume 35.*

NACRA 2021 ANNUAL MEETING SCHEDULE

All listed times are in Central Daylight Time (CDT), which is UTC -5, 7 hours behind central Europe & Africa, 10.5 hours behind India, and 13 hours behind China.

Online conference platform: <https://hopin.com/events/nacra-2021-conference>

Thursday, October 14

| Time | Hopin spaces | Meeting/Participants |
|--------------------|-----------------------|---|
| 8:00 AM - 2:00 PM | Expo & Networking | Sponsor exhibition open & networking |
| 9:00 AM - 11:00 AM | Sessions | Paul R. Lawrence Fellowship Recipient Workshop (by invitation only) Anne T. Lawrence, San Jose State University (emerita) & Case Research Foundation Margaret J. Naumes, University of New Hampshire (retired) María Ballesteros-Sola, California State University Channel Islands |
| 9:00 AM – 11:30 AM | Sessions | Pushing the Case Method Frontier: Experiences, Experiments, Critiques and Ideas – Roundtable Session for Accepted Papers |
| 11:45 AM - 1:45 PM | Sessions | Start-up Cases and Newcomer Workshop (Registrants, Mentors, and Guests) Linda E. Swayne, University of North Carolina Charlotte (emerita) Rebecca J. Morris, Westfield State University |
| 2:00 - 3:15 PM | Sessions | Opening plenary & panel: Today's Lessons for Tomorrow's Case Studies Helene Guillaume, CEO & Founder, WILD.AI Betty Robson, President & CEO, JF Moran Michael M. Goldman, President, NACRA |
| 3:15 - 4:15 PM | Sessions & Networking | Social event & networking |

Friday, October 15

| Time | Hopin spaces | Meeting/Participants |
|--------------------|---------------------|---|
| 8:00 AM - 9:00 AM | Expo & Networking | Sponsor exhibition open & networking |
| 8:00 AM - 10:30 AM | Sessions | Cases written in Russian |
| 9:00 AM - 11:30 AM | Sessions | Case Roundtable Tracks: Accounting/Finance/Economics Cases written in French Cases written in Spanish Corporate Governance and Ethics Digital Technologies and Operations Entrepreneurship/Small Business/Family Business Marketing/International Business Organizational Behavior/Human Resource Management Social Impact and Sustainability Strategy and Policy |
| | | New Views Sessions – Block One |
| 12:00 PM - 1:00 PM | Sessions | Contract cheating and the case method: Harsh reality, creative solutions, and shared action. María Ballesteros-Sola, California State University Channel Island Matt Quin, Ivey Publishing Michael M. Goldman, University of San Francisco |
| 12:00 PM - 1:00 PM | Sessions | How to write effective cases efficiently David Wood, Ivey Business School, Western University |
| 12:00 PM - 1:00 PM | Sessions | Sailing into a fusion of interdisciplinary islands of pedagogy and research Vijaya N. Zinnoury, University of Denver Theresa Coates, Limestone University |
| | | New Views Sessions – Block Two |
| 1:15 PM - 2:15 PM | Sessions | The other parts of the instructor’s manual: A conversation with the CRJ editorial team. Eric Dolansky, Case Research Journal & Brock University Gina Grandy, Case Research Journal & University of Regina Karen Boroff, Case Research Journal & Seton Hall University |

| Time | Hopin spaces | Meeting/Participants |
|-----------------------|--------------------------|---|
| 1:15 PM - 2:15 PM | Sessions | The future of case teaching: Designing your case-based course for blended learning. David Wood, Ivey Business School, Western University |
| 1:15 PM - 2:15 PM | Sessions | Leadership development in healthcare Erin Bass, University of Nebraska Omaha Ivana Milosevic, College of Charleston Gabriella Rizzo, University of Nebraska Medical Center |
| | | New Views Sessions – Block Three |
| 2:30 PM - 3:30 PM | Sessions | Managing the review process William Naumes, University of New Hampshire, emeritus Margaret J. Naumes, University of New Hampshire (retired) |
| 2:30 PM - 3:30 PM | Sessions | Gamify your case Nicole M. Amos, Johnson & Wales University |
| 2:30 PM - 3:30 PM | Sessions | Case Research Journal (CRJ) dialogue with the Editorial Team Eric Dolansky, Case Research Journal & Brock University Gina Grandy, Case Research Journal & University of Regina Karen Boroff, Case Research Journal & Seton Hall University |
| 3:30 PM- 4:30 PM | Sessions & Networking | Social event & networking |
| 4:00 PM- 5:00 PM | Zoom Link | CRJ Editorial Board Meeting (for members of the editorial board only) |
| 8:00 PM - 11:00 PM | Separate Link | Case Roundtable Track: Cases written in Chinese language |

Saturday, October 16

| Time | Hopin spaces | Meeting/Participants |
|--------------------|---------------------|---|
| 8:00 AM - 9:00 AM | Expo & Networking | Sponsor exhibition open & networking |
| 8:00 AM - 10:30 AM | Sessions | Cases written in Russian |
| 9:00 AM - 11:30 AM | Sessions | Case Roundtable Tracks: Accounting/Finance/Economics Cases written in French Cases written in Spanish Corporate Governance and Ethics Digital Technologies and Operations Entrepreneurship/Small Business/Family Business Marketing/International Business Organizational Behavior/Human Resource Management Social Impact and Sustainability Strategy and Policy |
| 12:00 PM - 1:15 PM | Sessions | Awards plenary & conference closing Michael M. Goldman, NACRA President Eric Dolansky, NACRA Co-Past President Javier J. O. Silva, NACRA Co-Past President |
| 1:30 PM - 3:30 PM | Zoom Link | NACRA Board Meeting (NACRA Board only) |
| 2:00 PM - 3:00 PM | Sessions | Paul R. Lawrence Fellows debrief (by invitation only) |
| 3:30 PM - 4:30 PM | Zoom Link | Advisory Board Meeting (NACRA Past Presidents only) |

NACRA 2021 CONFERENCE PROGRAM

CHAIR'S WELCOME

Welcome to the NACRA 2021 Annual Meeting! Although we find ourselves online again this year, we meet to support each other in the research, writing and teaching of case studies. A passion we all share and one that transcends borders.

And truly, this year's conference transcends borders. 23 countries are represented, including Argentina, Brazil, Canada, China, Colombia, Denmark, the Dominican Republic, France, India, Japan, Kazakhstan, Mexico, Morocco, Peru, Portugal, Russia, Spain, the United Kingdom and the United States. Our nine Paul R. Lawrence fellows this year contribute to our global attendees, and we thank Anne T. Lawrence, Chair of the Case Research Foundation, for her leadership of the program.

We welcome two new tracks this year. First, we have a new Cases Written in Russian track, and thank Aigerim Raimzhanova and Madina Subalova of Narxoz University for stewarding the inaugural year. We must also thank William X. Wei, Jingqin Su, Haibo Hu, Christine Kratz, Josep Lluís Cano Giner and Josep M^a Sayeras for continuing to serve as chairs for the Cases Written in Chinese, French and Spanish tracks. These tracks have been important to NACRA membership, and we look forward to exploring how we may expand these offerings in the future.

We also have a new track specific to research in case pedagogy, Pushing the Case Method Frontier. Our deepest thanks to Ajoy K. Dey, Anjan Ghosh and Shreya Mishra for helping to make this track a success as well. We look forward to the exciting research that will be shared this year, and in future years, through this track.

What makes the NACRA conference stand-out is its focus on development, with the roundtable discussions the focal point. If it were not for the chairs, then, the conference would not be what it is today. So, we also thank Olga Kandinskaia, Michele M. McGowan, Vijaya N. Zinnoury, Erica Berte, Clinton Daniel, Silvia Cacho-Elizondo, Grishma Shah, Danielle Clark, Nicole M. Amos, Charles Kalnbach, María Ballesteros-Sola, Elizabeth Ontaneda, Karin Schnarr, Brent D. Beal, Erin Pleggenkuhle-Miles and Jonathan Marks for their leadership of the tracks. Our Start-up Cases Workshop Co-Chairs Linda E. Swayne and Rebecca J. Morris, and the mentors this year also deserve our thanks. The start-up case workshop is invaluable for new case authors, as well as seasoned authors looking for guidance.

My personal thanks to Michael M. Goldman, NACRA President and A. Kay Guess, Treasurer. It was necessary to shift operations to accommodate an online conference, and both were vital to the success of this conference.

And finally, we thank you. In the midst of a global pandemic, you have worked tirelessly to serve your students and your institutions. In addition, you have made the time to participate in the 2021 NACRA conference. The 2021 conference has brought about the opportunity for us to collaborate across the globe, and we hope you will take advantage of that as you participate in this year's online conference. The 2022 conference is planned for Niagara Falls, Ontario Canada, and we look forward to being physically located together again. But regardless of physical location, we can rest assured we are all here to support each other's work in researching, writing and teaching case studies.

John D. Varlaro, PhD
NACRA Vice President of Programs, 2021
Johnson & Wales University

CASE RESEARCH JOURNAL

Thank you to our colleagues who led the Case Research Journal in 2020-2021.

Editor

Gina Grandy, *University of Regina*

Associate Editors

Karen Boroff, *Seton Hall University*

Eric Dolansky, *Brock University*

Assistant Editor

Christina Tathibana, *University of Regina*

Editorial Board

William A. Andrews, *Stetson University*
Ramon Baltazar, *Dalhousie University*
Mary Barrett, *University of Wollongong*
Brent D. Beal, *University of Texas at Tyler*
Lew G. Brown, *U. of North Carolina at Greensboro*
Alva Butcher, *University of Puget Sound*
Danielle Clark, *Hillsborough Community College*
Neil G. Cohen, *George Washington University*
Carolyn Conn, *Texas State University*
Michelle Demoss, *Stetson University*
Timothy W. Edlund, *Morgan State University*
Lisa Eshbach, *Ferris State University*
Deborah R. Ettington, *The Pennsylvania State U.*
Caroline M. Fisher, *University of Missouri – Rolla*
Josep Franch, *ESADE Business School*
John E. Gamble, *Texas A&M - Corpus Christi*
Armand Gilinsky, *Sonoma State University*
Janis L. Gogan, *Bentley University*
Peter Goulet, *University of Northern Iowa*
Randall D. Harris, *Texas A&M - Corpus Christi*
Sean Hennessey, *U. of Prince Edward Island*
Cynthia Ingols, *Simmons College*
Lynn A. Isabella, *Darden School of Business*
Ronald Kamin, *ISC Paris School of Management*
James Kennelly, *Skidmore College*
Anwar Khurshid, *Labore U. of Management Sciences*
Mitchell Langbert, *Brooklyn College*
Anne T. Lawrence, *San Jose State University*
John J. Lawrence, *University of Idaho*
Derek Lehmberg, *North Dakota State University*
Nancy Levenburg, *Grand Valley State University*

Lynda Livingston, *University of Puget Sound*
Francisco J. López Lubián, *IE Business School*
Robert A. MacDonald, *Crandall University*
Michael Merenda, *University of New Hampshire*
Charles Mossman, *University of Manitoba*
Kyleen Myrah, *Okanagan College*
Margaret J. Naumes, *University of New Hampshire*
William Naumes, *University of New Hampshire*
Ken Ogata, *York University*
Kay Palan, *University of Alabama*
Susan Peters, *U. of North Carolina Pembroke*
Debapratim Purkayastha, *IBS Hyderabad**
Tia Quinlan-Wilder, *University of Denver*
Marlene Reed, *Baylor University*
Woodrow Richardson, *U. of Mary Washington*
Glenn Rowe, *Ivey School of Business, Western U.*
Marvin Ryder, *McMaster University*
Kathryn S. Savage, *Northern Arizona University*
Colleen Sharen, *Brescia University College*
Jeffrey P. Shay, *Washington & Lee University*
Javier J. O. Silva, *LAE Business School, U. Austral*
Ram Subramanian, *Stetson University*
Erin Sullivan, *Suffolk University*
Linda E. Swayne, *University of North Carolina Charlotte*
Denise Tanguay, *Eastern Michigan University*
Marilyn L. Taylor, *U. of Missouri–Kansas City*
Sonia Toson, *Kennesaw State University*
Vijaya N. Zinnoury, *University of Denver*
Michael F. Welsh, *University of South Carolina*
Susan White, *University of Maryland*
Meredith Woodwark, *Wilfrid Laurier University*

*deceased

CASE RESEARCH JOURNAL

Ad Hoc Reviewers, 2020-2021

- Pablo Alamo, *CETYS Universidad*
Nicole M. Amos, *Johnson & Wales University*
Kathryn Aten, *Naval Postgraduate School*
Ryan Atkins, *Duquesne University*
Kauther Badr, *Southern Connecticut State University*
María Ballesteros-Sola, *California State University Channel Islands*
Darrell Bartholomew, *Penn State Harrisburg School of Business Administration*
Greg Bell, *University of Dallas*
Heidi Bertels, *CUNY College of Staten Island*
Alexander Boroff, *Georgetown University*
Cesar Bullara, *ISE Business School*
Gustavo Calatrava, *Austral University*
Sofy Carayannopoulos, *Wilfrid Laurier University*
Silvana Dakduk, *Universidad de los Andes*
Soumyajyoti Datta, *Xavier Institute of Management*
Denis Dennehy, *National University of Ireland Galway*
Megan Douglas, *Missouri Southern State University*
Marc Dressler, *Ludwigshafen University of Applied Sciences*
Tonya Echols, *Gonzaga University*
Majid Eghbali-Zarch, *Memorial University of Newfoundland*
Nada Elnahla, *Carleton University*
John Francis, *San Diego State University*
John Friar, *Northeastern University*
Mark Gagnon, *Penn State*
Joseph Gerard, *Western New England University*
Paul Golding, *University of Technology Jamaica*
Michael M. Goldman, *University of San Francisco*
Howard Goode, *Bentley University*
Sue Goodman, *University of South Florida*
Jane Gravill, *Conestoga College Institute of Technology and Advanced Learning*
Mahendra Gujarthi, *Bentley University*
Pooja Gupta, *Symbiosis International University*
Janet Hamilton, *Portland State University*
Charles Hilterbrand, *University of Mississippi*
Anna Jenkins, *University of Queensland*
Mayank Joshipura, *NMIMS*
Charles Kalnbach, *University of Oregon*
Olga Kandinskaia, *Cyprus International Institute of Management*
Moutaz Khouja, *University of North Carolina at Charlotte*
Brooke Klassen, *University of Saskatchewan*
KBS Kumar, *ICFAI Business School*
Roland Kushner, *Muhlenberg College*
Brian Lane, *University of Saskatchewan*
Russell Lemler, *West Point*
Rubin Mancha, *Babson College*
Charla Mathwick, *Portland State University*
Mohit Maurya, *Sharda University*
Ebrahim Mazaheri, *Wilfrid Laurier University*
Michael McCollough, *University of Idaho*
Terry McGovern, *University of South Florida*
Maryam Memar Zadeh, *University of Winnipeg*
Moriah Meyskens, *University of San Diego*
Amy Moore, *University of Pretoria*
Jeff Moretz, *Fairfield University*
Audrey Murrell, *University of Pittsburgh*
Viral Nagori, *Mudra Institute of Communications*
Julie Nelson, *Marquette University*
Ben Ngoye, *Strathmore University*
Gloria Onosu, *University of Pittsburgh*
Elizabeth Ontaneda, *Universidad Peruana de Ciencias Aplicadas*
Ignacio Asuna, *University of La Sabana*
Raymond Paquin, *Concordia University*
Juan Parra, *University of La Sabana*
Anne Paulson, *Wilfrid Laurier University*
Houston Peschl, *University of Calgary*
Cindy Pinzón Rios, *University of La Sabana*
Fabio Prado Saldanha, *HEC Montreal*
Sandeep Puri, *Asian Institute of Management*
Stephanie Raible, *University of Delaware*
Stephen Risavy, *Wilfrid Laurier University*
David Rose, *University of Waterloo*
Michael Ross, *Wilfrid Laurier University*
Janet Rovenpor, *Manhattan College*
Chrissan Ruehle, *Florida Gulf Coast University*
Barbara Sainty, *Brock University*
Roberto S. Santos, *University of Massachusetts Lowell*
Palanisamy Saravanan, *Indian Institute of Management Tiruchirappalli*
Shilpa Sawant, *S P Jain Institute of Management and Research*
Abigail Schneider, *Regis University College for Professional Studies*
Jimmy Senteza, *Drake University*
Grishma Shah, *Manhattan College*
Farhan Shahzad, *Sukkur IBA*
Shamshuddin Shaik, *GITAM University*

Mary Shapiro, *Simmons University*
James Spee, *University of Redlands*
Ingrid B. Splettstoesser Hogeterp, *York University*
Michael Stanko, *North Carolina State University*
Heather Steeves, *Crandall University*
Tamara Stenn, *Landmark College*
Lorraine Taylor, *Fort Lewis College*
Cheri Thomas, *Martin Methodist College*
Andreas Udbye, *University of Puget Sound*
Ugur Uygur, *Loyola University Chicago*

Lauren Wallace, *University of North Carolina at Charlotte*
Zheni Wang, *Southern Connecticut State University School of Business*
Justin Webb, *University of North Carolina at Charlotte*
Miriam F. Weismann, *Florida International University College of Business*
Blair Winsor, *Memorial University of Newfoundland*
Frank Tian Xie, *University of South Carolina Aiken*
Aharon Yoki, *University of South Florida*
Cheri Young, *University of Denver*

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

CASE RESEARCH FOUNDATION

Paul R. Lawrence Doctoral Student and 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

Thursday, October 14, 11:45 AM – 1:45 PM CDT

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 WalMart and others? |
| Hossein Rikhtehgar Berenji | Developing Vaccines at Pandemic Speed |
| Jane Gravill | Dundee Nursery & Landscaping Services: Pass on the Salt Please |
| Zoraima Cuello | Geopolitical Conflicts Based on a Citizen Security Policy |
| Mehta Anupam | Governance Issues and Shareholder Activism at Danone |
| Stephanie Raible | Growing Impact: Scaling the Work of Vertical Harvest |
| 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 |
| Sean Geobey | Save the Store, Save the Community: Epicerie Co-Op Grocery Moonbeam |
| Iram Ahmed | Shared Spaces in a Contagion: 10C |
| Karly Nygaard-Petersen | Shifting Gears During a Pandemic: Marketing Strategies to Accelerate Growth |
| Yelena Krupina | Strategic Response to Environmental Shocks: Avia's Simultaneous Challenges with COVID and Competition |
| Faith Yegal Jane Gravill Juliet Conlon | Suez Canal: Grounded Project Management |
| Shilpa Sawant Bikramjit Ray Chaudhuri | Tech Mahindra Foundation: Going the SMART Way |
| 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 |

NACRA 2021 ROUNDTABLE SCHEDULE

Friday, October 15, 9:00 – 11:30 AM, & Saturday, October 16, 9:00 – 11:30 AM CDT

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 |

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

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 |

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

Cases written in Russian Language, continued

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

Cases written in Spanish Language

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

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

| 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 |
| Estrategias Empresariales en el Sector de los Servicios Públicos: el Caso Triple A | Gina Ropain Camilo Mejía Reatiga Gipsy de Moya David Juliao Esparragoza |
| Company Game 2020 | Josep Lluís Cano Giner Josep Franch Bullich |

Corporate Governance and Ethics Cases

Track Chair: Vijaya N. Zinnoury, University of Denver

Co-Chair: Erica Berte, Metropolitan State University

| Cases | Authors |
|---|--|
| The Nicest Place on the Internet? Trouble at Pinterest, Inc. | Janet L. Rovenpor Rita J. Shea-Van Fossen Lisa T. Stickney |
| PMC Bank Unravels - Unholy Nexus between a Cooperative Bank and a Corporate Entity in India | Pooja Gupta |
| Erika Cheung: Whistleblowing at Theranos? | Scott Hayward |
| Sterlite Copper - A Curious Conundrum Of 3Es - Economy, Environment, and Employment | K. B. S. Kumar Indu Perepu |

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 |

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 |

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

| Cases | Authors |
|--|---|
| Tutto Brands: A Story of Reinvention, Value Creation and Growth | Silvia Cacho-Elizondo Francisco Espinosa |
| Bibi Cash & Carry's Strategy against Wal-Mart and Others | Michael M. Goldman Anthony Wilson-Prangley Tumelo Chaka |
| 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 |
|--|---|
| Streetwise Mortgage: Growing More Efficient | Eric Dolansky Ebrahim Mazaheri |
| Tonka Perfumes Moscow (Russia): Growth Strategy Dilemma and Choice of Digital Marketing Tools | Olga Khotyasheva Alla Dementieva Olga Kandinskaia |
| Incredible Champions – New Age Marketing of a Book in an Emerging Market | Senthil Kumar S.A. Venkatesakumar Ramakrishnan Sathyanarayanan Ramachandran |
| UNACEM | Gustavo Calatrava Javier J. O. Silva |

Table 3

Session Chair: Grishma Shah, Manhattan College

| Cases | Authors |
|---|--|
| Thinking Positive Not Enough | Pilar Carbonell-Foulquie Ingrid B. Spletstoesser Hogeterp |
| Made for Drink: Business Dilemmas: A Match Made in Heaven (or Not?) | Lucy Gill-Simmen |
| 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 |

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

| Cases | Authors |
|--|--|
| 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 |

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 |

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 |

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 |
| High or Moderate? The Dilemma Around the Speed at Bitlab Academy, Kazakhstan | Darina Mizam Aigerim Talapova |
| 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 |
| Kazakhstan or Beyond? The Business Growth Dilemma of Atlas Moldakhmetova | Sanam Mirzaliyeva |

NACRA 2021 PROGRAM COMMITTEE

John D. Varlaro, Johnson & Wales University, Vice President Programs and Proceedings Editor
Cle-Anne Gabriel, The University of Queensland, Vice President-elect of Programs
Linda E. Swayne, University of North Carolina Charlotte (emerita), Chair for Start-Up Cases Workshop
Anne T. Lawrence, San Jose State University (emerita.), Chair of the Case Research Foundation, Director of
the Paul R. Lawrence Fellowship Program
NACRA Executive Board (see 2020-2021 NACRA Officers)

Track Chairs and Co-Chairs

| | |
|--|---|
| Accounting, Finance, and Economics | Olga Kandinskaia, Chair, Cyprus International Institute of Management Michele M. McGowan, Co-Chair, King's College |
| Cases written in Chinese | William X. Wei, Chair, MacEwan University Jingqin Su, Co-Chair, Dalian University of Technology Haibo Hu, Co-Chair, Jiangxi University of Finance and Economics |
| Cases written in French | Christine Kratz, Chair, ICN Business School |
| Cases written in Russian | Madina Subalova, Co-Chair, Satbayev University Aigerim Raimzhanova, Co-Chair, Narxoz University |
| Cases written in Spanish | Josep Lluís Cano Giner, Chair, ESADE Business School, (Ramon Lull University) Josep M ^a Sayeras, Co-Chair, ESADE Business School, (Ramon Lull University) |
| Corporate Governance and Ethics | Vijaya N. Zinnoury, Chair, University of Denver Erica Berte, Co-Chair, Metropolitan State University |
| Digital Technologies and Operations | Clinton Daniel, University of South Florida |
| Entrepreneurship, Family, and Small Business | Erin Pleggenkuhle-Miles, Chair, University of Nebraska Omaha Jonathan Marks, Co-Chair, University of Pretoria |
| Marketing and International Business | Silvia Cacho-Elizondo, Chair, IPADE Business School Grishma Shah, Co-Chair, Manhattan College |
| Organizational Behavior/Human Resource Management | Danielle Clark, Chair, Hillsborough Community College Nicole M. Amos, Co-Chair, Johnson & Wales University Charles Kalnbach, Co-Chair, University of Oregon |

**Pushing the Case Method
Frontier**

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

Social Impact and Sustainability

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

Strategy and Policy

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

2020-2021 NACRA OFFICERS

Board of Directors

| Elected Officers | Executive Board |
|--|--|
| President | Michael M. Goldman, University of San Francisco |
| Immediate Co-Past President | Eric Dolansky, Brock University |
| Immediate Co-Past President | Javier J. O. Silva, IAE Business School |
| VP Programs | John D. Varlaro, Johnson & Wales University |
| VP Programs-elect | Cle-Anne Gabriel, The University of Queensland |
| VP Case Marketing | Brent D. Beal, University of Texas at Tyler |
| VP Membership | Elizabeth Ontaneda, Universidad Peruana de Ciencias Aplicadas |
| VP Communications | Jane Gravill, Conestoga College |
| | |
| Appointed Officers | |
| Secretary/ Treasurer | A. Kay Guess, Samford University |
| Editor, <i>Case Research Journal</i> | Gina Grandy, University of Regina |
| | |
| Regional Directors | Additional Directors |
| Canada | Meredith Woodwark, Wilfrid Laurier University |
| Mexico (ALAC) | Martha Moreno, Tecnológico de Monterrey |
| East (CASE) | William Naumes, University of New Hampshire (emeritus) |
| Caribbean Case Researchers Association (CCRA) | Paul Golding, University of Technology, Jamaica |
| International Case Research Association (ICRA) | William X. Wei, MacEwan University |
| Southeast (SECRA) | Susan Peters, University of North Carolina Pembroke |
| Society for Case Research (SCR) | Andy Borchers, Lipscomb University |
| Southwest (SWCRA) | Kendra Ingram, Southeastern Oklahoma State University |
| West (WCA) | Melanie Reed, Thompson Rivers University |
| | |
| Directors At Large | |
| Elected 2019, term expires 2022 | Danielle Clark, Hillsborough Community College |
| Elected 2020, term expires 2023 | Erin Pleggenkuhle-Miles, University of Nebraska Omaha |
| Elected 2021, term expires 2024 | Miriam F. Weismann, Florida International University |
| | |
| Advisory Board Representatives | (Elected by the Advisory Board of Past NACRA Presidents) |
| Advisory Board Chair | Linda E. Swayne, The University of North Carolina at Charlotte (emerita) |
| Advisory Board Vice-Chair | Rebecca J. Morris, Westfield State University |

PARTICIPANT INDEX

- Ahmed, 14
 Álamo, 20
 Aljanova, 18, 19
 Amos, 6, 8, 10, 28, 30, 33
 Annett, 29
 Anupam, 13
 Arango, 20
 Ardila, 20
- Badr, 24
 Baidollinova, 18
 Ballesteros-Sola, 4, 5, 8, 10, 31, 34
 Bartholow, 24
 Baser, 13
 Bass, 6
 Basu, 30
 Beal, 8, 9, 32, 34, 35
 Bekbossinova, 18
 Bekbossynova, 18
 Berenji, 12, 13
 Bernardes, 22
 Berte, 8, 21, 33
 Biswas, 14, 30
 Boroff, 6, 9
 Branswell, 28
 Bullich, 20
- Cacho-Elizondo, 8, 25, 33
 Calatrava, 10, 26
 Cameron, 22
 Campeau, 31
 Cano Giner, 8, 20, 33
 Carbonell-Foulquie, 27
 Carter, 13
 Casasnovas, 31
 Cassidy, 13, 22, 38
 Chada, 14
 Chaka, 25
 Chan, 27
 Chaouki, 23
 Chaudhary, 13
 Chaudhuri, 14
 Chen, 16, 27
 Cheng, 16
 Cheung, 15
 Chuyeva, 18
- Clark, 8, 9, 28, 29, 33, 35
 Coates, 5
 Conlon, 14
 Cuello, 13
- Daniel, 8, 22, 33
 Davilla, 15
 de Moya, 20
 DeMoss, 31
 Deora, 25
 Dey, 8, 30, 34
 Dixit, 13
 Dolansky, 6, 7, 9, 13, 26, 35, 38
 Douglas, 10, 28
 Dunn, 12, 14
- Esparragoza, 20
 Espinosa, 25
- Facey-Shaw, 24
 Fenwick, 29
 Ferns, 13
 Forero, 20
- Gabriel, 33, 35
 Gahlan, 30
 Garg, 23
 Gattis, 15
 Gedajlovic, 5
 Geobey, 14
 Ghosh, 8, 13, 14, 30, 34
 Giannelia, 22
 Giles, 32
 Gill-Simmen, 14, 27
 Gimranova, 13
 Gogan, 9, 22, 38
 Golding, 10, 24, 35
 Goldman, 4, 5, 7, 8, 10, 25, 35, 42
 Grabarski, 12, 29
 Grandy, 6, 9, 35
 Gravill, 10, 13, 14, 35
 Guess, 8, 35
 Guillotin, 23
 Gupta, P., 10, 21, 23
 Gupta, S. D., 23
- Hallows, 15
 Harris, 9, 13, 32, 38, 39
 Hartmann, 29
 Hayward, 21
 Hidden, 24
 Hogeterp, 11, 27
 Holt, 29
 Holtzen, 28
 Honovich, 31
 Hu, 8, 16, 33
 Huang, 16
 Humphrey, 13
- Imyarova, 19, 23
 Ingols, 9, 13
- Jadhav, 15
 Jain, 23
 Jenkins, 31
 Joseph, 12, 14
- K.C., 28
 Kalnbach, 8, 10, 28, 33
 Kamelov, 19
 Kandade, 31
 Kandinskaia, 8, 10, 15, 26, 30, 33
 Kar, 27
 Kavalakkatt, 23
 Kendall, 32
 Kleinrichert, 13
 Koehl, 17
 Konyrtayeva, 18
 Kratz, 8, 17, 33
 Krupina, 12, 14, 24
 Kuanyshtbayeva, 18
 Kuekam, 17
 Kumar, 21, 26, 32
- Lambert, 31
 Lawrence, 4, 8, 9, 13, 33, 38, 39, 40
 Lima, 29
 Locas, 17
- MacDonald, 9, 28, 32
 Mahawar, 23
- Maheshwari, 13
 Malcolm, 32
 Mao, 16
 Marks, 8, 23, 33
 Mazaheri, 10, 26
 McCollough, 31
 McGowan, 8, 15, 33
 Mehrotra, 15
 Mehta, 14
 Menvielle, 17
 Messer, 15
 Milosevic, 6
 Mirzaliyeva, 18, 32
 Mishra, 8, 30, 34
 Mitchell, 31
 Mizam, 32
 Mohammad, 25
 Moretz, 10, 24
 Morris, 4, 8, 13, 35, 38, 39
 Murray, 14
 Mussatayeva, 19, 23
 Myrah, 9, 29
- Nambudhiri, 14
 Naumes, M., 4, 6, 9, 13, 39, 40
 Naumes, W., 6, 9, 35, 38, 39, 40
 Nelsen, 12, 13
 Nurliddin, 19
 Nygaard-Petersen, 14
- Oji, 14
 Onken, 31
 Ontaneda, 8, 10, 13, 31, 34, 35
 Osuna, 15
- Pak, 18
 Pal, 14
 Parsons-Hang, 31
 Perepu, 21
 Peters, 9, 13, 35
 Pleggenkuhle-Miles, 8, 23, 33, 35
 Plourde, 17
 Prasad, 15
 Premi, 27
 Purani, 27

Quoquab, 25
 Raible, 10, 12, 13
 Raimzhanova, 8, 18, 33
 Rajeshwari, 13
 Ramachandran, 26
 Ramakrishnan, 26
 Ramanna, 15
 Ramirez, 15
 Ray, 12, 13
 Reatiga, 20
 Rempel, 29
 Rishi, 25
 Rizzo, 6
 Robichaud, 32
 Ropain, 20
 Rovenpor, 21, 22
 Ryabova, 13, 19, 24
 Sagyndykova, 18
 Saha, 30
 Sangathan, 14
 Santos, 10, 24
 Sanyal, 25
 Savage, 9, 13, 38, 39
 Sawant, 10, 14
 Sayeras, 8, 20, 33
 Schnarr, 8, 14, 32, 34
 Serikova, 19
 Shah, 8, 10, 22, 25, 27, 33
 Shea-Van Fossen, 21
 Sherman, 32
 Silva, 7, 9, 26, 35, 38
 Singh, 15
 Sinha, 30
 Srivastava, 25, 28
 Steeves, 11, 32
 Stehlik, 12, 14
 Stenn, 11, 31
 Stickney, 21
 Su, 8, 16, 33
 Subalova, 8, 18, 33
 Subramanian, 9, 13, 31
 Sultanalieva, 18
 Swayne, 4, 8, 9, 13, 33, 35, 38, 39
 Talapova, 32
 Tang, 16
 Taniehev, 14
 Tashimova, 18
 Taylor, M., 9, 24, 38, 39, 40
 Taylor, T., 24
 Totawar, 14
 Trespeuch, 17
 Turner, 32
 Udpa, 28
 Umbetova, 19
 Valder, 13
 Van Winkle, 31
 Varaiya, 15
 Varlaro, 1, 8, 33, 35, 42
 Vogt, 29
 Walker, 13
 Walsh, 29
 Wan, 16
 Wang, 11, 24
 Ward, 28
 Warner, 22
 Wei, 8, 16, 33, 35
 Weismann, 11, 13, 35
 White, 9, 15
 Wilson-Mah, 22, 31, 32
 Wilson-Prangley, 25
 Wood, 5, 6
 Woodwark, 9, 14, 35
 Wu, 16
 Xiao, 14
 Xolin, 17
 Yegal, 14
 Yessekeyeva, 19
 Zhao, 27
 Zhaxynbek, 19
 Zinnoury, 5, 8, 9, 21, 33, 38
 Zouiten, 17

NACRA PAST PRESIDENTS

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

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

**deceased*

NACRA FELLOWS

Per the Constitution of the North American Research Association:

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

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

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

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

**deceased*

DISTINGUISHED CONTRIBUTORS

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

Anne T. Lawrence (2018), San Jose State University

James G. Clawson (2014), Darden Graduate School, University of Virginia

William Naumes (2012), U. of New Hampshire, Past NACRA President, CRJ Editor and Fellow

Margaret J. Naumes (2012), U. of New Hampshire, NACRA Fellow

Marilyn L. Taylor (2009), University of Missouri-Kansas City, Past NACRA President and Fellow

Michael Porter (2005), Harvard University

John Seeger (2003), Bentley College, Past NACRA President, CRJ Editor and Fellow

Jim Erskine (2001 or 2002), Ivey Business School, Western Ontario

L.B. ("By") Barnes, Harvard Business School

Art Thompson (2000), University of Alabama

Paul Lawrence (1998), Harvard Business School

Joe Latona (1993), University of Akron and Ohio University, DSI

Curt Tate (1992), Past President and NACRA Fellow

C. R. Christensen (1990), Harvard Business School

Andy Towl (1989), Harvard Business School

NACRA 2021 AWARDS

The Awards committee may choose to not award a winner if the highest quality standards are not met.
For Best Cases in language tracks, awards will not be given if there are few submissions in that track.

| Conference Awards | | |
|---|--|-------------------------|
| Best Conference Case (Gold, Silver, Bronze) | Awarded to top three cases presented at the NACRA 2021 conference. | Saturday Awards Plenary |
| Best Case written in Spanish | Best case in track | |
| Best Case written in Chinese language | Best case in track | |
| Best Student Authored Case | All authors must be students when the case was written | |
| Best Ethics Case | Best case dealing with ethics, CSR, governance, or sustainability issues. | |
| Jonathan Welch Award | Nominated by Track Chair of Accounting, Finance and Economics, this award commemorates distinguished service to NACRA by Jonathan Welch. | |
| Best Newcomer Case | All authors must be new NACRA members | |
| Ruth Green Award | All authors' primary affiliation is with institutions outside North America | |
| Achievement Awards | | |
| Distinguished Contributor | Awarded to an individual who has contributed to case teaching, research and publication over a sustained period of time. The individual need not be a NACRA member but must attend the conference in order to receive the award. | Saturday Awards Plenary |
| NACRA Fellow | Members of NACRA who have distinguished themselves through service to the NACRA organization and their life-long achievement in supporting case research and writing may be nominated for the distinction of NACRA fellow. | |
| Case Research Journal Awards | | |
| Curtis E. Tate Jr. Award | Award for best case published in the <i>CRJ</i> in the award year. | Saturday Awards Plenary |
| Outstanding Editorial Board Reviewer | Award based on quality of reviews, timeliness, and number of reviews by <i>CRJ</i> Editorial Board Members. | |
| Outstanding Ad Hoc Reviewer | Award based on quality of reviews, timeliness, and number of reviews for ad hoc reviewers. | |
| Outstanding New Reviewer | Award based on quality of reviews, timeliness, and number of reviews for a new <i>CRJ</i> reviewer. | |

2022 CALL FOR CASES & PROPOSALS

North American Case Research Association (NACRA) 2022 Annual Conference
Sheraton Fallsview Hotel, Niagara Falls, Ontario, Canada, October 6th-8th, 2022

| | |
|----------------|---|
| June 6, 2022 | Proposals for 'New Views' Panels, Workshops, and Symposia |
| June 13, 2022 | Submission deadline for Cases and Start-Up Cases, ends at 5pm EDT |
| July 11, 2022 | Decisions to authors; Conference early registration opens |
| Sept. 10, 2022 | Early regular registration deadline (additional conference fee applies after 5pm EDT) |
| Sept. 14, 2022 | Conference hotel rate cut-off date at 5pm EDT |

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

Roundtable Tracks: Most cases target typical business school courses and topics, such as finance, strategy, marketing, operations, governance, entrepreneurship, and organizational behavior. Cases that examine other contexts are also welcome if they facilitate participant-centered and discussion-based learning. Roundtable tracks will also be hosted for cases written in several languages. Undisguised decision-focused cases based on primary sources (interviews, field visits) are highly preferred. Although cases may be disguised, they *must* be based on real events and real people in real organizations. Fictional cases are not appropriate for this conference. Cases submitted to the conference may have been previously taught but must not have been previously published or accepted for publication elsewhere (journals, books, online) before the conference. A submission to the conference includes a case study and associated comprehensive instructor manual. In submitting your case, you are committing to having at least one author attend the NACRA conference and participate in case roundtables during the mornings of both October 7 and October 8. Furthermore, authors who submit multiple cases to different tracks must have a co-author who will also attend the conference.

Start-Up Case Workshop: In addition to the roundtable tracks, a workshop for less-developed cases will be hosted on October 6. The workshop is appropriate for newer case authors wishing to learn how to develop effective teaching cases and instructor's manuals, as well as experienced authors looking for advice on a new case approach. By submitting a two-page start-up case, you are committing to having at least one author attend the NACRA conference and participate in the start-up case workshop. Further, workshop authors are invited to participate in the roundtable tracks.

New Views (Panels, Workshops, and Symposia): In addition to roundtable tracks, and the start-up workshop, a set of 'new views' topic sessions will be hosted on October 7. Proposals for 'new views' session are welcome, and should examine relevant, interesting, and novel case research or teaching topics. Previous sessions have included Teaching with Cases, Case Research for Theory Building and Testing, Interdisciplinary Cases, Multimedia Cases, and Case Journal Rankings.

Niagara Falls, Ontario, Canada: The Sheraton Fallsview Hotel just underwent a \$50 million renovation and offers views of Niagara Falls. Local attractions include Niagara Falls, two casinos, an indoor waterpark and restaurants. For information about the hotel, please visit <https://www.marriott.com/hotels/travel/iagsi-sheraton-fallsview-hotel/>. For information about Niagara Falls, please visit <https://www.niagarafallstourism.com>. Before planning your trip, please review all local and international requirements pertaining to COVID-19.

Drs. John D. Varlaro & Michael M. Goldman
NACRA President & Past President, 2022
jvarlaro@jwu.edu; mmgoldman@usfca.edu