

**PROCEEDINGS
of the
WESTERN CASEWRITERS
ASSOCIATION
2015 CONFERENCE**

Sheraton Kauai Resort



**Kauai, Hawaii, USA
March 12, 2015**

Edited by Elaine Labach, Ph.D.
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WESTERN CASEWRITERS ASSOCIATION

The Western Casewriters Association (WCA) Conference is held yearly in conjunction with the Western Academy of Management (WAM). Participants can attend both conferences. The WCA Conference is a unique opportunity to engage with other casewriters in a small group format to exchange feedback and polish a case, learn about using cases in the classroom, get a peer-reviewed conference and proceedings on a vita, and enjoy presentations from leading case researchers and case educators.

The WCA Conference is an excellent professional opportunity because it is a "developmental" meeting designed to provide feedback from experienced case researchers. Submissions are double-blind peer reviewed by at least two reviewers. Participants at the conference will have their cases reviewed by other authors. The objective is to help participants move their projects towards journal publication.

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HISTORY OF THE WESTERN CASEWRITERS ASSOCIATION

The Western Casewriters Association was started by Dick Eisenbeis in 1989 at the Western Academy of Management. It has convened an annual case-writing conference in the round-table format since then to help train, develop, and support case researchers.

The past presidents of the organization include:

Sally Baack
Jyoti Bachani
Issam Ghazzawi
Leslie Goldgehn
Duane Helleloid
Anne Lawrence
Steve McGuire
Joshua Mindel
Bruce Robertson
Keith Sakuda
V. Seshan
Jeff Shay
James Spee
Teri Tompkins
George Whaley
Joan Winn

WELCOME TO THE CONFERENCE

Welcome to Kauai and to the 2015 Western Casewriters Association Conference. The WCA was founded with the mission to help train, develop, and support case writers. This year we seek to continue this mission with our roundtable format designed to provide specific feedback on your case and instructor's manual. Our hope is that many chose to pursue the goal of publishing your work in peer-reviewed journals.

The WCA believes in fostering a supportive environment and promoting mentoring between case writers. We encourage our more experienced members to share their insights and ideas with new case writers to continue the development of our field. Michael Valdez will open our morning session with an introduction to roundtable sessions and proper roundtable etiquette. Bambi Douma and Jeff Shay will then present our keynote address on. "Closing the Deal: Moving the Case Forward to Publication".

After the keynote, we will break into our roundtable discussion groups to discuss our cases and instructor's manuals. All case writers should use the roundtable sessions to solicit constructive feedback for improving their cases.

After lunch, we will hold the WCA Business Meeting. All participants are strongly encouraged to attend. The business Meeting and Reports will be chaired by Teresa Martinelli-Lee (President) and Steve McGuire (JCRI editor). In the afternoon, we will conclude the roundtable discussions. We will conclude the conference with reflections on the day as well as with a presentation of rewards, with this year, which will include awards for best WCA case, best WCA mentored case, and best JCRI case.

Given the Kauai, Hawaii venue, the conference will conclude in time to join the Opening session for WAM located in the Ocean Courtyard whereby all WCA attendees are invited to participate. The opening session will be preceded by the Fireside Chat with *Journal of Management InquirY*scholars (Luana Kai).

We hope you find the conference rewarding.

Elaine Labach, PhD
2015 Program Chair & President-Elect, Western Casewriters Association
Fort Lewis College
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WCA REVIEWERS

Western Casewriters Association 2015 Conference Kauai, Hawaii

All submissions to the Western Casewriters Association Conference were double-blind peer reviewed. WCA thanks the following reviewers for their contributions:

Neda Abousaidi	California State University - LA
Flor Anaya	California State University - LA
Iqra Aslam	Isra University
Tony Bell	Thompson Rivers University
Steve Bowden	University of Waikato
Katherine Campbell	University of North Dakota
Carol Cumber	South Dakota State University
Marc Dressler	University of Ludwigshafen
Scott Ensign	Wilfrid Laurier University
Andrew Fergus	Thompson Rivers University
Duane Helleloid	University of North Dakota
Elaine Labach	Fort Lewis College
Christopher Leeds	Dominican University of California
Ms. S. Mantravadi	
Terry Nelson	University of Alaska Anchorage
Keisha Nichols	Drexel University
Nina O'Brien	California State University - LA
Karen Robson	Simon Frazier University
Chad Seifried	Louisiana State University
Brian Soebbing	Louisiana State University
Andreas Schuler	University of Bundeswehr
Michael Valdez	Fort Lewis College

WESTERN CASEWRITERS ASSOCIATION AWARDS PROCESS

Two sets of awards will be given at the Conference. Reviewers nominated cases to the Awards Committee for selection of the best papers.

The first set of Awards are for “**BEST CASE**” in the Proceedings, for which all submissions are considered, and “**BEST MENTORED CASE**” for the best case by a Student Author(s) and faculty mentor. The second Award is for “**BEST JCRI CASE**”, for which all submissions are considered.

The WCA Awards Committee in 2015 consisted of experienced case writers Teresa Martinelli-Lee, DPA, Michael Valdez, Ph.D., and Elaine Labach, Ph.D. The JCRI Awards Committee consisted of the JCRI Editorial Board.

The Western Casewriters Association thanks all reviewers who helped narrow the choice of cases for the committee.

Award winners were recognized at the close of the Conference.

2015 WCA Best Cases in Proceedings

Best Cases in the Proceedings

- ***The New and Old Starter Clothing Company: A Strategic Case of Nostalgia***
Brian Soebbing, Chad Seifried, Khirey Walker (Louisiana State University) and Adam Pfleegor (Mississippi State University)
- ***Los Angeles Fire Department: Diversity Still Ignites Discrimination***
Jeewhan Yoon and Stephen McGuire, California State University – Los Angeles

Best Mentored Case in the Proceedings

Huy Fong Foods' Sriracha: Irwindale Turns up the Heat

Neda Abousaidi, Catherine Gandara, Natsuki Tamekuni (student authors);
Stephen McGuire, Kern Kwong (faculty supervisors);
California State University – Los Angeles

2015 JCRI Best Published Case

Best Case Published in the Journal of Case Research and Inquiry

Mouat's Trading Company

Anthony Bell and Andrew Fergus, Thompson Rivers University

Western Casewriters Association Conference

Thursday, March 12, 2015

Sheraton | Kauai, Hawaii

Program Schedule

Time	Location	Agenda
6:30 to 8:00 am	Garden Pavillion	WCA Breakfast
8:00 to 8:30 am	Poipu III	Welcome (Elaine Labach) Roundtable Etiquette & Feedback process (Michael Valdez)
8:30 to 9:15 am	Poipu III	Roundtable Discussions of Cases (1)
9:15 to 10:00 am	Poipu III	Roundtable Discussions of Cases (2)
10:00 to 10:15 am	Ballroom Foyer	Refreshment Break with WAM
10:15 to 11:30 am	Poipu III	Roundtable Discussions of Cases (3)
11:30 to 12:15 pm	Poipu III	Keynote Speakers (Bambi Douma and Jeff Shay) " <i>Closing the Deal: Moving the Case Forward to Publication</i> " with Q&A
12:15 to 1:30 pm	Ballroom Foyer	WCA/WAM Grab 'n Go Lunch
1:30 to 2:15 pm	Poipu III	Roundtable Discussions of Cases (4)
2:15 to 2:30 pm	Ballroom Foyer	Refreshment Break with WAM
2:30 to 3:30 pm	Poipu III	Business Meetings & Reports: <ul style="list-style-type: none">• Treasurer's Report (Teresa Martinelli-Lee)• Treasurer and Co-Chair Assignments• Discuss future of JCRI
3:30 to 4:30 pm	Poipu III	Award Presentations (Teresa Martinelli-Lee, Elaine Labach & Steve McGuire) <ul style="list-style-type: none">• WCA Best Case & Mentored Cases• JCRI Best Case• Reflections & Survey Feedback
4:30 to 6:00 pm	Luana Kai	WAM Fireside Chat with JMI Scholars
6:00 to 7:30 pm	Ocean Courtyard	WAM Opening Reception

WCA 2015 ✦ Roundtable Assignments

Tabl	Lead	Authors	Case
1.	Simon Walls	Simon Walls	Staying Fit with Pi-Yo: Bayfield Studio Adds Pi-Yo Classes
		Andreas Schueler	The IPO of Fraport
		Jeewhan Yoon	Los Angeles Fire Department: Diversity Still Ignites Discrimination
		Denise Kleinrichert	<i>Participant only</i>
2.	Scott Ensign	Scott Ensign	Bannister Lake Software
		Katherine Campbell	Starbucks: Social Responsibility & Tax Avoidance
		Flor Anaya (s)	An Agonizing Drill
		TBD	<i>Participant only</i>
3.	Michael Valdez	Michael Valdez	Southwest Trane: Keys to Success?
		Marc Dressler	Strategic Channel Management of St. Bernard Winery
		Terry Nelson (m)	AKBSafe, Inc: Death, Embezzlement, and Lost Sales
		Terry Nelson (m)	AK Connect's Failed Marketing Campaign
		Armand Gilinsky	<i>Participant only</i>
4.	Tony Bell	Tony Bell	Shovel Knight: A Kickstarter Conundrum
		Christopher Leeds	Root Pouch: Changing the Way the World Grows Plants
		Andre Avramchuk	Resuscitating 1-800-AUTOPSY
		Tony Bell (m)	Hey Jute
5.	Andrew Fergus	Andrew Fergus	Blackfish & SeaWorld
		Brian Soebbing, Chad Seifried	The New and Old Starter Clothing Company: A Strategic Case Study of Nostalgia
		Stephen Bowden	Tainui Group Holdings Ltd: Intergenerational Investor
		Neda Abousaidi (s) Natsuki Tamekuni (s)	Huy Fong Foods' Sriracha: Irwindale Turns up the Heat
		Steve McGuire	<i>Participant only</i>
6.	Carol Cumber	Carol Cumber (m)	HayCo: One Bale at a Time
		Nina O'Brien	Hooters of America: Strategic Positioning in a Competitive Niche Market
		Cesar Portillo (s) Wenjin Gao (s)	Mozilla and the Gay Marriage Debate
7.	Keisha Nichols	Keisha Nichols	The Medzone Initiative
		Duane Helleloid	The US Airline Industry in 2015
		Jyoti Bachani	Angadias: The Indian Backbone of the Global Diamond Business
		TBD	<i>Participant only</i>



How to Get the Most Out of the Roundtable Case Discussion Sessions

This conference is a developmental workshop. Each person contributes to each case discussion and in turn receives feedback from each other person at the roundtable. Participants' preparation prior to the Conference and active participation at the Conference are crucial to the usefulness of the roundtable discussions and the value added that the Conference can deliver. Conference participants typically report that they were delighted with the helpful, constructive feedback they received.

PURPOSE OF WCA CASE ROUNDTABLE DISCUSSIONS

The purpose is to assist all case researchers to improve their cases for use in classes, for adoption by others, and for publication. Rarely is a case presented that is ready for journal publishing; yet even such a case can be improved. Case authors may feel overwhelmed by all the suggestions. The process is not negative; rather, we work with you for improvement, just as we expect that you will help others to improve their cases. Therefore, all participants must thoroughly prepare all cases and instructor's manuals (IMs) (aka TN teaching notes). The discussion process is rigorous yet done in a supportive manner. You should expect that the first case discussed, long or short, would take more time than those that follow. Some issues will occur in several cases; discussion need not be repeated in detail after the first time the issues arise.

PREPARING FOR CASE ANALYZES & FEEDBACK

The focus should be on major as well as subtle ways to improve cases, not on proofreading details of grammar, spelling, etc. To give helpful feedback, you may (1) mark up the cases and IM | TN, and give them to the author after discussion; or (2) prepare a summary of your comments and helpful suggestions prior to the Conference, and hand your written comments to the author. Important questions include:

- ✓ Is the case interesting? To students? To faculty? To potential journals?
- ✓ Does it address an important issue in the specified course(s)?
- ✓ Can teaching objectives be achieved with the case? Do the IM | TN address these?
- ✓ Can the IM | TN analysis be derived from the case (and other course material)?
- ✓ Are there enough data? Should more be added? Should some be deleted?
- ✓ Is the analysis tied to theory?
- ✓ Is the case presentation unbiased or is the author's opinion evident?

DUTIES OF PARTICIPANTS IN THE CASE ROUNDTABLES

Table Leaders: Brief the participants about what will happen. Determine the case sequence. Be sure there is a recorder for each case. Guide the discussion. Keep the focus on important issues, not on proofreading. Discourage repetitious comments. Be sure to be a timekeeper, or assign one.

Recorder: Document the substance of comments. A copy of each case and IM will be emailed to each table participant. Provide your notes to the case author(s).

Case Author(s): Prepare some opening remarks that explain why you wrote the case, how you have used it in class, and any issues you are particularly looking for suggestions as to how to improve. Listen to the comments and ask questions.



How to Get the Most Out of the Roundtable Case Discussion Sessions

Discussant: [Other authors and participants] Review cases thoroughly, provide feedback, and participate actively.

There may be participants in your session who are not presenting a case. They are there to observe, to learn, and to participate. Welcome them. Most participants find that these sessions are more enjoyable and collegial than any other type of academic conference they attend. We hope that you will agree. We have planned the WCA Conference to provide interesting, enjoyable, and instructive activities.

AFTER THE WCA CONFERENCE

Revise your case and IM to develop and improve as needed. Carefully consider all session comments; some changes may not be appropriate or feasible; you must decide what to change and not to change. Some suggested data might not be available. However, you are likely to see the more cogent changes you do not make in reviews of your case when you submit it to a journal. Can you defend your choices when you respond to a reviewer? Test-teach the revised case and update your IM based on that teaching experience. Ask a colleague to observe your teaching or to teach the case, if possible; he or she will find things you missed or that you know but did not include. (The author always knows details not included in the case.)

Submit your revised Case and IM (instructor's manual) | TN (teaching notes) to the Case Research Journal (CRJ), the Journal of Case Research and Inquiry (JCRI), or to another scholarly journal. Most journal submissions will require at least one revision before acceptance. Failure to revise and resubmit represents the largest reason that submissions to the Case Research Journal are not published. If one journal rejects your case, do not be vexed, as it may be an appropriate fit with another journal.

WCA members may have suggestions about which journal would be a good outlet for your case. Once your case is accepted by a journal, or finally rejected, it is then appropriate to submit it to book authors for adoption. Note however, that any earlier acceptance by book authors disqualifies your case for most journals. Book acceptances often carry merit, depending on your university, but rarely have as much academic credit as acceptance by a peer-reviewed journal.

PUBLISHING YOUR CASE RESEARCH

Western Casewriters Association

As it has been said many times before in slightly different ways, the best case study is a published case study. Publishing your case in a peer-reviewed journal not only meets the standard of quality expected of all research, but also allows your work to be used by others. That is what you want and that is what WCA wants for you.

For publication outlets for your case research, have a look at the calls for cases on the following pages. For an extensive list of publication opportunities, visit the **WCA Wiki on Case Publishing** at <http://casepublishing.wetpaint.com/> or through the link on our website, [www.westerncasewriters .org](http://www.westerncasewriters.org)

CALL FOR CASES AND PAPERS

Journal of Case Research and Inquiry

WCA

The Western Casewriters Association is proud to announce the launch of a new journal, the *Journal of Case Research and Inquiry* (JCRI) in 2012.

The *Journal of Case Research and Inquiry* seeks submissions of teaching case studies, notes, and articles related to case research and teaching with cases. All submissions to JCRI will be double blind peer-reviewed by at least two reviewers. Published cases, notes, and articles will be available full-text online and free of charge for instructors and students.

Cases. The journal seeks cases that address significant contemporary issues faced by organizations and managers in the areas of business and public administration, nonprofit management, and social entrepreneurship. All cases must be submitted together with instructor manuals (IMs). Cases may be derived from primary field research, secondary research, or a combination of both. JCRI does not accept fictional cases, nor cases, notes, or articles previously published elsewhere. We seek cases that will grab students' attention. Cases employing multimedia methods and links to web resources are especially welcome.

Notes and Articles. Pedagogical notes that accompany a given case may be submitted to the journal; notes may be summaries of industry characteristics and trends, or theoretical or legal analyses that complement a case. JCRI also seeks scholarly articles addressing significant issues related to case research, case writing, and teaching with cases.

Submissions. Authors of cases, articles, and notes should adhere to the submission guidelines posted on the journal website www.jcri.org. Submissions and inquiries may be made to the editor at editor@jcri.org. Information about the Western Casewriters Association can be found at www.westerncasewriters.org

CALL FOR CASES

Case Research Journal

The **Case Research Journal** publishes outstanding teaching cases drawn from research in real organizations, dealing with important issues in all administration-related disciplines. The CRJ specializes in decision-focused cases based on original primary research (e.g., interviews with key decision-makers in the organization; interviews with stakeholders impacted by an organizational decision, issue, or problem; participant observation; review of primary materials, such as legal proceedings, congressional testimony, or internal company or stakeholder documents) supplemented by appropriate secondary research (e.g., journalist accounts). Exceptional cases that are analytical or descriptive rather than decision-focused will be considered when a decision focus is not practicable. Cases based entirely on secondary sources will be considered only in unusual circumstances.

The Journal also publishes articles concerning case research, case writing or case teaching. Previously published cases or articles (except those appearing in Proceedings or workshop presentations) are not eligible for consideration. The Journal does not accept fictional works or composite cases synthesized from author experience. Multi-media cases or case supplements will be accepted for review. Contact the journal editor for instructions.

Deborah R. Ettington, Ph.D.
Editor, Case Research Journal
Clinical Professor of Management (retired)
Department of Management & Organization
Smeal College of Business
The Pennsylvania State University Park, PA
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CALL FOR CASES

The CASE Journal

The CASE Journal invites submissions of cases designed for classroom use. Cases from all business disciplines will be considered. Cases must be factual, and releases must be available where necessary. All cases must be accompanied by an instructors' manual that identifies the intended course, relevant theoretical concepts or models that can be applied, and the research methodology for the case. The instructors' manual should also contain discussion questions and suggested responses, and a teaching plan if not inherent in the Q&A.

The CASE Journal also invites submissions of articles relating to case teaching, writing, reviewing, and two new sections have been introduced: Industry Notes and Critical Incidents.

All cases and articles will be subject to a double blind review process. Our review process is developmental, and reviewers will offer suggestions for improvement and revision, where appropriate.

All manuscripts submitted are to be original, unpublished and not under consideration by any other publishing source. To ensure the blind review, there should be no author-identifying information in the text or references. This journal will only accept on-line submissions. Submit your manuscript to the editor by e-mail attachment in MS-Word (doc format). A separate title page must accompany the paper and include the title of the paper and all pertinent author information (i.e. name, affiliation, address, telephone number, FAX number, and E-mail address). If any portion of the manuscript has been presented in other forms (conferences, workshops, speeches, etc.), it should be so noted on the title page. There is no submission fee; however, at least one author of cases/articles accepted for publication must be a member of The CASE Association.

Cases and articles that have been published in The CASE Journal are distributed through Primis and ECCH. Abstracts are available on our website: www.caseweb.org

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**WESTERN CASEWRITERS
ASSOCIATION**

CASE SYNOPSES

OF ALL ACCEPTED CASES

2015 WCA CONFERENCE

KAUAI, HAWAII

Case synopses may have been edited for length and format.
WCA Authors retain all rights to their intellectual work product; please
contact the author(s) for permission to reproduce or use a case.

AKConnect's Failed Marketing Campaign: Innovative vs. Traditional

Terry Nelson, tnelson15@uaa.alaska.edu (Faculty Supervisor)
Marvindan Anunciacion, August Banks, Erin Erslund and Nick Morrill (Student Authors)
University of Alaska, Anchorage

Founded in 1988, AKConnect (AKC) was headquartered in Anchorage, Alaska. It had grown to be one of the top telecommunications companies in Alaska, providing telecom services to business and consumer customers throughout the state. Commercial services included IT data management, business internet service provision, wireless services, and data network solutions. Residential services included internet service provision, wireless mobile devices and services, and email hosting services. As AKC developed, it became a publicly traded company available on the NASDAQ stock exchange.

This case describes the challenges faced by a new marketing specialist in the business-to-business marketing department, Alvin Arslanks, who has recently graduated with a marketing degree. Employees in this department have been given an ultimatum by the CEO to increase leads for the sales department by the end of the quarter or suffer dire consequences. In order to meet this challenge, senior marketing management purchased new software to implement an email and web campaign. The new software only generated a few quality leads at the end of its first month use, falling well short of expectations. Alvin who is a lifelong Alaskan suggested a more traditional approach – direct mail- to increase sales. He was quickly and firmly told to utilize the more technically advance approach.

In this case study, we suggest three perspectives (e.g., individual, team, and organizational) to assess this case. What are Alvin's options to try to convince his team of the strategy that he believes will work best? What can the management team do to come up with more effective strategies for AKC?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 12, 2015, Kauai, Hawaii. All rights are reserved to the author(s).

AKB Safe, Inc. Death, Embezzlement, and Lost Sales

Terry Nelson, tnelson15@uaa.alaska.edu (Faculty Supervisor)
Carlos Machuca, Anna Brown, Celesta Richardson, Suvechchha Shrestha and
Patrick McCormack (Student Authors)
University of Alaska, Anchorage

AKBSafe, Inc., a forty year old company located in Anchorage, Alaska, sold and distributed nonprescription medical products and durable and non-durable medical products to businesses and government agencies. In addition they also distributed gear and equipment to protect individuals from occupational hazards, injuries, and illnesses. The company was founded by Mark Williams in 1975 to sell and service Safe Medical products in Anchorage and throughout the state. Mark held exclusive rights to sell the products for the state of Alaska. For the first thirty-five years, the business was quite successful with a loyal and extensive customer base. In addition, the company had established close ties with both the EMS and political community. While the company only employed seven employees, the employees reflected the rich cultural diversity known to the Anchorage area.

This case describes the challenges faced by the new owners of AKBSafe, husband and wife, Arnold and Lorrie Smith. Since the death of its owner and founder Mark Williams in 2010, AKBSafe, Inc., struggled to survive the residual effects of embezzlement, new owners/management, and market share shrinkage. At one time, AKBSafe had over 20% of the market share but with the recent internal turmoil and problems, the company has seen its market share shrink to 14%. After three years of internal chaos and uncertainty, employee morale has declined along with sales. Every strategy Arnold and Lorrie have implemented has failed and they are at their wit's end of what to do next. They eventually hired a business consultant, Charles Crash, to help identify organizational issues that are impacting lost profit and market share. Is Arnold and Lorrie's solution to hire a business consultant an answer to their dilemma or should they sell the business? Are there actions that Charles can suggest to restore an organizational culture of respect and pride? What areas within the organization do you think Charles should focus on and why? Can Charles use cultural diversity as a strength and opportunity for the company?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 12, 2015, Kauai, Hawaii. All rights are reserved to the author(s).

An Agonizing Drill

Steve McGuire – smcquir@exchange.calstatela.edu (Faculty Supervisor) Anna Lapatkova, Darren Lakner, Flor Anaya, Mary Hill and Roman Zakharov (Student authors)
California State University – Los Angeles

For the past five years, Maria has been the owner of a small dental office in the city of El Monte, located within Los Angeles County's San Gabriel Valley. The city population is comprised of middle but mostly low-income townfolk. Maria's average patient can be described as a blue-collar worker, between the ages of thirty and fifty, with a family of at least three children. Since taking over the dental office, Maria has discovered that income, instead of health, is often the deciding factor for treatment.

When Maria is presented with a child patient with the most severe dental complications she's witnessed, she is faced with a dilemma; does the terrible condition of the child constitute child abuse? If so, should she contact law enforcement?

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 12, 2015, Kauai, Hawaii. All rights are reserved to the author(s).

Angadias: The Indian Backbone of the Global Diamond Business

Jyoti Bachani – jb19@stmarys-ca.edu
Saint Mary's College of California

The case describes the diamond industry in India in terms of size, scale and the way it is organized, focusing primarily on the ancient system of angadias in the informal sector. Angadias provide services to the diamond merchants of Mumbai, the commercial capital of India. These services include transporting uncut raw diamonds from Mumbai to the major diamond cutting centers in Gujarat, several hours away. And also transporting cut and polished diamonds back from Gujarat to Mumbai. Angadias provide cost effective and highly reliable courier service, along with informal secret banking and insurance service for the high value merchandise as well. This case showcases the paradox that India's global dominance in the diamond industry relies on the unorganized sector with plentiful cheap but highly skilled labor, along with extra-legal services of angadias, who are courier-banking-insurance providers without contracts – simply based on trust and coded symbolic methods known only to the insiders in the trade.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the Western Casewriters Association Conference, March 12, 2015, Kauai, Hawaii. All rights are reserved to the author(s).

Bannister Lake Software

Prescott Ensign – ensign@wlu.ca, Wilfrid Laurier University, Jonathan Fast,
University of Toronto & Stefan Hentsch, McMaster University

Bannister Lake Software is a Canadian software company that provides video graphic display solutions for broadcast television. As a small business, they have grown steadily since their founding in 1993 although the profitability of the business is not to the level its owners wish (Georg Hentsch and his wife Ingrid together own 100% of the business). Bannister Lake is best known for its Score Bug and News Ticker products, and has a client base that includes several major players in Canadian broadcasting (Rogers Communications, CBC, CTV, and Global TV). President and founder of Bannister Lake Software, Georg Hentsch, has an underlying interest to improve the profitability of his company because of his intention to retire and sell the business at some point in time between 2018 and 2023. Consequently, in order to achieve a reasonable valuation from potential investors, the net profit margin must improve and the business needs to remain competitive in the marketplace. The reader's assignment in this case is to figure out a strategy that will increase yearly revenue to \$1.5M and net income to at least \$100,000 by 2015. With a close-knit team of skilled programmers and industry known products, Georg believes this is entirely possible.

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Blackfish and SeaWorld

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The release and subsequent popularity of the documentary film 'Blackfish' had a significant impact on SeaWorld and its operations. Through an examination of a number of fatal incidents the documentary delivers a serious critique of SeaWorld's practices with regards to its use and captivity of Orca whales. In doing so it brought to light the question of whether Orca whales should be used as a source of entertainment.

This decision making case is focused on uncovering the issues and impact with regards to the Blackfish documentary and SeaWorld entertainment. It provides students with a real case where issues need to be uncovered and categorized and where an ethical evaluation needs to take place.

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HayCo: One Bale at a Time

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This case, based on true events, focuses on the decisions to be made by Mr. Mitch Olson, a native of southeastern South Dakota. He had earned his bachelor's degree in business management from the University of Sioux Falls and worked at several different jobs in agri-business, which led him to realize that the forage market in the U.S was disorganized with issues related to quality, standards, and supply. He recognized this as an opportunity, which led to the development of his original business, HayCo, as a contract manufacturer that processed and packaged forage-based products for the equine market. Initially, HayCo was run by Mitch and three other partners. Disagreements and a lawsuit eventually broke up the company and left Mitch with the brand name while the partners retained the facilities.

Mitch is now operating HayCo as a hay brokerage business by himself, buying and supplying hay mainly to the east coast of the United States while also shipping some hay to Japan. He currently has no employees, facilities, or land, but he does have many ideas for taking HayCo in a new direction. Mitch would like to see HayCo as its own forage company, rather than just a hay brokerage business. However, before he can do this, he needs to prioritize myriad business ideas to get a sense of direction for HayCo.

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HeyJute

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When VJ Bala founded HeyJute, he had visions of making money and doing good. After 3 years of consecutive losses, VJ knew his company had done a lot of good, but was beginning to worry about money. The company was only able to stay afloat through the profits of other related companies run under the banner of its parent company Megalith Management Inc. HeyJute imported jute products from India, employing women's self-help groups in the manufacture of the products and donating a portion of top-line revenues to a charity devoted to bettering the lives of Indian children. Despite its social mission, the company had suffered three years of unprofitability. HeyJute's best seller was a re-usable grocery bag that catered to high-end supermarkets, the bags were high quality, but the margins were thin. The company also sold Jute accessories which had higher margins, but sold in much lower volumes. Bala was at a crossroads. He wondered if his company should remain as is – a philanthropic subsidiary of Megalith Management, or if the company needed change. He also needed to consider if the company should be shelved altogether.

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Hooters of America: Strategies for Change in a Growing Niche Market

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Thirty years ago, *Hooters* was a first-mover in the now-popular “breastaurant” niche of the full service restaurants sector. Founders advanced a chain restaurant concept which paired the attractive and engaging nature of its wait staff with sports and casual dining and met with success. However, after a period of rapid expansion, and having paved the way for casual dining’s “breastaurant” niche by running a gauntlet of legal and community challenges, the chain began losing ground to competitors starting in the early 2000s. The four-year process of settling the estate of majority owner and Chairman Robert H. Brooks, who died in 2006, introduced uncertainty and resulted in the company’s eventual sale to Chanticleer Holdings in 2011, with Hooters of America Inc. President and CEO, Colby Brooks, staying on through the transition for a short time before entering into a franchising deal with competitor *Twin Peaks*. Rather than compete head-to-head with racier rivals, Hooters has decided to reenergize around its sexy-but-wholesome concept, reaching out to women and families.

The case addresses the benefits and challenges the company faced in executing and adapting its once-unique strategy over time, including controlling the controversial brand, addressing legal challenges associated with its Human Resource policies and trademark protection, managing community opposition and managing change associated with the company’s sale and the expansion of the restaurant’s niche.

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Huy Fong Foods' Sriracha: Irwindale Turns Up the Heat

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In 2014, the City Council of Irwindale, California considered a resolution to call Huy Fong Foods, Inc. a “public nuisance,” and filed a lawsuit against the company for failing to address environmental concerns. Huy Fong Foods was the manufacturer of Sriracha, a very popular hot sauce made from jalapeno peppers. Residents of Irwindale had complained to the City that the strong odors of the peppers emanating from the factory constituted pollution, and endangered their health and the quality of their lives. David Tran, the company founder and CEO, had to consider (a) installing expensive filters that might or might not reduce the pepper odor, (b) moving the factory to another location, or (c) finding another solution to the dilemma. The State of Texas was aggressively pursuing California businesses and offering tax incentives to those who relocated to that state.

The case provides a description of the company and its industry, as well as direct quotes from multiple interviews with Irwindale residents and City officials.

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The IPO of Fraport

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This case discusses the IPO of Fraport, with a focus on two problems to be solved before and during the IPO process. First, there is the discussion of the reasons for the decision in favor of the IPO and second, the decision which value per share should be used at the IPO.

Although the board had already decided in the end of the year 2000 to do the IPO, the students are asked to take on the perspective of the board member Andrew H (AH) who led the IPO team and recapitulate the decision pro IPO and against debt financing.

The second decision is the final outcome of a lengthy process which leads over a bookbuilding price range to the final price agreed upon with the underwriting banks - which, in most cases, lies within the book building range. The part of the pricing process covered in the case happened before the final setting of the share price: Again, it uses the perspective of AH who is working on the valuation together with his advisors JD and AS, and had to decide which price to use as a point of reference for the discussion with investment banks and investors. If underwriting banks and investors recommended or offered a share price too low compared with that internal benchmark, AH would try to convince the board to postpone the IPO.

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Los Angeles Fire Department (LAFD): Diversity Still Ignites Discrimination

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Located in a “melting pot” of ethnic communities, the Los Angeles Fire Department (LAFD) was the second largest municipal firefighting force in the United States protecting over four million people. Founded in 1886, the Department’s Engine Company No. 1 was established in 1887.

In 1972, the federal government filed a lawsuit against Los Angeles claiming that the city discriminated against Blacks, Latinos, and Asians. As a result, in 1974, the Department adopted an Affirmative Action Program and created a Minority Recruitment Unit to improve the recruitment of members of underrepresented demographic groups.

Although the LAFD in recent years had members representing many ethnic groups in the city, the LAFD faced many ongoing issues regarding recruitment of women, harassment, race discrimination, and changing its male-dominated culture to embrace diversity. A series of events, including numerous lawsuits that took a toll on the City’s taxpayers, hindered the growth of minorities in the LAFD program. Should the LAFD have continued to invest time, energy and millions of dollars on recruitment efforts? If so, how could it have modified its “culture” to embrace diversity?

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The Medzone Initiative: A Quest for Innovation, Synergies & Economic Development in the Sacramento Region

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Successful innovation clusters have demonstrated that they can have far reaching local and regional impact. Many of these clusters, such as Silicon Valley, California, have leveraged the diversity of world class institutions, entrepreneurs and venture capitalists. The impetus for establishing these types of clusters spans a vast spectrum suited to the needs of a particular geographic area or region. For example, in the U.S. state of New Hampshire, the newly established abiHub has a goal of fostering the growing innovation and technology ecosystem in the state. In the state of Arkansas, the Innovation Hub is a mechanism for collaborative partnerships that will drive economic development as well as provide hands on training and experience.

While there are several examples of successful innovation clusters, there is a lack of literature that explores the infancy stages required for this strategic development. This exploratory case study is aimed to fill this gap through investigating the creation of a medical innovation cluster (“Medzone”) in Sacramento, California. The initiative was facilitated by a City Councilman, who explores the concept and appropriateness with groups of MBA students. The goal of the Medzone initiative was to create a win-win scenario for the Sacramento region, the impoverished Oak Park neighborhood and community stakeholders. Success would include creating jobs, developing land assets, increasing investment and impacting the quality of life for Oak Park residents. In this respect, the case also explored the impact such an effort has, when driven by city management, on economic development in an impoverished urban setting.

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Mozilla and the Gay Marriage Debate: When Does the CEO's Political Donation Cross the Line?

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This case examines a high profile case of negative public reaction to the appointment of a CEO following a political donation perceived to be at odds with corporate values. Mozilla is best known today as the developer of Firefox web browser. Mozilla named co-founder Brendan Eich as its new CEO in March of 2014, but his 2008 donation of \$1,000 to a California ballot measure outlawing same-sex marriage became the focus of outcry. With 70,000 online petitioners demanding his removal and growing controversy, Eich resigned only 11 days after his appointment. Should Eich have resigned?

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The New and Old Starter Clothing Company: A Strategic Case of Nostalgia

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The sport apparel market has experienced significant growth over the past 30 years allowing numerous companies the opportunity to establish brand awareness, recognition, and loyalty regarding their products and services (Mullin, Hardy, & Sutton, 2014). The present case is a profile case regarding the history of the Starter Corporation, whose iconic jackets were one of the most recognizable pieces of merchandise in the 1980s and 1990s. After filing for bankruptcy just prior to 2000, Starter executives expressed a desire to stay relevant in the sports apparel industry. One way is to reintroduce the Starter Jackets, a product that generated close to \$400 million in revenues per year as late as 1997 (Lioz, 1997). From an observational perspective, the primary advantage the Starter brand appears to enjoy today surfaces with the feeling of nostalgia experienced by consumers wearing, or viewing, Starter brand clothing.

The present case study illustrates the potential of nostalgia as a solution strategy to help Starter utilize its innate advantages as a childhood brand to regain financial and brand recognition relevancy in the market. The Starter Clothing Company, founded in 1971 by David Beckerman, was once a popular brand name for National Hockey League (NHL), National Basketball Association (NBA), National Football League (NFL), and Major League Baseball (MLB) fans. With this case study, we review how Starter can utilize their resources in order to once again become a major player within the sport apparel market. The focus of this profile is on recognizing the opportunity to consider the impact of nostalgia on brand awareness and the influence of identification with a fan nation toward product consumption.

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Resuscitating 1-800-AUTOPSY: A Lifespan of a Death Care Enterprise

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A private-autopsy industry pioneer, Vidal Herrera of Los Angeles enjoyed high-profile media attention and the publicity that few entrepreneurs ever achieved. He sought to fill the market segment left by hospitals and coroners reducing the numbers of performed autopsies due to budget cuts and technology enhancements. He considered it wrong when people did not receive proper closure by confirming their loved ones' true causes of death. Since the 1988 opening of his Autopsy / Post Services, Inc., also branded as 1-800-Autopsy, the for-profit, 24-hour mobile enterprise and its charismatic leader have been featured in press, onscreen, and online. From the award-winning *CNN* news and *Dateline* TV programming to *The Economist* and *The Wall Street Journal* reports, the interest in his services seemed to be strong and broad over the years. Herrera earned a runner up status for a Marketer of the Year with *Inc.* magazine and, with supportive advice from a business consultancy, tried to franchise his unique concept since 1998.

Despite constant publicity, decades of reputable experience, and key attempts at substantial expansion (e.g., the *Entrepreneur* magazine featured 1-800-Autopsy franchise again in 2013), Herrera's enterprise had yet to blossom to its envisioned potential. In 2002, the franchise was on the market at around \$92,000 a piece, but, as of beginning of 2015, had no more than a few serious takers. In his attempts to revive the franchise idea while helping others, Herrera tried to work with returning war veterans, waiving initial costs for a pledge to complete training with him. In 2015, Herrera's autopsy lab was one of the few of its kind outside of hospital or coroner's office settings accredited by the College of American Pathologists. In his early sixties, Mr. 1-800-Autopsy, a Mexican-American autopsy technician, was full of enthusiasm about the future of his unique enterprise and contemplating what steps to take next.

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Root Pouch: Changing the Way the World Grows Plants

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and Anjali Bal (Babson College)

Root Pouch, an LLC, headquartered in Hillsboro, Oregon has experienced rapid growth and gained notoriety in the developing fabric pot niche of the gardening industry. The company has been focused on manufacturing pots and containers that are completely degradable and meet FDA requirements for criteria for contact with food, drugs, biologics, and cosmetics.

The continuing demand for eco-friendly products has allowed for fast growth and provided Root Pouch with challenges as to the best way to define and reach their customer base while achieving a competitive advantage over the growing competition. The partners have looked into expanding their product line, but fabric pots continue to account for about 98% of the company's business.

Root Pouch has won various design awards, experienced continuing growth, and has focused on determining the best way to expand operations to meet and grow demand while staying true to their stated desire to remain “passionate about innovation, sustainability, and finding creative ways to preserve the green beauty of the world around us.”

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Shovel Knight: A Kickstarter Conundrum

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Having left stable jobs at Wayforward Technologies, the team at Yacht Club Games, an “indie” game developer, was ready to begin development of its first game: Shovel Knight. Because the team did not have enough money to fund the development of the game internally, they were preparing to launch a Kickstarter crowd funding campaign. With the promotional materials in place, there was one element left to consider: how much funding should they request?

The primary objective of this case is to get students preparing basic budgets for a video game developer. It also has students considering the challenges of entrepreneurship and choosing to “go independent”. Finally, it introduces students to some of the nuances of developing a campaign for the crowd funding website Kickstarter.

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Southwest Trane: Keys to Success?

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Gary Treat, Southwest Trane

This case begins with Mr. Gary Treat (Southwest Trane Owner / CEO) reflecting on his time at Southwest Trane. Mr. Treat is uncertain what led to his company's success. The case goes on to describe Southwest Trane's history, business units, organizational structure and an overview of the broader industry. Then, readers are provided an overview of Southwest Trane's implementation of a major employee incentive program based on a book by Jack Stack, "The Great Game of Business." The implementation of the "Great Game" led to a dramatic shift in the organizational culture as well as considerable financial success for both employee and company. The case ends with the selling of Southwest Trane to The Trane Corporation.

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Starbucks: Social Responsibility and Tax Avoidance

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Starbucks had been successful in growing its stores and presence in the UK, and described the profitable growth to investors as something it wanted to build on in other international markets. However, in its 15 years of operations in the UK, the company had paid UK corporate income taxes only once. Using a combination of legal tax avoidance practices (e.g., transfer prices, royalty payments, interest expense), Starbucks UK had effectively shifted taxable income to subsidiaries in The Netherlands and Switzerland with lower tax rates. In 2012, Starbucks UK faced a public relations furor over its failure to pay corporate income taxes. While the tax avoidance practices Starbucks used were common among multinational companies, Starbucks had been very public in its commitment to being socially responsible. This included, among other aspects, paying fair wages to employees and paying fair prices to coffee growers in developing countries. Thus, its critics found it easy to point out that not paying its fair share of taxes was inconsistent with the image Starbucks was portraying to consumers.

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Staying Fit: Bayfield Pilates Adds Pi-Yo Classes

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It was March 2014 and Elaine Grady had just completed her Pilates-Yoga (Pi-Yo) instructor course and was contemplating how she could bring Pi-Yo to her studio, Bayfield Pilates & Yoga Connection. Grady knew that this combination of Pilates and Yoga would be a perfect complement to her studio's classes, but she was unsure how to best implement a new program. With plans to start Pi-Yo in June 2014, Grady had some big decisions to make regarding the marketing and operations plans for the new class.

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Strategic Channel Management of St. Bernard Winery: Rewiring for Customer Reach

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The German wine industry experiences a transition from a rather stable environment to an unstable one, where a multitude of highly important factors and determinants – from customer behavior via regulation via global market shifts to climate and environmental impact – need managerial attention as well as business model modification. One of the prime challenges in that changing industry consists of how to manage the client in an industry characterized by changing market forces and decreasing customer loyalty. In the light of consumer changes, technological advances, global market developments, and retail industry transition, channel strategy needs adaptation or revision for most market players. This case study explores a mid-sized German winery in their strategic challenges to secure profitability and growth.

In order to develop multichannel navigation recommendations, the case requires evaluation of the strategic positioning and options in competitive environments considering trends and industry peculiarities, assessments of target customers with according customer strategies, business models and adequate channel strategies, and an assessment of impact on the offering and company results in case of strategic reorientation. The case therefore provides the platform to design a strategic path with multichannel navigation to ensure profitable growth in a highly fragmented market, dominated by small and medium entrepreneurs, and characterized by intense rivalry of national but also imported products.

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Tainui Group Holdings Ltd: Intergenerational Investor

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In 1995 Waikato Tainui became the first iwi (New Zealand Maori group) to settle with the Crown over Raupatu (land confiscation) providing a \$170m legacy in the form of land and cash. Tainui Group Holdings has been the investment arm of Waikato Tainui that has been responsible for generating a commercial return from those assets. By 2014 TGH had built a portfolio with \$841m under investment. But TGH was also a company in transition in 2014. Broadening the portfolio from being property-centric while making key decisions on the role TGH would play moving forward on the Ruakura inland port were central elements in building the right long-term investment profile for TGH.

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The US Airline Industry in 2015

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The U.S. airline industry has been plagued by financial losses, bankruptcies, union disputes, and expensive mergers over the past decade. In both 2005 and 2008, the twelve largest U.S. airlines reported combined losses in net income of over \$25 billion. Since 2009, most airlines had been reporting profits, albeit meager in many cases. Falling gas prices, reduced competition, an improving U.S. economy, and improved efficiency in operations all contributed to a rosier outlook for airlines in 2014. Three large U.S.-based airlines (American, United, Delta) each reported profits in the third quarter of 2014 of around \$1 billion, and projected strong fourth quarter results. Had the industry structure and competitive dynamics finally changed so that profits could be sustained going forward, or was this just a positive blip in what had been a turbulent industry ever since deregulation began in the 1970s?

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What Happens When it Comes to Brand Launch

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Engro Foods Limited (EFL) launched Omore ice in the markets of Pakistan in 2009. The market is already dominated by Walls ice cream by Unilever. To penetrate in such market EFL faces some challenges and came up with few strategies as well. This case discuss about those challenges and strategies. Moreover, the case also discusses the response from its competition.

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