

PROGRAM AND PROCEEDINGS WESTERN CASEWRITERS ASSOCIATION CONFERENCE

DoubleTree by Hilton



Rohnert Park, California

March 7, 2019

Edited by Nina O'Brien

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PRESIDENT'S WELCOME

Welcome everyone!

I am looking forward to meeting and discussing business case writing with you at the 2019 Western Casewriters Association (WCA) conference in Rohnert Park, California.

The WCA was founded with the mission to help train, develop, and support case writers. To help us achieve our goals, we have structured the day with a roundtable format. We have found that this is the best way to provide practical, detailed feedback on your case and instructor's manual. Our hope is that you become motivated and inspired to continue your case writing and publish your case in peer-reviewed journals. Please consider submitting your polished cases to the Journal of Case Research and Inquiry (JCRI), the peer-reviewed online publication of the WCA. The JCRI is now listed in Cabell's Directory of Publishing Opportunities.

The WCA strongly believes in creating a supportive environment that encourages people to start, develop and write interesting business cases. We believe in a mentoring culture where the more experienced members share their insights and ideas with new case writers to continue the development of our field. A mentored case that was presented last year by a professor and her students became a winner of the AABS Emerald Case Writing Competition and was invited to be published by Emerald Emerging Market Case Collection. One of the authors wrote, "Thank you WCA for great comments!"

I will start our morning session with a welcome and introduction. This will be followed by a short roundtable etiquette presentation by Nina O'Brien, 2019 Program Chair. We will then break into our roundtable discussion groups.

This year the keynote talk will be a joint presentation by Professor Julia Ivy and her graduate student Shreshthi Mehta from Northeastern University. Julia and Shreshthi won the Best WCA Case in Proceedings at the Western Casewriters Association 2018 Conference last year. Their presentation is titled: "*Make Your Case to Shape Your Space: Case Writing as an Employability Instrument.*"

We will conclude the conference with a presentation of the awards for best WCA Case in Proceedings, and best WCA Mentored Case in Proceedings. The WCA Board Meeting will take place following the presentation of the awards. If you are interested in getting more involved with the WCA or in reviewing for the JCRI, please join us at the Board meeting. We hope you find the conference fun, motivating and rewarding.

Deborah Walker
Professor of Economics, Fort Lewis College

WCA 2019 PROGRAM SCHEDULE

Time	Location	Agenda
7:00 am – 5:00 pm	Ballroom Foyer	WAM and WCA Registration
7:00 to 8:00 am	Salon 3	WCA and Doctoral Consortium Breakfast
8:10 to 8:30 am	Salon 1 & 2	Welcome (Deborah Walker, President of WCA) Roundtable Etiquette & Feedback Process (Nina O'Brien, WCA Program Chair)
8:30 to 9:25 am	Salon 1 & 2	Roundtable Discussions of Cases (1)
9:25 to 9:40 am		Quick Bathroom/Stretch Break
9:40 to 10:30 am	Salon 1 & 2	Roundtable Discussions of Cases (2)
10:30 to 10:45 am	Ballroom Foyer	Refreshment Break with WAM
10:45 am to 12:00 pm	Salon 1 & 2	Roundtable Discussions of Cases (3) and wrap-up of case discussions (return to earlier unfinished discussions if needed).
12:00 to 1:00 pm	Salon 3	WCA/WAM Lunch
1:00 to 2:15 pm	Salon 1 & 2	Keynote Address: Julia Ivy and Shreshthi Mehta, Northeastern University. "Make Your Case to Shape Your Space: Case Writing as an Employability Instrument."
2:15 to 2:30 pm	Ballroom Foyer	Refreshment Break with WAM
2:30 to 3:15 pm	Salon 1 & 2	Armand Gilinsky, Sonoma State University. "10 Tips to Publish and Make an Impact with Your Case" Award Presentations - Best WCA Case - Best Mentored Case - Reviewer Appreciation Conference Feedback Reviewer Invitation (WCA and JCRI) Treasurer's Report Choose WCA Program Chair for 2020 Conference
3:15 to 4:00	Salon 1 & 2	WCA Board Meeting: - <i>Journal of Case Research and Inquiry</i> -Other New Business

WCA 2019 TABLE ASSIGNMENTS

Leads: Please arrange for a notetaker for each case discussion and keep an eye on the clock to ensure that all cases receive thoughtful and thorough feedback. The order of case discussions may be changed to accommodate the needs of participants.

Table 1

Lead	Authors	Case
Andrew Fergus	Renata Schafer Robert Girling Marieshka Barton (Sonoma State University)	Sustainability Lessons from Traditional Medicinals
	Melanie Reed Andrew Fergus (Thompson Rivers University)	The Chris Rose Therapy Centre for Autism: Recruitment Challenges
	Jyoti Bachani (Saint Mary's College of California) Tricia O'Keefe (IBM, Colorado)	Aravind Eye Care: Compassionate Service for Sight

Table 2

Lead	Authors	Case
Duane Helleloid	Frances Marie Esguerra Nola Agha (University of San Francisco)	NBA and Esports: Potential Value Chain Alignment
	Duane Helleloid (University of North Dakota)	A Right to be Forgotten?
	Victor Bilodeau (MacEwan University)	Cryptocurrencies and the Blockchain: Why and Why Now?

Table 3

Lead	Authors	Case
Michael Merenda	Terry Borja (U.S. Navy) Kathryn Aten Gail Thomas Mark Eitelberg (Naval Postgraduate School)	Pink, White, and Blue: A Transgender Sailor's Choice Between Self and Country
	Michael Merenda (University of New Hampshire)	Wynn Resorts: Should it Keep its Massachusetts Gaming License?
	Radzivon Marozau (Belarusian Economic Research and Outreach Center – BEROC) Julia Ivy (Northeastern University)	Firedoors: Path for International Expansion

Table 4

Lead	Authors	Case
Deborah Walker	Deborah Walker Lorraine Taylor Kristin Watson Theresa Hilliard (Fort Lewis College)	The Summer That Went Up in Smoke: Managing the Durango & Silverton Narrow Gauge Railroad in the Midst of a Wildfire
	Stephanie Owings Douglas Lyon (Fort Lewis College)	Smoke and Fire
	Wayne Singular (Thompson Rivers University)	Mostly Mental Shuttles: Now is the Time to Grow

Table 5

Lead	Authors	Case
George Whaley	Chahhat Lakhwani Julia Ivy Shreshthi Mehta (Northeastern University)	Soko Box: A Korean Cosmetic Products Company in Chile
	Colin O'Leary Andrew Fergus (Thompson Rivers University)	Glowforge: Strategic Implications of Delayed Product Release
	Craig Davis (Ohio University) Nakato Hirakubo (Brooklyn College) George Whaley (San José State University)	International Retailer Sanyo Shokai's Future Direction After Burberry License Agreement Loss
	Ezra Pugh Ellen Drost (California State University Los Angeles)	Los Angeles Apparel: Growing Pains

ABOUT THE 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 case writers 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. Participants at the conference will have their cases reviewed by other authors. The objective is to help participants move their cases towards journal publication.

HISTORY

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 roundtable format since then to help train, develop, and support case researchers. Past presidents of the organization include:

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

WCA OFFICERS, 2018-2019

President: **Deborah Walker**, Fort Lewis College

President Elect & Program Chair 2017-18: **Nina O'Brien**, California State University, Los Angeles

Treasurer: **Teresa Martinelli**, University of La Verne

WCA REVIEWERS, 2019

This conference would not be possible without the dedication contribution of our many reviewers who provide thoughtful, thorough, constructive and timely feedback on cases. **Thank you so very much for your valuable service to WCA!**

Kathryn Aten, Naval Postgraduate School
Anthony Bell, Thompson Rivers University
Anne Dietterich, Northeastern University
Ellen Drost, California State University Los Angeles
Andrew Fergus, Thompson Rivers University
Carol Flinchbaugh, New Mexico State University
Issam Ghazzawi, University of La Verne
Armand Gilinsky, Sonoma State University
Duane Helleloid, University of North Dakota
Ghadir Ishqaidef, California State University Chico
Julia Ivy, Northeastern University
John Lawrence, Fort Lewis College
Douglas Lyon, Fort Lewis College
Tom Maiskiewicz, Fort Lewis College
Radzivon Marozou, Northeastern University
Theresa Martinelli-Lee, University of La Verne
Mike McCollough, University of Idaho
Michael Merenda, University of New Hampshire
Vijaya Narapareddy, University of Denver
Duncan Pelly, California State University Los Angeles
Melanie Reed, Thompson Rivers University
Keith Sakuda, University of Hawaii
Wayne Singular, Thompson Rivers University
Lorraine Taylor, Fort Lewis College
Michael Valdez, Fort Lewis College,
Deborah Walker, Fort Lewis College
Simon Walls, Fort Lewis College
George Whaley, San José State University

WCA 2019 AWARDS PROCESS

Two awards will be given at the WCA Conference this year. Reviewers reviewed cases as well as nominated cases to receive an award. The Conference chair then reread the cases that were nominated in order to determine the winners in consultation with WCA officers. This was a very difficult process, there were many very good cases submitted to the Conference this year.

The first award presented at the Conference will be the “Best Case Award”, for which all submissions are considered. The second award presented at the Conference will be the “Best Mentored Case”, which recognizes the best case written by a student author(s) with the guidance of a faculty mentor.

Award winners will be recognized at the close of the Conference.

2018 Award Winners:

Best Case Award:

Ashokan Center: Fostering Deep Connections

Michael Merenda

University of New Hampshire

Best Mentored Case:

Brewerkz: Brewing What Works Best

Shreshthi Mehta (Student Author)

Julia Ivy (Faculty Mentor)

Northeastern University

2017 Award Winners:

Best Case Award:

Russian River Brewing Company In 2016: Crafting Strategies

Armand Gilinsky, Sergio Canavati, & Jeffrey Young

Sonoma State University

Best Mentored Case:

Homeboy Industries: Redefining Social Responsibility

Yang Zhang (Student Author),

R. Duncan M. Pelly & Steven McGuire (Faculty Supervisor)

California State University, Los Angeles

HOW TO GET THE MOST OUT OF THE CASE DISCUSSION SESSIONS

The Western Case Writers Conference (WCA) is a developmental workshop. Each person contributes to each case discussion and in turn receives feedback from each other person at their roundtable. Participants' preparation prior to the WCA and active participation at the WCA 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 of the WCA 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 ANALYSES & 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 instructor's manual 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? Does the IM address these?
- ✓ Can the IM 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 (typically the sequence that is on the Table Assignments document is

followed). 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 (if you have), and any issues you are having with the case. Listen to the comments and ask questions.

Discussants 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 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 to the *Journal of Case Research and Inquiry* (JCRI), the *Case Research Journal* (CRJ), 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.

"How to Get the Most out of the Case Discussion Sessions" was prepared by NACRA authors Timothy W. Edlund and Linda E. Swayne and adapted by Jeff Shay, Stephen McGuire, Duane Helleloid, and Leslie Goldgehn for WCA's purposes. Some edits were made by Deborah Walker in 2018. WCA thanks NACRA for use of the document.

PUBLISHING YOUR CASE

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 a list of publication opportunities, visit “Case Publishing Outlets” through the link on our website, www.westerncasewriters.org.



CALL FOR CASES, NOTES, AND ARTICLES: JCRI

The *Journal of Case Research and Inquiry* (JCRI) is the peer reviewed online publication of the Western Casewriters Association (WCA) and is listed in *Cabell's Directory of Publishing Opportunities*. The JCRI publishes (1) TEACHING CASE STUDIES in business and public administration, nonprofit management, social entrepreneurship and economic policy; (2) NOTES - industry or theoretical analyses to accompany cases; and (3) ARTICLES on case research and teaching with cases.

JCRI publishes cases, notes, and articles online. That way they are available full-text and free of charge to educators and students. Educators are encouraged to place in their syllabi links to JCRI cases, notes, and articles.

Authors should review the JCRI submission guidelines by visiting JCRI's web page <http://www.jcri.org/>. Authors may contact the editor, Steve McGuire or associate editor, Deborah Walker, at editor@jcri.org.



NACRA

NORTH AMERICAN CASE
RESEARCH ASSOCIATION

CALL FOR CASES: CRJ

The *Case Research Journal* (CRJ) is published by the North American Case Research Association (NACRA). The CRJ is the leading academic journal for cases in business and related disciplines in North America. The Case Research Journal publishes outstanding field-research-based, decision focused teaching cases drawn from research in real organizations, dealing with issues in all administration-related disciplines. Occasionally, the Journal publishes papers concerning case research, case writing or case teaching. All manuscripts are double-blind refereed by Editorial Board members and ad hoc reviewers.

The journal publishes four issues a year and has an acceptance rate of approximately 20 percent. Cases published in the CRJ are distributed directly to libraries and subscribers and online through NACRA's publishing partners, including, Harvard, Ivey, The Case Centre, McGraw-Hill Create, Pearson Collections, and Study.net. Authors should review the CRJ submission guidelines by visiting NACRA's web page <https://www.nacra.net/case-research-journal/>.

Authors may contact the editor, Gina Grandy at crj.editor@uregina.ca if they have questions.

UPCOMING SPECIAL ISSUES

Special Issue on **WOMEN ENTREPRENEURS**

Submission Deadline October 31, 2019

Special Issue on **HEALTH CARE**

Submission Deadline February 15, 2020

Special issue on **MULTIDISCIPLINARY CASES**

Submission Deadline October 31, 2020



Wine Business Case Research Journal

CALL FOR CASES: WBCRJ

The *Wine Business Case Research Journal* is now accepting wine business cases for Volume 4. The submission deadline is July 31, 2019.

The *WBCRJ* publishes outstanding field-researched teaching cases for educating and training industry leaders. Our decision-focused cases address today's most complex challenges encountered in global wine and wine support businesses, as illustrated by real people and real events.

The *WBCRJ* provides authors with:

- 24-Day Average Review Cycle
- 121-Day Average Acceptance Cycle
- Copyright Retention
- Double-Blind Peer Review
- Professional Development Credit
- Open Source, Open Access

The *WBCRJ* is actively seeking cases in the following areas: supply chain and logistics, marketing, leadership and organization, tourism, financing and accounting, human resource management, economics, social issues management, corporate social responsibility, strategic planning and implementation, management information systems and e-commerce, sustainability, direct-to-consumer distribution, entrepreneurial challenges, and climate change.

We accept cases across the wine value chain, including related industries such as craft brewing and distilling. Multimedia cases as well as cases in traditional document format will be considered.

For submission guidelines please visit: <https://wbcry.scholasticahq.com/for-authors> or email wbizcase@sonoma.edu.

WCA 2019 CASE SYNOPSES

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.

Sustainability Lessons from Traditional Medicinals

Renata Schafer
Robert Girling
Marieshka Barton
(Sonoma State University)

Case Synopsis

In the early 1970s, Drake Sadler and two partners began blending and selling teas in a small herb shop in Sebastopol, California. They were doing well financially, but Sadler had a broader vision when he started the company. “An estimated seventy to ninety percent of medicinal plant species are collected in the wild, mainly by local and indigenous people. These native villages are horribly impoverished and struggle to preserve their culture and communities,” said Sadler. He wanted to work with these communities in order to help them change their lives from poverty to prosperity. In 1974 Sadler’s herb shop became Traditional Medicinals a leader and an example of a business model based on sustainable environmental and social progression for the twenty-first century.

In the late 1990s, Sadler began to remove himself from day to day management of the company and brought on Blair Kellison as CEO. Blair was tasked with the responsibility to grow the company alongside growing its social mission reach. Blair choose a seemingly divergent path as he led Traditional Medicinals into the mainstream consumer packaging goods channel by negotiating product placement with the mammoth, Walmart. Many of the employees perceive Walmart as the nemesis of their company’s culture while Blair saw it as any opportunity to grow its social mission reach. How could Blair ensure the company would not only survive but would it maintain its core values? Second, how would he be able to maintain the company’s commitment to social justice? And how could Blair gain the support of his team?

The Chris Rose Therapy Centre for Autism: Recruitment Challenges

Melanie Reed
Andrew Fergus
(Thompson Rivers University)

Case Synopsis

Not-for-profit organizations are often limited in their ability to attract top-talent due to a lack of financial resource and access to expertise. They may also be constrained by a lack of knowledge of and an ability to incorporate recruitment strategies that will support a desire to hire and retain the best employees. The Chris Rose Therapy Centre for Autism in Kamloops, BC was no exception. While the Centre had an excellent reputation for providing quality education programs and support services to youth and adults who have Autism Spectrum Disorder, the funding model and the nature of the work and working conditions presented specific challenges for recruitment and selection. This coupled with a shrinking pool of available workers and an Executive Director who was required to take-on multiple roles (including recruiter) with limited time and expertise resulted in a need to explore possible ways to make improvements.

This case provides an overview of the challenges and restrictions facing the Centre and the Executive Director as she embarked on a new recruitment process. It begins with a brief history of The Centre and the Executive Director, Wanda Carisse who had been with the organization since 1996. The case then provides students with information on the current organizational structure, the nature of the roles recruited for and the recruitment process. To create context for the unique challenges faced in this complex non-profit organization, the case presents an overview of the funding model, budgetary restrictions and the competitive landscape they faced. The case challenges students to develop a recruitment strategy and consider ways the recruitment process can be improved to attract diverse applicants that fit an ideal target audience when the organization has limited resources.

Aravind Eye Care: Compassionate Service for Sight

Jyoti Bachani
(Saint Mary's College of California)

Tricia O'Keefe
(IBM, Colorado)

Case Synopsis

The case describes the Aravind Eye Care system, the largest eye care provider in the world, that is on a compassionate mission to make eyecare accessible to those too poor to afford it, and thus fulfil their mission to eliminate needless blindness. The case describes the tangible and intangible aspects of the Aravind ecosystem, along with the founder's vision in creating it.

The founder, Dr. V, founded Aravind with a modest 11 bed hospital after a mandatory retirement from his job with the government of India. He passed away in 2006 and the current leadership is still fulfilling Dr. V's vision. Simultaneously, they are aware that their value centric management and leadership was cultivated under Dr. V, and in order to ensure a successful future for Aravind, they need to find ways to formally pass it on, to the next generation of Aravind leaders. They are also working with over 300 partners to bring about the social change needed to accomplish their mission, and need to find ways to inculcate the same values in the diverse partner organizations around the world.

How does a Tamilnadu, India based successful eye-healthcare provider replicate its software and innovation culture in a manner that will continue the service with compassionate essential to their mission?

NBA and Esports: Potential Value Chain Alignment

Frances Marie Esguerra
Nola Agha
(University of San Francisco)

Case Synopsis

Since 1999, gamers across the world have played NBA 2K, a video game where a person sitting at home can take the role of an NBA player and attempt to score points to win a game. Over time, this type of recreational video game play evolved into competitive gaming called esports, a rapidly growing industry with tournaments, prize money, and millions of spectators and competitors. To capitalize on this lucrative opportunity, the NBA created a joint venture with video game publisher Take-Two Interactive to launch the NBA 2K League, the first esports league operated by a professional sports league. Just as many NBA franchises had a symbiotic WNBA team, the NBA intended for its basketball franchises to create esports teams to compete in the NBA 2K League. Seventeen of the thirty NBA franchises joined in the inaugural 2018 season.

In this case, the reader takes the role of an NBA team owner who has not yet created an esports team to compete in the NBA 2K League to decide if they should join for the 2019 season. To assist in decision making, team executives considered not only the role and responsibilities of the league, but also the ways in which their internal competencies added value to consumers. Were those same capabilities required in an esports team as well? Was there sufficient value chain alignment for a team to create an NBA 2K esports team for the second season of the NBA 2K League?

A Right to be Forgotten?

Duane Helleloid
(University of North Dakota)

Case Synopsis

Since 2014, EU citizens have had the ability to request that specific website URLs be excluded from searches when their name is entered into the search field. This has been referred to as a “right to be forgotten,” and allows individuals to exclude information that is deemed irrelevant, excessive, inaccurate, or inadequate.

This does not affect any underlying URL or the fact that the information still exists on the internet; it simply means that a search will not return the URL from a website that has been blocked. EU citizens have to make a similar request to each search engine operator (e.g., Google, Yahoo, Microsoft). As of February 2018, Google had processed over 2.4 million requests and approved about 43 percent. In the other 57%, Google employees determined that the public interest was best served if searches did not block these URLs.

In China, after receiving numerous requests from the Chinese government to block certain websites from search results, Google decided to exit the market in 2010. Currently there are no U.S. laws that allow citizens to request that certain search results be blocked, although some legislation has been proposed. This issue pits a “right to privacy” against “transparency” or a “right to information.”

Cryptocurrencies and the Blockchain: Why and Why Now?

Victor Bilodeau
(MacEwan University)

Case Synopsis

Michael McCoy was the owner of a popular bicycle store in Toronto, Ontario. His business typically handled hundreds of transactions on a weekly basis including those from customers wanting to buy a bicycle or accessories to the business itself buying bicycles and parts from suppliers. Transactions were typically settled with cash in the form of Canadian or US dollars, credit or debit cards, and even through trade-ins.

Over the years Michael discovered that in order to remain competitive, he needed to offer his customers different payment options even though some of those options carried with them certain drawbacks such as high transaction fees.

Recently, he had been pondering what role cryptocurrencies might have in his business moving forward and was even beginning to ponder whether he should start accepting cryptocurrencies such as bitcoin in exchange for goods and services offered through his store.

The case is set in early 2018. Michael, the store owner, has looked into the potential benefits of cryptocurrencies, but still has questions on how to implement, if at all, their use in his business. Students are placed in the shoes of the store owner and must think their way through what the best approach may be when dealing with this new technology and what its implications might be moving forward.

Pink, White, and Blue: A Transgender Sailor's Choice Between Self and Country

Terry Borja
(U.S. Navy)

Kathryn Aten
Gail Thomas
Mark Eitelberg
(Naval Postgraduate School)

Case Synopsis

Landon Wilson is a transgender male (i.e. he was assigned female at birth but identifies male). Landon Wilson was a U.S. Navy sailor on a special assignment in Afghanistan, away from his parent command in Hawaii, where he had a reputation as a hard worker and model sailor. He worked as a cryptologic technician–collection specialist (CTR). CTRs collect and analyze top-secret data and create special intelligence to support warfighters. Landon enlisted in the Navy as a female in 2011 and began transitioning to male in Hawaii less than a year later. When he moved to Afghanistan, he continued presenting and living as a male without issues. He was in male barracks, and his leaders and colleagues referred to him with male pronouns. When his transgender identity was discovered by his command, he was immediately processed out of Afghanistan and returned to his parent command in Hawaii. A few days after his return, Landon was promoted to petty officer third class and received a commendation letter from a vice admiral.

In Hawaii, Landon's Navy leadership scheduled a meeting to debrief the events that brought him home. The case details the events leading to a key decision presented to Landon at that meeting. Landon's leadership compels him to choose between continuing gender transition and his Navy career. Landon sometimes reflects on his memories of his experience, which are still painful. At the time, the Navy provided no guidance for how leaders should deal with a situation like Landon's. When and how did policy and communication fail? What could and/or should he have done differently? What could and should his leaders have done differently?

Wynn Resorts: Should it Keep its Massachusetts Gaming License?

Michael Merenda
(University of New Hampshire)

Case Synopsis

The case focuses on Wynn Resorts' actions before the Massachusetts Gaming Commission (MGC) to retain its lucrative gaming license and continued construction of its \$2.6 billion world class, destination resort and casino complex in Everett, Massachusetts (Boston Harbor). The Wynn project and valuable brand and fortunes were put at risk by the sexual misconduct and harassment behaviors of Steve Wynn, Wynn Resort's co-founder, CEO and Board Chairman.

Steve Wynn was the driving force behind his company's successful resorts and casinos. Would the remedial actions taken by Steve Wynn's and Wynn's new management team and board are enough to keep its license? Steve Wynn knowingly withheld the truth from the MGC regarding his sexual transgressions. Initially, Wynn claimed that he was caught up in the "#MeToo" movement and the allegations were preposterous and just another episode in a long and contentious divorce settlement with his estranged wife and co-founder of Wynn Resort's Elaine Wynn? It appeared that Steve Wynn 's high profile image as a powerful, innovative, casino and resorts industry entrepreneur was not enough to overcome his unethical actions and behaviors.

Wynn was now in the infamous company of several other once prominent individuals, such as: Hollywood movie producer, Harvey Weinstein, U.S. Senator Al Franklin, TV Host and personality Matt Lauer, actor and comedian Bill Cosby, and Les Moonves, president and chief executive officer of CBS. The case illustrates how a company brand can be damaged and a regions economic growth and city's economic development and welfare can be put at risk by the improprieties of Steve Wynn and complicit behaviors of Wynn's senior managers and board members.

The case raises board of directors governance concerns at Wynn Resorts and casts a dark shadow over the public perceptions and support of the gaming industry and the gaming initiatives and regulatory process in Massachusetts.

This case provides students with a foil to explore corporate governance, and the illegal and unethical practices at a major, global, resort and casino company, Wynn Resorts, Inc. It can be used to better understand senior management and Board responsibilities to stockholders and society as it pertains to behaviors of a highly successful, serial entrepreneur, Steve Wynn.

FireDoors: Path for International Expansion

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Julia Ivy
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Case Synopsis

In June 2018 Dmitry Bratanov, Director for Development and co-founder of FireDoors – a company producing antismoke and fire-protection curtains for mass gathering places – visited company’s production facilities in Minsk City Technopark and once again mulled over market opportunities. FireDoors had achieved a leading position on the Belarusian market, successfully entered the Kazakh market, implemented several projects in Russia and Moldova. After the economic crisis in the CIS region in 2014-2016, it became necessary to expand to more distant markets in order to secure profitability and sustainability of the business. Moreover, the team of founders, who were about 40 years old, had enough experience on the Commonwealth of Independent States (CIS) market and were ready to run a marathon in order to keep themselves warm in their older age.

Inspired by success stories of some Belarusian hi-tech companies which started global expansion from the USA, Dmitry was puzzled, whether A) FireDoors should register a company and open up an office in the US to manage further extension from there, B) it should be registered in Lithuania and enter neighboring markets of Lithuania, Latvia, Estonia and Poland as a European company, C) it should continue in the CIS countries and gradually move towards connected Western and Asian markets. The last path seemed to be slow and path-dependent on the Belarusian past as a previously Soviet republic and always satellite of Russia.

The Summer That Went Up in Smoke: Managing the Durango & Silverton Narrow Gauge Railroad in the Midst of a Wildfire

Deborah Walker
Lorraine Taylor
Kristin Watson
Theresa Hilliard
(Fort Lewis College)

Case Synopsis

As he watched the smoke rising in the sky, Al Harper, co-owner and Chief Executive Officer of the Durango & Silverton Narrow Gauge Railroad (D&SNGRR) wondered what his next decision should be. He had read the letters to the editor of the local newspaper; many writers blaming his train for the 416 Fire located about 13 miles north of the city of Durango, Colorado. The D&SNGRR had been closed since the 416 Fire started June 1, 2018. By around June 15, the fire had burned about 33,000 acres, mostly in the San Juan National Forest. Fortunately, and miraculously, no structures had been destroyed. Harper had already furloughed 150 employees, a very difficult decision. He felt that the railroad had followed the proper procedures in the days leading up to the fire, which started on the first day local and federal government agencies implemented Stage 2 fire restrictions. But that didn't matter now. He knew he had to make some tough decisions going forward. As he stated in an interview with the local newspaper, "We'll question everything from top to bottom to see what we can do better. We're going to come up with long-range answers, but I can't tell you what they are today" (Romeo, Durango Herald, June 15, 2018).

Smoke and Fire

Stephanie Owings
Douglas Lyon
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Case Synopsis

The 416 fire burned over 50,000 acres near Durango, Colorado in the summer of 2018. The fire caused evacuations. Employees had been furloughed. Tourists had taken their dollars and gone elsewhere. There's been no official determination as to the cause of the fire but some say that it started near the train tracks right after the Durango & Silverton Narrow Gauge Railroad, the historic coal-fired train, had passed by. Al Harper, owner of the railroad, had to determine the future best course for the train and for the town he loves. His choices included continuing with the historic coal-fired engines, or choosing diesel engines, or choosing oil-based engines.

Mostly Mental Shuttles: Now is the Time to Grow

Wayne Singular
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Case Synopsis

Mostly Mental Shuttles was a Kamloops, British Columbia based transportation company owned and operated by Dylan Methot that since 2010 had specialized in mountain bike shuttling. The core portion of his business was shuttling mountain bikers at a city-owned facility called the Kamloops Bike Ranch.

In August 2018, the company entered into a sponsorship agreement with the Sun Peaks Resort to provide a daily shuttle service from Kamloops on a seven day per week basis during the winter skiing and snowboard and the summer mountain bike seasons. As a year-round business, Methot must now expand from one to two shuttle vans as well as hire employee drivers to maintain the current level of service to their existing Kamloops Bike Ranch and Sun Peaks customers.

This intermediate level case is based on a real-world capital acquisition decision; it requires students to utilize capital budget analysis and operating income forecasting as well as take into consideration nonfinancial factors to make most appropriate recommendation for the new equipment acquisition.

Soko Box: A Korean Cosmetic Products Company in Chile

Chahhat Lakhwani
Julia Ivy
Shreshthi Mehta
(Northeastern University)

Case Synopsis

Brothers, Jiten and Vinay Lakhwani, had been running a profitable premium cosmetic retailer called Beauty Box. Despite its initially promising growth and continued profitability, the company's growth rate stagnated. The brothers had conducted extensive research and invested significant time and money in bringing foreign cosmetics to the Chilean market.

They were scared that if the sales numbers did not improve, the suppliers of the cosmetic products would consider doing business with competitors. These competitors had large economies of scale and several distribution channels. The customers were also associating their high quality, premium products with lower quality, cheaply sold Chinese products. In order to improve sales, the brothers made the decision to open a new retail store called Soko Box, a store that only sold a limited selection of high-end Korean beauty products. Now they faced a new business strategy problem, as they needed to decide to position the new Soko Box store within the highly competitive beauty industry.

Glowforge: Strategic Implications of Delayed Product Release

Colin O'Leary
Andrew Fergus
(Thompson Rivers University)

Case Synopsis

Dan had always loved creating tangible things. He started programming when he was seven. His first major forays into tech start-ups were software and web-based. He founded Sparkbuy, a price-comparison site, was CEO of Google Comparison and launched photo-sharing service PhotoBucket. Then came Robot Turtles, which set record breaking crowdfunding numbers for a board game.

All of that was small potatoes compared to his latest start-up: Glowforge. To date they had raised over \$60 MM with nearly half of that coming from a 30 day crowdfunding campaign that became the largest crowdfunding pre-sale ever recorded. But they were now nearly 2 years behind delivery schedule, after countless delays. Do they ship an inferior product or risk further delays and the fall out of lost customers and investors?

International Retailer Sanyo Shokai's Future Direction After Burberry License Agreement Loss

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Nakato Hirakubo
(Brooklyn College)

George Whaley
(San José State University)

Case Synopsis

On May 19, 2014, the president of Sanyo Shokai (Sanyo) announced the firm would end its 45-year-long relationship with Burberry Ltd. Hence, Sanyo needed to convert or close all of its 350 Burberry boutiques in Japan by June 2015. Sanyo designed, manufactured, and sold women's, men's, and children's clothing under the Burberry label in its own retail outlets in Japan. Over 50% of Sanyo's sales and the majority of profits were made with Burberry labels.

Although the executives were confident to make up the losses with other licensed brands, the stock market did not agree, and the stock declined by 30%, from 310 to 210 yen per share. This case ends in 2015 with the president mulling over what external and internal factors might have caused Burberry to terminate the long-term licensing agreement and what actions should be taken to enable the company to rebound.

Los Angeles Apparel: Growing Pains

Ezra Pugh

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Case Synopsis

In 2014 the founder and CEO of American Apparel, Dov Charney, was fired. The clothing company, which focused on T-shirts and other fashion basics, had been founded in 1989 with a loan of \$10,000. It had grown tremendously, reaching a peak in 2013 of over \$600 million in sales and 200 stores across 20 countries. But it was as controversial as it was successful – both in terms of the marketing style of the company and the public persona of the founder himself.

After his ouster, Charney went about recreating what he saw as the best elements of American Apparel in a new company – Los Angeles Apparel. Founded in 2016, over 300 former American Apparel employees had joined him at the new venture. At both companies, Charney's goal had been to create a vertically integrated business model for producing fashion basics that did not require outsourcing or abusive labor practices. Both companies manufactured their products in Los Angeles, utilizing supply chains they billed as 'sweatshop free'. This strategy, in 1989 and in 2016, went against the grain of the conventional wisdom of how to attain success in the garment manufacturing industry.

The new company, Los Angeles Apparel, was focused on wholesale but had recently begun selling directly to customers via their website. However, Charney mentioned he also wanted to open brick and mortar stores in the near future, following the same path American Apparel had¹. But will Charney be able to recreate his earlier success using his model of local and ethical clothing manufacturing in the current global economy? And, would brick and mortar stores be an option for Los Angeles Apparel in a highly competitive e-commerce business environment?

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