



Accounting

Gift Card Capital: Credit and Cash Flow Evaluation - New!

The United States had recently experienced a recession, and a credit analyst with Gift Card Capital Inc. (GCC) needed to financially evaluate two troubled restaurant chains. GCC's unusual business model involved offering capital financing in exchange for gift cards that GCC then offered to individual customers and third-party loyalty programs. The analyst needed to weigh the benefits of increasing the size and diversity of GCC's gift card portfolio against the estimated viability of any gift cards received. It was critical to determine whether the businesses could sustain operations for the gift certificates' redeemable time period—roughly up to five years. The analyst was unsure of what to do. Should he offer a cash advance to one, both, or neither of the firms? If he chose to extend a cash advance, how large should that advance be? What specific terms or conditions should be associated with any cash advance? How were the companies adapting to their financial situation and their past performance? How likely was it that either of the companies would become insolvent and shut down overnight?

PerkinElmer Acquires EUROIMMUN - New!

On June 16, 2017, PerkinElmer, Inc., announced that it would acquire EUROIMMUN Medizinische Labordiagnostika AG (EUROIMMUN), thus making EUROIMMUN an official subsidiary of PerkinElmer. Students are expected to consider strategic motivations behind the acquisition, from the perspectives of both parties, as well as the risks associated with such an acquisition. In addition, they should be able to prepare a pro forma post-acquisition consolidated balance sheet for the combined company. This case is intended for use in a financial accounting course to demonstrate the accounting for acquisitions, specifically where intangible assets could be motivating factors for purchase. Students are expected to prepare two post-acquisition consolidated balance sheets for PerkinElmer (with and without the use of short-term debt facilities), and must consider justifications and risks behind each financing option. Students are asked to consider potential motivations for the acquisition, risks to both parties in entering into this agreement, and market advantages resulting from PerkinElmer's acquisition of EUROIMMUN. In addition, students will also be exposed to and explore the rationale behind the goodwill and intangible asset fair values and purchase price allocations as assessed by PerkinElmer.

A Note on Leases - Featured

This technical note explains how to account for leases under Accounting Standards Codification 842. This new addition to US generally accepted accounting principles became effective for fiscal years beginning after December 15, 2019. The note provides broad treatment for how a lessee will account for a short-term, operating, and financing lease, and how a lessor will account for short-term and sales-type leases with and without manufacturing profit. The intent is to provide a brief overview of lease accounting. As such, it is most appropriate for MBA or finance students who need to understand the broad effects of leases on the balance sheet, income statement, and statement of cash flows.

Ratios Tell a Story—2019 - Featured

This short case challenges students to review an array of corporate financial metrics and to match them to one of 13 listed industries. As such, students must use their intuition and common sense pertaining to the distinctive characteristics of, and the key differences between, the 13 named industries, and then identify the financial metrics that are most indicative of those traits.

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Entrepreneurship

Grupo Vidawa: Rethinking a Freemium Business Model - New!

In 2016, Grupo Vidawa, a small Colombian software company, launched KANAN Cloud, a freemium software service targeted at small- and medium-sized businesses. The software aimed to help these businesses meet new occupational health and safety (OHS) regulations that were to come into effect in January 2017. A year after launch, KANAN Cloud had only 500 free users and six paying customers. Software use was also extremely low. A few circumstances seemed to explain these results: the OHS regulations appeared overly complex to most small business owners, the regulations kept changing throughout 2017, and the OHS service market became saturated with cheap “quick fix” offers that did not meet legal requirements but fit the immediate needs and tiny budgets of many small businesses. Given this, Grupo Vidawa had to decide the next steps for KANAN Cloud.

Krishna Textiles: Survival Strategy for a Wholesale Business - New!

Kamal Kapoor, a cotton shirting fabric wholesaler based in Delhi, India, was unable to decide whether or not to continue his business. Retailers had been procrastinating regarding their outstanding payments and international suppliers offering exclusive goods were asking for advance payments. Domestic suppliers had disintermediated the channel by directly approaching retailers or launching their own retail brands. In addition to these challenges, e-tailors were eroding Kapoor’s business, as modern consumers preferred ready-made shirts at reasonable prices that were available at their convenience. In light of this changing landscape, Kapoor was unsure whether his business model was sustainable. He considered various alternatives, such as whether he should move forward in the value chain by starting his own private retail brand or move backward by acting as an agent. He even contemplated focusing on a niche segment of the market that offered higher margins but not high volumes. Time was running out. Kapoor had to investigate the three options and make a choice, keeping the working capital cost of each in mind. Or was it simply time for Kapoor to liquidate his assets and exit the business on which he focused so much time and energy?

Carmién Tea South Africa: International Entrepreneurship in a Born-Global Firm - New!

In September 2019, the founder of Carmién Tea, based in South Africa's Western Cape province, faced a dilemma. Her company, founded in 1998, was a producer and supplier rooibos tea, which was unique to the mountainous area north of Cape Town. After a new South African government was elected in 1994, the deregulation of the agricultural industry enabled the founder to start a rooibos export company. This political environment and the founder's entrepreneurial orientation shaped both the firm's origins and its early internationalization. As 98 per cent of the company's sales were being exported and 84 per cent were still sold as bulk, the founder needed to determine whether the company had the resources and capabilities to ensure that the Carmién Tea brand and its value-added sales would grow in an increasingly competitive international environment. Where should she begin?

Diana Uribe: From Radio to Podcasts? - New!

Diana Uribe was a successful cultural personality in her native Colombia, best known for her national radio show about world history. Since 2000, the show had aired every Sunday on Caracol Radio, Colombia's most popular news radio station. On October 9, 2018, Caracol Radio announced to Uribe the unilateral termination of her contract, effective in one week. Uribe felt pressured to act. She knew that her future work opportunities would depend on her ability to remain visible and popular with a diverse audience. The unexpected termination prompted Uribe to think of alternative options to continue to communicate with her audience and ensure continuity for her team. Was the time ripe to move to podcasts?

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Finance

D.M. Wenceslao and Associates Incorporated Initial Public Offering- New!

On June 11, 2018, Jake Veluz, portfolio manager at BDO Asset Management had to decide whether or not to invest in the initial public offering (IPO) of D.M. Wenceslao and Associates (DMW), a Philippine-based integrated property developer. The IPO price of DMW was reduced from ₱22.90 to ₱12 because of deteriorating stock market conditions. There is substantial concentration risk because most of the company's land is in a single location and it is subject to long-term competitive pressures. However, DMW also has good prospects for future growth and capital appreciation in real estate rentals and development. Veluz had to prepare an internal memo to explain the merits, risks, and fair valuation of a possible investment in the DMW IPO in the context of weak stock market conditions.

Blackstone Group: Dry Powder in an LBO Drought (A) - New!

In late 2016, it had been three years since Blackstone Group Inc. (Blackstone) had completed its last public-to-private leveraged buyout (LBO), and it had US\$45 billion of capital available for investment, called "dry powder." Blackstone's head of private equity (PE) blamed this public LBO drought on "historically high multiples of cash flow." Blackstone submitted a preliminary offer to acquire a firm they had previously acquired 11 years earlier and exited in 2009. The banks committed to provide a senior credit facility, consisting of a seven-year Term Loan B, a revolver, and junk bonds; management provided forecasts of revenue and earnings before interest, tax, depreciation, and amortization. The four-week exclusivity period was set to expire, and previous bidders in a recent takeover battle could re-emerge. Blackstone had to determine a final offer based on their LBO model.

Valuing Peloton - Featured

Peloton Interactive, a well-known venture-capital-backed unicorn in the connected fitness space, recently had gone public with a market capitalization of over \$8.0 billion. However, in the weeks following its public debut, Peloton's stock price had fallen by over 25%. Taylor Knox, an enthusiastic Peloton subscriber, believed that connected fitness products were the future of exercise and he had been excited about the

prospect of investing in Peloton. However, given the market's reaction to the company's IPO, Knox understood the need to determine the fundamental value of Peloton's shares, as well as to identify and to evaluate the key risks associated with its innovative business model. Reflecting on the situation, Knox wondered if this was an opportunity to invest in his favorite activity at a discount. Or, did market investors understand something he didn't?

EFM Capital - Featured

Examples of successful middle-market private equity investments in emerging markets remain very limited. Among the primary constraints are lack of availability of reasonably priced debt capital, limited exit options for private equity capital, and absence of stable and diversified sources of capital for private equity firms. This case follows the founders of EFM Capital, a private equity firm operating in the Mexican middle market, as they navigate said challenges and deliberate the future of their firm. Students will learn about EFM's unique business model for integrating acquired companies and will follow the co-founders' thought processes as they evaluate new opportunities both within Mexico and abroad. This case's simple but rich platform allows students to understand the constraints of the traditional private equity model and discuss challenges of having a professional, systematic approach to private equity investments a market like Mexico.

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General Management & Strategy

Thelma Cross-Olden Foundation: Re-examining a Merger Proposition - New!

Thelma Cross-Olden Foundation (TCO), a non-profit organization, had supported the settlement needs of migrant women in Montreal, Quebec, for over three decades. However, in 2011, the foundation's revenue declined sharply. By 2018, the foundation was running into debt and had less than CA\$50,000 with which to manage its operations and outreach programs. The decline in TCO's finances raised issues concerning the instability of leadership, the mismanagement of funds, and an overreliance on government agencies as a key source of generating revenue. In an attempt to reinstate the financial position of the foundation in 2019, the newly appointed chief executive officer needed to decide whether to reconsider the merger deal proposed by a reputable large global charity or to search for new avenues to generate funds.

BYD: Blockchain-Enabled Green Ecosystem - New!

In October 2019, BYD Company Limited (BYD), a leading Chinese company in the new energy vehicle industry, was pursuing the goal of building a business ecosystem. The firm and its partners jointly launched a blockchain-enabled green ecosystem that delivered new value to customers by issuing carbon points to users who had made efforts to reduce their daily carbon emissions. Users could spend carbon points at partner merchants and get rewards. Blockchain, as the core infrastructure of the project, provided an ideal environment to cultivate a healthy and efficient business ecosystem that benefitted all stakeholders, including the firms, its users, and the environment. With the program still in its early stages, how could BYD and its partners further utilize the green ecosystem's potential to achieve greater economic and environmental value?

Trōv: A New Business Strategy - New!

By the end of 2019, Trōv, Inc. (Trōv) had ceased to sell its flagship direct-to-consumer single-item coverage insurance product. Going forward, Trōv would no longer compete as an insurance company, but would instead focus on expanding its technology in order to equip established insurance companies, financial institutions, and technology companies with the modern, all-digital insurance apps required to

remain competitive and/or gain market share. In doing so, Trōv offloaded the enormous financial burden associated with customer acquisition. Heading into 2020, Trōv's business was divided into two main units—Trōv Enterprise and Trōv Mobility. As a result of this strategic shift from a business-to-consumer (B2C) strategy to a business-to-business (B2B) strategy, Trōv's leaders were faced with a new set of questions. Should they implement a fee structure that would allow Trōv to achieve profitability as a B2B technology provider? Were Trōv's new products designed to respond to its clients' desired customer segmentation? How should Trōv allocate resources between its Enterprise and Mobility businesses?

Olymel: Strategic Expansion in the Pork Industry - New!

The case highlights how global dynamics impact both regional economic development and the organizational growth of a market-leading pork producer with a promising yet uncertain future. A key Western Canadian pork production industry stakeholder was tasked with assessing existing environmental complexities as well as global supply and demand factors in an effort to address changing consumer preferences. After determining that global factors could either support or limit further industry investment, the aforementioned stakeholder had to evaluate company resources and firm risks to identify the qualitative and quantitative factors that would influence two specific expansion opportunities and the associated income projections within the local industry.

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Information Systems

World Vision Canada: Meeting Madness - New!

In late 2019, the chief people officer at World Vision Canada was feeling overwhelmed. Eighteen months earlier, she had exited her intense and successful career in the private sector to join World Vision Canada, a leading international development charity. While she embraced the organization's mission-driven ethos of collaboration and collegiality, it had led to an excess of meetings. In just the past week, she had attended more than 100 meetings. Was it time to resurrect the organization's previous attempts to address its meeting culture? What roadblocks had prevented the success of those previous attempts? How could the chief people officer continue to be an advocate for a culture of collaboration and inclusivity while also ensuring a change to the meeting culture?

iPremier (A): Denial of Service Attack (Graphic Novel Version) - Featured

Describes an IT security crisis, and raises issues of risk management, preparation for crisis, management of crises, computer security, and public disclosure of security risks.

CaiHong: Combining Legal Services and the Internet - New!

Shanghai Jiujiia Information Technology Co., Ltd. (CaiHong) was founded in April 2015 by entrepreneur Junyuan Huang. The company has transitioned from an e-commerce platform to a software-as-a-service (SaaS) platform to better compete in China's Legal Service Plus Internet (LSPI) industry. While exploring some key concepts about CaiHong, such as market positioning, business model innovation, SaaS, and growth strategies, several questions are raised about the company's growth in the LSPI industry and the company's application of SaaS. First, what factors facilitated CaiHong's transition from the business-to-consumer (B2C) market to the business-to-business (B2B) market? Second, what is CaiHong's approach to business model innovation based on the SaaS platform? Third, how can it build on the success of the SaaS model through continuous innovation and further disruption of the LSPI industry?

Building a Transparent Supply Chain - Featured

One of the most promising applications of emerging blockchain technology is supply chain management. Blockchain--the digital record-keeping system developed for cryptocurrency networks--can help supply chain partners with some of their challenges by creating a complete, transparent, tamperproof history of the information flows, inventory flows, and financial flows in transactions. The authors studied seven large U.S. corporations that are exploring how blockchain might improve their supply chain operations. Their early initiatives show that the technology can enable faster and more cost-efficient product delivery, make products more traceable, streamline the financing process, and enhance coordination among buyers, suppliers, and banks. There are special requirements for using blockchain in supply chain management: restricting participation to known, trusted partners; adopting a new consensus protocol; and taking steps to keep errors and counterfeits out of the supply chain. But if implemented thoughtfully, the authors suggest, blockchain could pay big dividends for companies in a host of industries.

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Management Science

Caterpillar Inc.: Aftermarket Parts Freight Optimization - Featured

A key contributor to the business reputation and success of Caterpillar Inc. (Caterpillar) was the company's reliable aftermarket service. Caterpillar's Asia Distribution Centre in Singapore processed urgent spare parts orders received from dealers located in 10 Southeast Asian countries. In 2017, the operations team was working to develop a rigorous analytical method for making daily decisions about how to ship the spare parts. Shipments were consolidated by country destination and needed to optimize the interests of three stakeholders: (1) Caterpillar, which wanted to minimize freight costs; (2) dealers, who wanted to receive the spare parts in the shortest time possible; and (3) freight forwarders, who wanted to be rewarded for their on-time delivery performance.

Ecotricity: An Optimal Investment Decision for Electric Highway Expansion - Featured

Ecotricity Group Ltd., founded in 1995, had grown to be a major renewable energy utility service provider in the United Kingdom. In 2016, the company wanted to expand its "electric highway"—a network of charging stations for electric vehicles along major U.K. motorways. The expansion plans involved two chargers: Type A chargers, installed in public locations along the motorway, and Type B chargers, installed in suitable home garages owned by Ecotricity customers. To meet the projected traffic flow of electric vehicles in the future, the company needed to optimally expand the number of both types of charging points in each highway zone. This case uses integer programming to determine the optimal number of Type A and Type B chargers that Ecotricity should install to expand its electric highway. The solution is obtained by using Microsoft Excel Solver and interpreting the results. The case also provides a platform for discussing optimal investment strategies, and for considering another topic not emphasized extensively in the case—how an operational strategy affects image building.

JSW Steel Ltd.: A Logistics Dilemma - Featured

The customer relationship manager at JSW Steel Ltd., a large steel manufacturer in India, needed to analyze his available transportation and logistics options to meet an urgent order for a long-time and

valued client. The manager needed to decide whether to send the shipment through the customary rail route or, instead, to use the new sea route that his company had recently developed. His dual objective was to meet the customer's requirements in time, while also delivering some financial benefit to boost his company's quarterly results.

LUX* Resorts & Hotels: Optimal Room Mix Marketing Decisions - **Featured**

In early 2016, LUX* Resorts & Hotels, a hotel group headquartered in Mauritius, needed to determine the room mix to sell to foreign guests to achieve a specific earnings target. The hotel group also intended to sell some of the remaining rooms to local residents at affordable (discounted) prices. The objective was to maximize the revenue stream to finance local corporate social responsibility projects. The case highlights the practical use of Microsoft Excel Solver, an optimization tool, to resolve routine planning challenges faced by a hotel group.

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Marketing

Reckoning with Jemima: Can the Brand Be Remade for Good? - New!

In June of 2020, pressure mounted on Quaker Oats and their parent company, PepsiCo, to make changes to their Aunt Jemima brand. The brand's origin was rooted in the legacy of slavery; the character of Aunt Jemima was an encapsulation of the "Mammy", a proud, but subservient caricature of Black women. Despite calls to remove the brand for decades, Quaker Oats' responses resulted in modifications to the brand over time that kept the mascot more contemporary, without changing the overall brand themes. Following the police killing of George Floyd, online activists again criticized the brand, with one prominent viral video including: "Black lives matter people...even over breakfast". On June 16, PepsiCo announced a series of plans to "address issues of inequality and create opportunity" including sourcing from Black owned businesses and funding scholarships for minority students. On June 17, Quaker Oats announced that the Aunt Jemima character would be removed from the product's packaging and that the brand name would be changed, though plans for a revised brand name were not announced. This case focuses on Quaker Oats' branding decision (i.e., developing a completely new brand or derivative brand or making use of an existing brand), and how this brand could be a force for good.

Dancing with the Stars: Denitsa Ikonomova - New!

Denitsa Ikonomova is a champion professional dancer on Dancing with the Stars (France) who has become a desired social media influencer. She must now consider the business side of her profession and decide how to leverage her celebrity.

Bitmovin Inc.: A Start-Up Goes Global - New!

By the second quarter of 2018, the chief executive officer (CEO) of the online video technology company Bitmovin Inc. (Bitmovin) had propelled the start-up along an aggressive growth path. After founding the company in Austria, he had relocated Bitmovin's headquarters to California's Silicon Valley, raised more than US\$40 million in investments in two funding rounds, and was now in the process of building a global sales organization for the company's innovative online video infrastructure solutions. Within the next few years, the CEO wanted Bitmovin to achieve \$100 million in revenues and initiate an initial public offering

on the NASDAQ stock exchange in New York. However, Bitmovin's rapid international growth had resulted in a globally dispersed organization in which effective communication and alignment were difficult to achieve. The sales team was able to close deals with big-name customers in the media industry, but marketing and demand generation had been neglected and there were not enough potential customers in the sales pipeline. The company had recently failed to reach its growth goals for the first time, and the CEO wondered whether the company still had the right sales strategy and the right person as its sales leader.

StoreKing: Reaching Rural Consumers with Assisted E-Commerce - New!

In 2019, the founder and chief executive officer of StoreKing, a distribution company that sold consumer products to rural India through designated retailers, faced the challenge of attaining 100,000 retailers by 2020. The chief executive officer (CEO) had previously identified an opportunity to use an assisted e-commerce model to reach rural consumers and offer them a better variety and choice of products than offered by traditional distribution channels. The challenge now was to grow the business rapidly to be viable and to achieve a leadership position to compete with not only similar players but also the large e-commerce company, Amazon.com, Inc. The CEO needed to decide on a growth strategy, how to promote the concept to retailers, and how to develop an edge over the competition.

Aspire Food Group: Marketing a Cricket Protein Brand - Best Seller

While the practice of eating insects was still in its infancy in North America, Aspire Food Group (Aspire), with its Aketta cricket-protein products, was positioned for success in this emerging market. In 2018, having recently acquired Exo, a maker of cricket-based protein bars, Aspire's co-founders faced an important decision regarding the Aketta brand. While Aspire had experienced some success in marketing cricket powder, whole roasted crickets in popular chip flavours, and granola bites under the Aketta brand, the acquisition of Exo would enable the company to enter the protein bar category and possibly launch other product and brand extensions. As the founders devised a comprehensive marketing plan for the newly acquired brand, they needed to identify which consumer segments would be most receptive to Exo protein bars and most profitable.

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Operations Management

Fair Trade Jewellery Co.: Establishing an Ethical Global Value Chain - New!

In August 2019, Fair Trade Jewellery Co., a mid-size jewellery retailer based in Toronto, Canada, was wondering how to ensure that its customers received responsibly sourced gold and diamond jewellery. The company had already devoted considerable amounts of time, energy, and expense to develop a responsible supply chain. Its activities toward that goal had included various initiatives beyond jewellery retail, such as providing inventory financing for artisanal miners in the Democratic of Congo. After discovering that a key US partner along the supply chain may have not been following a clear chain-of-custody system in its refinery, the company was unsure how to proceed. Responsibly sourced gold was potentially being contaminated by other gold at the refinery, which led Fair Trade Jewellery Co. to consider opening its own local small-scale refinery. However, that initiative could mean considerable strategic risk and financial burden for the company. It could also have potential effects on its employees, who relied on the company for their livelihood. Did the company's ethical mission require vertically integrating to such a considerable extent?

Goodbaby Group: The Upfront Warehouse Decision- New!

Jinrun Li, chief operating officer for Goodbaby Group (Goodbaby), had to make a decision about opening a new store in a high-end mall in Shanghai, China. Goodbaby was going to manage the store for one of its clients, who had its own specifications for the dimensions and product range of the store. However, the floor space available was too small to accommodate the preferred proposal from Goodbaby's marketing department. Based on a recent pilot project, Li considered adopting a new supply chain structure that would allow for reduced floor space while complying with the client's specifications. The new supply chain structure involved an upfront warehouse that would increase the speed of store replenishments and act as a buffer between the regional warehouse and the store. Looking at the data, Li wondered if this new structure would be the solution for the proposed new store.

CoolIT Systems: Developing an Operations Strategy - New!

In February 2020, the executive vice-president of Manufacturing and Supply Chain at CoolIT Systems (CoolIT), met with the company's chief executive officer (CEO) in their Calgary office. The company had recently developed a new range of products that provided liquid cooling solutions to large-scale data centre installations for high-performance computing. In addition to expanding capacity to meet demand, the CEO was also concerned about the requirements and expectations of the company's new customers and the implications for its operations and supply chain. He asked the executive vice-president to prepare recommendations for CoolIT's operations and supply chain strategy for its line of products for the data centre market. What would the relationship with a contract manufacturer entail, and what key capabilities did CoolIT need to look for in a potential supplier?

Traeger Pellet Grills: Cooking up the Competition - New!

In spring 2018, the chief supply chain officer of Traeger Pellet Grills, LLC, based in Salt Lake City, Utah, United States, was visiting a supplier in Changzhou, China. He was meeting with the supplier the next day but had not fully decided how to manage the meeting. The supplier was responsible for a large portion of the company's supply of grills but was also positioning itself as a competitor by tooling, designing, and producing knock-off products that were then directly marketed to consumers in the company's strongest market—the United States. Although the supplier denied any involvement in the knock-off grills, the chief supply chain officer knew the tooling and styling were impossibly similar to his company's products and there was no other facility in that supplier's area with the capability to make look-alike grills at that level. The chief supply chain officer had to decide how to deal with the rebellious supplier.

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Organizational Behaviour & Leadership

Google LLC: The Diversity Manifesto and Leader Candour - AWARD WINNER

AWARD-WINNING CASE - Women in Business Category, 2019 European Foundation for Management Development (EFMD) Case Writing Competition. In August 2017, a memo written by an engineer at Google LLC (Google) was leaked to the public, revealing fractured communication and leadership at Google. Labelled an “anti-diversity manifesto” by its detractors, the memo set off a public controversy over the causes of gender disparities in tech and the limits of free speech within organizations. With ideological divisions across the company, open disdain expressed between colleagues, and the credibility of leaders at a low, the new vice-president of diversity needed to establish trust and candour among the employees and move the company forward.

Teckwah Industrial Corporation Ltd.: The Internationalization of a Family Business - New!

In 2018, the chairman and managing director of Teckwah Industrial Corporation Ltd. (Teckwah), sat in his office, looking back on the company's journey. Starting in Singapore as a humble producer of plain packaging boxes, Teckwah had evolved to become a multinational company providing a full suite of supply chain management solutions for international clients. As the second-generation custodian, the chairman and managing director first joined in 1979 and had been steering the company through various stages of development, including diversifying its business offerings, undertaking an initial public offering, and eventually expanding overseas. However, Teckwah still faced growth challenges. The chairman and managing director was considering his retirement and the possibility of taking a lesser role in the company's daily operations. With Teckwah's 50th anniversary near at hand, he pondered the dual challenges of business transformation and leadership succession.

Nora Lang: Pay Equity at FTS - New!

In August 2018, a recent Canadian business school graduate was excited about starting her dream job at a global financial consulting firm headquartered in the United Kingdom. However, on her first day, she learned from discussions with co-workers that newly hired women (including herself) were offered lower salaries than men who were newly hired for the same positions. She later learned, in an onboarding session, that the company had a strict policy prohibiting pay discussions among employees. The new employee faced a difficult decision in considering what to do next: What were her responsibilities and options? How could she expect the human resources department to respond? Could her choices possibly put her or her colleagues at risk?

Candi&Co South Africa: An Entrepreneurial Woman's Leadership in Revolutionizing the Ethnic Hair Industry - New!

In late 2018, a female entrepreneur, the founder and chief executive officer of Candi&Co, South Africa's first ethnic hair salon franchise faced a dilemma. After launching in 2014, Candi&Co had quickly expanded to five locations. The founder's priority was to continue to grow the business; however, she had been approached about selling her business to South Africa's Long4Life investment group, which was acquiring the Sorbet Group's companies, including Candi&Co. The entrepreneur had set out to change the way consumers felt about their hair, to offer a service they did not believe they deserved, to professionalize an industry, to empower stylists, and to grow the industry in a sustainable manner. Would selling to Long4Life allow her vision to materialize faster than she could do it on her own? Or would she need to break away from the Sorbet Group and continue building her vision alone?

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