



Accounting

Toshiba's Westinghouse Dilemma- New!

In October 2017, the managing director at Ohtani Capital faced a critical decision—should the company divest its long-term investment in Toshiba Corporation (Toshiba)? Recent events surrounding Toshiba's disagreement with its auditor over how to best report the writedown of its US nuclear power unit (Westinghouse Electric Co. LLC) had negatively impacted the company's profitability and internal management, leading to the company's possible delisting from the Tokyo Stock Exchange. The managing director needed to decide if Toshiba could overcome its difficulties, improve its internal management, and return to profitability, which would then enable the company to secure the necessary emergency funding to survive.

RBI and the Great White North Franchisee Association - Featured

In March 2018, an analyst at an investment management firm in Toronto, Ontario, had to decide whether or not to recommend that his firm establish a position in shares of Restaurant Brands International Inc. (RBI). Formed after the merger of Burger King and Tim Hortons Inc., RBI was led by the private equity firm 3G Capital. RBI was a powerhouse—the third-largest, quick-service restaurant chain in the world. Although RBI was performing well and seemed to present an attractive investment opportunity, the company was facing issues from disgruntled franchisees, who were dissatisfied with the cost-cutting measures implemented at Tim Hortons Inc. as part of 3G Capital's acquisition. This led to class action lawsuits from franchisees as well as a business slow-down, as measured by same-store sales figures. With not much time left, the analyst had to determine and present a decision to the rest of his team on whether or not to invest in RBI.

AgriSmart: Funding New Corporate Ventures- Featured

In early 2017, the chief executive officer of AgriSmart, a German start-up company within the Bosch start-up platform, was preparing for an important upcoming board meeting. She needed to explain why AgriSmart had deviated from its original financial plan, seek approval for its upcoming budget, and convince Bosch's board that the company deserved further funding. In preparing the company's forecasts

to share with the board, the chief executive officer also needed to prepare for all possible questions from the directors regarding AgriSmart's past performance and the assumptions going forward.

Tax for the CFO: Should Pfizer Acquire Allergan?- Featured

On November 20, 2015, the chief financial officer of Pfizer Inc. (Pfizer) was preparing to make a recommendation about whether to proceed with or stop merger talks between Pfizer and Allergan plc (Allergan), a pharmaceutical company with headquarters in New Jersey but tax residence in Ireland. Informal talks had been going on for almost a month, but both sides were rapidly approaching the pre-arranged deadline. The two teams had less than a week to either formally agree to proceed with a merger or walk away. Formalizing the agreement meant activating a US\$400 million breakup clause that would make it costlier to call the deal off at a later date. Allergan's Irish tax residency made this merger both attractive and concerning. While it provided the opportunity to lower Pfizer's worldwide tax rate, the U.S. Treasury Department had recently announced regulatory changes targeting mergers that relocated a company's tax residence to a low-tax country (called "tax inversions"). Pfizer's legal team members were confident that the announced changes would not affect the proposed merger with Allergan. However, they were less certain about if—and when—the U.S. Treasury Department might make changes again.

Reike Technology: Revenue Recognition and Pay-When-Paid Clauses-Featured

In December 2013, Reike Technology Co. Ltd. (Reike), a Chinese information technology and outsourcing company, faced an accounting revenue recognition problem. Reike had a well-deserved reputation in the software outsourcing industry, having built partnerships with Fortune 500 companies since the 1990s. However, in 2012, it collaborated on a project with a multinational software company that included a "pay-when-paid" clause in the contract. According to this clause, payments to Reike would be based on the percentage of the project completed upon review, as long as the software company received the corresponding proportion of payments from the owner. As the project progressed, Reike's managers became troubled by the following issues: Should the "pay-when-paid" contract containing legal risks have been signed? When should Reike recognize the project revenue? How should the company deal with the project costs considering there was unrecognized revenue at the end of the year? Would there be any effect on performance assessments?

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Entrepreneurship

NutriHealth: Transforming Wellness- New!

In October 2018, the founder of NutriHealth started to think about the next phase of her company's growth strategy. NutriHealth began as a stand-alone clinic in 1998 and was a service provider of personalized wellness and health management diet plans. It was time to make decisions that would lead to sustained growth. NutriHealth had reached a satisfactory position in the market, and investors had become interested in the venture, offering capital. There were many options to explore, and the founder wanted to find the best approach in choosing a growth pathway.

Critterati: Redefining Pet Culture - New!

Founded in 2016, Critterati was India's first luxury hotel for pets, located in one of the most prominent residential and commercial areas of Gurgaon, India. The basic philosophy of the hotel was that pets provided unconditional love to their owners, so they deserved more than just basic care in return. The number of customers visiting Critterati over the previous three years had increased consistently from 500 in the first year to 1,200 in the second year and 2,600 in the third year. In a short time, the start-up had become a self-sustaining business. By early May 2019, the hotel's top luxury Critterati Suite was already booked for most of June and the overall hotel was nearly fully booked for the next two months. The Critterati differentiator was an annual membership plan that had been carefully crafted to provide a package of services for one year at a cost effective flat rate. However, the number of customers who chose the membership plan was still low, at around 250, but 1,000 memberships were needed to break even. How would pet owners be convinced about the benefits of the plan? Partnering with other service providers would also increase brand awareness, but which partnerships were most important?

Medicine Hat Meat Traders: Beefing Up a Family Business- New!

In March 2019, entrepreneur Greg Pahl was contemplating the next steps for Medicine Hat Meat Traders; the past year was the company's best in terms of beef jerky sales. Should Pahl keep the business running at its current state while focusing on streamlining the operations to realize some additional profits? Should he consider a partial expansion that would allow for a potential increase in sales? Or

should he build or lease a new facility that would allow production to be tailored for current use and future expansion while also adding new product lines? Was there another option that Pahl had not yet identified? What were the risks and benefits of each of the options, and how could they influence Pahl's decision?

Phenicoptere: Channel Strategy for International Expansion - Featured

Phenicoptere Ltd. (Phenicoptere), founded in 2012 by two female entrepreneurs, was a Polish start-up offering a makeup-removal glove called GLOV. Phenicoptere went global at the very early stage of its development. By 2017, the company was present in 44 countries and derived nearly 90 per cent of its revenues from foreign markets. The chief executive officer and vice-president of Phenicoptere must now decide whether and how the company should incorporate e-commerce into its internationalization strategy.

Magic Markers (A): Growing a Whiteboard Animation Company - Featured

In 2013, two entrepreneurs founded Magic Markers, a whiteboard animation company in Bogotá, Colombia, with the mission of gracefully explaining complex issues to interested audiences. The (A) case describes how the company experienced unanticipated growth after one of its videos went viral. The two founders faced several challenges and needed to quickly learn how to manage their growing business. Human resources issues proved to be particularly trying and difficult to manage. In late 2017, an investor presented Magic Markers with an investment offer, which the owners needed to evaluate carefully. The (B) case focuses on social media reactions to content posted by the company.

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Finance

Power Finance Corporation Limited: How to Benefit from Synergies - New!

The chairman and managing director of Power Finance Corporation Limited (PFC) acquired REC Limited (REC), which was also engaged in the business of financing power sector projects. Both companies were in the public sector, with the Government of India holding the majority stake. The chairman and managing director must determine the next course of action for the two firms in order to achieve the maximum level of synergy.

Green Trend: The Road to an Overseas Red-Chip IPO - New!

In July 2019, Green Trend Holdings Co. Ltd. (Green Trend) faced a difficult situation with regard to flaws in the preparation of its proposed initial public offering on the Stock Exchange of Hong Kong. According to the remedy measures raised by the underwriter facilitating the initial public offering process, Green Trend needed to raise additional capital of ¥1 billion with a proposed annual interest rate of about 30 per cent. Of course, the company could have postponed the initial public offering; however, without the long-awaited return following a successful initial public offering, all the efforts taken in past years would be in vain. The uncertainty of the capital market would further complicate the future road to an initial public offering. Did Green Trend have better alternatives?

Mindtree Limited: Defending Against a Hostile Takeover- New!

Mindtree Limited (Mindtree) was promoted by a group of first generation entrepreneurs and had established itself as a successful digital business company. Larsen & Toubro Limited (L&T), a successful conglomerate primarily in the business domains of construction and engineering, was looking to increase its footprint in information technology services. In 2019, L&T acquired more than 20 per cent stake in Mindtree and sought to increase its stake to 66 per cent by acquiring shares in the open market and making open offers to shareholders. Though Mindtree's management and promoters were very much opposed to this takeover attempt, the company's ability to keep a determined acquirer with deep pockets at bay would not come easy. The promoters of Mindtree, who had nurtured the company for the last two

decades, faced the real threat of losing management control to L&T, the large and aggressive corporate group.

HDFC BANK: CAMELS Analysis and Discounted Cash Flow Valuation- **New!**

On September 24, 2018, two analysts were asked by the pension fund they worked for to evaluate the prospects of long-term investing in India's banking sector. They set off to identify and select a bank stock that was fundamentally strong and should be included in an equity portfolio. For their research, the two analysts used the CAMELS analysis framework, a model that examined six factors—capital adequacy, asset quality, management quality, earning ability, liquidity, and sensitivity to market risk. The two analysts narrowed their research down to HDFC Bank Ltd. stock for valuation and tried to determine the intrinsic price of the bank shares. The objective of the HDFC Bank Ltd. stock valuation was to identify a banking stock that would make a strong potential long-term investment for the pension fund's equity portfolio.

Spotify's Direct-Listing IPO - Featured

In early April 2018, Spotify Technology SA (Spotify) had planned a rare direct listing on the New York Stock Exchange. Unlike typical initial public offerings (IPOs), which used investment banks as underwriters to help set an IPO price, Spotify's direct listing would allow market participants to determine the initial price. In a typical IPO, investment banks shopped the potential offer to various clients and, in the process of book building, determined a range for the offer when it started trading. They also often provided support for the issue on the day it started to trade, limiting the downside for shareholders if demand was low. In Spotify's case, the investment banks were only being paid a nominal fee, and Spotify was not raising capital in the offering. The stock simply started trading on the prescribed day. A portfolio manager with a hedge fund that focused on growing technology companies was considering investing in the firm, but faced a challenge: how could she estimate Spotify's value when it started to trade?

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General Management and Strategy

Chick-fil-A: International Expansion Challenges- New!

This case describes the immense success of Chick-fil-A in the United States and its first major international expansion efforts in Toronto, Canada, and Reading, England amid increased competition in the United States. Although Chick-fil-A had become the third-largest fast-food chain in the United States in 2018, a public relations controversy that had simmered since 2012 over the company's conservative Christian values still dogged the company's expansion attempts in 2019. How should the company address the backlash from supporters of LGBTQ rights and ensure the success of Chick-fil-A outside the United States?

Visa Inc.: Threat from Cryptocurrency? - New!

The case discusses how cryptocurrencies such as Bitcoin posed a threat to Visa Inc. (Visa). In March 2019, the Kroger Co., a leading retailer in the United States, was planning to accept cryptocurrencies from consumers as a mode of payment. According to Alfred F. Kelly, the chief executive officer of Visa, cryptocurrencies were an inefficient means of retail-related financial transactions, though the company invested in the research and development of cryptocurrency for corporate transaction purposes such as cross-border payments. Should Kelly consider cryptocurrency as a disruptive force in the retail sector? Should she focus more on the retail or the business to business sector for cryptocurrency-based transactions?

Karatu Coffee Company in Tanzania: What Strategy Next? - New!

In 2018, the founder and owner of the Karatu Coffee Company needed to decide what to do next with his company. He was considering several options: increasing the tourism part of the business, growing the original farm, pursuing a property development project in the capital city, or simply selling out and walking away. The company, located in Tanzania, began as a coffee farm, expanded into tourism with a remote, idyllic coffee lodge, and then brought coffee and tourism together with a bustling inner-city coffee house, which also housed a boutique hotel. The final phase of expansion included the purchase of high-quality

coffee equipment and highly-prized roasting facilities to capture a larger share of the coffee value chain. The owner's decision would require insights into both the coffee industry and Tanzania itself.

Boeing 737 MAX: Dethroned by Competitive Rivalry? - New!

In March 2019, Boeing's 737 MAX aircraft were grounded worldwide. This was a consequence of two deadly plane crashes within five months in late 2018 and early 2019. In both the crashes, the flawed design of the aircraft led to an erroneous reading of the onboard sensors. This, in turn, activated the stall prevention software of the aircraft, which kept pushing the nose of the aircraft down. Boeing was alleged to have hastily developed the 737 MAX aircraft in response to the Airbus A320neo. In August 2019, Dennis Muilenburg, CEO of Boeing, was hopeful that services of 737 MAX could resume within a couple of months. How should Muilenburg deal with the crisis? To what extent should he worry about the increasing competitive rivalry with Airbus?

YFY Inc.: Turning a New Page - New!

YFY Inc., a Taiwan-based global multinational firm with its origins in agriculture and paper products, had recently become an innovator in environmentally-friendly packaging material—producing nPulp, paper pulp made from straw. The company's visionary leadership choices had shaped its technological choices through various institutional changes and helped it overcome a number of technical and organizational obstacles in order to commercialize this innovation. However, like all green innovations, nPulp still faced serious challenges, such as unsupported policies and regulations, and unstable supply. In 2017, the company's leadership needed to find other applications for this product to increase its market adoption rate and maintain and expand its operation. At the same time, they wondered if the previous generation's vision of creating a business ecosystem including organic farming, proper waste treatment, non-chemical paper manufacturing, energy and resource recycling, and new materials was even feasible.

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Information Systems

Carefirst: the INTEGRATE Care Model - New!

In 2019, the chief executive officer of Carefirst Seniors & Community Services Association (Carefirst) was sitting in her modest office near Toronto, Ontario, Canada, looking back on 22 years of providing health care services to seniors and other clients in the Toronto area. Demand for its services had been growing steadily, as Canada's aging population continued to increase in numbers. The 2016 census reported that seniors outnumbered children for the first time in the survey's history. One in six Canadians was age 65 or older, and this age group was growing four times faster than the overall population. In addition, more than one in five Canadians lived with a chronic disease. With increasing financial difficulties for the Canadian government to meet the needs of its aging citizens, and with a diverse population reflecting Canada's comparatively open immigration policy, Carefirst was experiencing a changing external environment that demanded a swift pre-emptive response. A recent change in the provincial government had also led to a restructuring of the Ontario health care system. What would be its next strategic move, to ensure that it was better positioned for imminent changes?

SF Express: Data Wars - Featured

SF Express Group Co. Ltd. (SF Express) was a leading express delivery and logistics solutions provider in China. In May 2017, SF Express became involved in a dispute with the logistics-tracking platform Cainiao Network Technology (Cainiao), which was controlled by Alibaba Group Holding Limited. SF Express and Cainiao were the two largest players in China's express delivery market. The dispute, which involved an SF Express-affiliated smart package locker company that declined a data-sharing request from Cainiao, caused SF Express and Cainiao to sever their ties over proprietary data and cybersecurity. This severance caused significant disruption to China's e-commerce sector. After regulatory intervention, both parties agreed to resume sharing data for the time being and had to negotiate a resolution to their data dispute within 30 days. The chief information officer of SF Express needed to come up with an immediate solution to the dispute as well as a long-term data strategy for SF Express.

TD Bank Group: Building an Effective Enterprise Data Management Policy- Featured

Glenda Crisp became the chief data officer of TD Bank Group in October 2015. The Office of the chief data officer had only been established in 2013; the scope of the department still needed to be fully defined, and the original enterprise data governance policies needed to be updated. Crisp saw issues in a variety of areas, such as organizational structure, the processes used to manage data governance practices, and technology, all of which needed to be identified and prioritized. An implementation plan then needed to be developed.

Custom Closet Contractors: Making the Database Cut - Featured

In the summer of 2017, after completing his third year of business school, a student was eager to apply his newly developed business and technology skill sets at his father's company during his four-month summer position. His father's business, Custom Closet Contractors, designed and manufactured custom home organization solutions for home builders and individual clients. In the past year, the successful company's sales growth had slowed, while expenses as a percentage of sales had increased. The company had experienced operational problems leading to higher expenses, and the student had found that part of the problem was the lack of data organization, which led to miscommunication between the front office and the production staff. To solve the problem, he proposed to design a centralized database and set to work trying to understand the business processes in order to design a data model.

Allied Founders: Surviving Internationally - Featured

On June 25, 2014, the director of marketing and development at Allied Founders Pvt. Ltd., a company that operated out of Belgaum in India, was analyzing various problems associated with his company's management approach. The director was considering a change from the company's system of breakdown maintenance to a new information system of preventive maintenance. While executing its first international export order, the company faced several challenges related to production delays, mainly due to poor equipment maintenance. To plan for his company's future in the international market, the director proposed adopting preventive maintenance as a solution, but he was unsure whether to use traditional means (i.e., manual record keeping) or implement a new information system. He was concerned about the issues that could arise from the change, including resistance from employees worried about job loss, providing the necessary training, and exposing the company to other risks.

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Management Science

DailyFish: Reinventing Customer Service Management - New!

DailyFish was an emerging e-commerce enterprise that was started in 2016 by Baby Marine Ventures, one of the largest exporters of frozen seafood from India. Subramanian Sankaran, Head of Loyalties and customer service management (CSM) was facing challenges related to increased missed calls in the call center that eventually led to a loss of sales opportunities. The chief executive officer of the company instructed Sankaran to reduce the waiting time per call by one third, thereby minimizing the missed calls. Sankaran had to find out how to minimize the waiting time without compromising the call quality. He was looking forward to hiring a couple of executives to tackle the issue. He planned to find the best fit using fractional factorial experiment using Taguchi orthogonal arrays.

City of London Water: Predicting Electricity Prices and Optimizing Operations - Featured

The manager of Water Operations at the City of London wanted to reduce the cost of pumping water by optimizing energy use. Water Operations had been consistently experiencing higher operational costs, and electricity bills accounted for up to 30 per cent of its direct costs. If the manager could predict the future cost of energy, she could schedule the operation of the water pumps to benefit from periods of low energy prices, potentially saving up to 25 per cent of the energy costs. The manager obtained the hourly Ontario electricity prices from 2003 to 2015, and wanted to use that data to evaluate how accurately she could predict future electricity prices. How should she proceed?

The Best Hitter in Baseball- Featured

In 2017, a sports journalist based in Houston, Texas was confused about his editor's latest idea. His editor had emailed him the night before proposing an article on the best (and worst) Major League Baseball hitters of all time. The first step was to provide a list of the players that would be profiled. This meant finding the 10 best (and worst) batters. However, after ranking the players, could he quantify the probability that he ranked them incorrectly? Because the article was based on data, he had to justify his choices and he wanted his decisions to be based on sound statistical grounds.

407 ETR Highway Extension: Material Procurement - Featured

In April 2016, the chairman of the partnership charged with building the \$1 billion Highway 407 East Extension Phase 2 in Ontario was reviewing an e-mail from the procurement team that recommended allocation of more than \$45 million in contracts for the purchase of granular base material for the highway construction. He knew that the procurement team had worked for several weeks to negotiate and analyze the supplier's quotes, but after reviewing the recommendation, the chairman wondered whether the team's recommendation captured the optimal supplier mix and the most cost-effective selection of suppliers. It was certainly a good solution, but was it the optimal solution? Even with an experienced team, this was a difficult optimization problem to solve.

Improving a Hockey Team - Featured

In November 2017, a fan of hockey watched his favourite team lose 6–4 against a contending team. After a great start to the season with a record of 6 wins and 1 loss, his favourite team had lost 6 of the last 8 games, dropping their record to 8 wins and 7 losses. The fan knew that the time was approaching for the inevitable discussions with his friends regarding the team's success. Which players should they have signed? Which player should the team trade for? What line combinations would serve the team best? Who was overvalued, and who was undervalued? Knowing that conversations among his friends typically took on a random and unstructured format, the fan planned to provide a more analytical approach to the discussion this year. His research would raise the level of the conversation and help back up his suggestions.

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Marketing

Unilever: Using Horlicks's Brand Equity to Lead - New!

In December 2018, Hindustan Unilever Limited announced that it would buy out GlaxoSmithKline Plc's Consumer Healthcare Ltd. India business, which included popular brands such as Horlicks, Boost, and Viva. With Horlicks in its portfolio, Hindustan Unilever Limited expected to gain market share, draw synergies from individual strengths, and gain access to a larger consumer base. However, India's health food drink category had registered only single-digit growth in 2017. Its primary target audience of parents, physicians, and nutritionists had concerns regarding the side effects of sugar as a key ingredient in beverages such as Horlicks. With consumer focus shifting to healthier, preservative-free alternatives, among other issues, Hindustan Unilever Limited was faced with a challenge: how could it build on Horlicks's brand equity to sustain its leadership position in the disrupting health food drink market, leverage its leadership position to grow the company in this segment, and take that growth to double digits?

Ronds: A Pioneer in a Blue Ocean (A) - New!

Ronds Science & Technology Incorporated Company (Ronds) was a leading smart solutions provider in China's machine condition monitoring market. Since its establishment, 10 years earlier, the high-tech company's monitoring and diagnostic solutions have been implemented across various industries, with the strongest foothold in the wind energy industry. However, the co-founder and chairman of Ronds observed that most Chinese industrial enterprises were slow in adopting technology in the area of maintenance and repair, and long sales cycles had led to Ronds missing its 2016 sales target. News of the Chinese central government's plans to redistribute wind energy projects across China to new provinces also followed. Given Ronds's weak profitability performance and the recent change in government policies, the company had to consider whether it should focus on further penetrating the wind energy market or expand to other industries. As either approach had its own challenges, the cofounder and his senior management looked to identify the best growth strategy for Ronds to remain competitive in the industry 4.0 era.

Beyond Meat: Changing Customer Behaviour in Food Consumption - New!

In 2014, the founder and chief executive officer of Beyond Meat, Ethan Brown, reflected on the question that had led him to start the company: “How difficult can it be to change what you eat for dinner?” The small start up based in Los Angeles, California, had faced considerable challenges in changing customer perceptions and attitudes since it was founded in 2009. Its intention was to address both health and environmental problems related to meat consumption by creating plant-based meat. The company had successfully developed plant-based meats that were similar in taste, texture, and composition to regular animal meat. However, Beyond Meat needed to change customer perceptions and behaviours to persuade US consumers to switch from animal- to plant-based protein. What strategies could Beyond Meat use to market its disruptive innovation and become a game changer in the meat industry? Should the company invest in aggressive research and development to make its product taste and feel more like real meat, or should it focus on marketing the product based on its nutritional, health, and environmental benefits? Should it target vegetarians or meat eaters, and what demographic changes should it consider?

Receiver Coffee: Brewing Up Wholesale Customers - New!

Receiver Coffee (Receiver), a Prince Edward Island-based coffee roaster and café, had found success since opening in 2012. Co-owner Colleen MacKay and her partners were trying to grow the wholesale side of the business, selling high-end coffee to cafés, restaurants, and other businesses outside of their usual trading area, with a focus on Ontario and Quebec customers. Sales growth of wholesale coffee had been limited, despite the overall success of the brand in its home region. Receiver had a clear identity as a high-quality local coffee roaster, a well-defined set of marketing tactics including price and promotion, and ambitious growth goals. Now in 2018, the question for MacKay was how to go about finding a market that could take Receiver to the next level.

Dunlop Livery Antiques: Modernizing the Vintage Industry - New!

The owner of Dunlop Livery Antiques in Dunlop, Ontario was considering a comprehensive marketing strategy with a focus on digital marketing. The industry was changing, popularity was wavering, sales were falling, and distribution channels were shifting. A new strategy was needed to increase revenue, profit, and brand awareness in the shrinking industry. Several placement choices were available, including selling online or at trade shows. A promotion plan also needed to be developed and implemented, which included advertising options such as Instagram and magazines. He needed to catch up with the competition in terms of promotion and distribution. With retirement looming, he had to make some tough choices—how could he promote and improve sales to ensure the future success of his antique business?

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Operations Management

Sam's Pizzeria: Managing Peak Demand - New!

In October 2018, the owner of Sam's Pizzeria (Sam's) in Orillia, Ontario, needed to determine how he should staff his business to keep up with an increase in demand on Halloween. Halloween had often been a source of frustration, as Sam's struggled to keep up with demand on that day. Providing customers with good-quality pizza and fast delivery was critical to Sam's success. Not wanting to repeat the mistakes of the past, the owner knew that he would need a better plan to staff his pizzeria if Halloween were to be any different this year.

Butterfly Edufields: Different Shades of Capacity- Featured

In April 2017, Butterfly Edufields Pvt. Ltd., in Hyderabad, India, was experiencing a rapid growth in demand and needed to find ways to expand its capacity to meet this demand without significantly increasing costs. The company created innovative teaching and learning products for students in grades 1 through 10. Working with these products hands-on helped students understand various mathematics and science concepts such as magnetism, light, and sound. The founder and chief executive officer asked the head of production and stores to evaluate the company's existing production processes and capacity and to suggest options for improvement at a senior management meeting, scheduled for a week later.

MICA Dining Hall: Debottlenecking Operations - Featured

In July 2018, MICA, Ahmedabad, one of the leading management institutions in India, was experiencing bottlenecks in its dining hall that were delaying regular operations during peak lunch hours. The lunch break was for about 75 minutes between classes. The dining hall catered to 480 people at any given time—not only students but also faculty members and other MICA staff. After eating lunch at the dining hall, many students had to rush to post-lunch class sessions, and they risked missing attendance. Most faculty members had zero tolerance for late entrants. A MICA faculty member from the business management area was entrusted with studying the situation, determining the cause for delay, and proposing remedial measures. He needed to identify the weakest link in the chain and then propose an

infusion of resources that would buffer this constraint, thereby reducing the total time students and other members of the MICA community spent in the dining hall during lunch hours.

Operations Strategy at Galanz - Best Seller

Starting from a humble beginning of being a manufacturer of down feather products owned by Shunde Township, Galanz Enterprises Group Co. Ltd. (Galanz) had transformed itself into a world class manufacturer of microwave ovens producing about 50 per cent of the global output in 2003. This case describes the competitive and operational strategies that Galanz used to achieve such a meteoric growth. The company started out with a clear competitive strategy based on cost leadership. It designed and implemented operations system to help achieve lower cost through economy of scale, the transfer of production capacity from developed countries and full utilization of the available production capacity.

TEKCOM Corporation: Driving Future Growth - Featured

TEKCOM Corporation (TEKCOM) was one of the largest exporters of film-faced plywood (FFP) in Vietnam. The company experienced double-digit growth in its FFP trading business from 2005 to 2011. In 2012, TEKCOM ventured into FFP manufacturing. However, after building strong brand equity in both local and foreign markets as a mid-range FFP producer, TEKCOM faced a major constraint to its growth ambition. Veneer, a key raw material for making FFP, was in short supply in Vietnam. Sourcing veneer from overseas suppliers was expensive. Furthermore, the domestic FFP market was becoming increasingly competitive. An escalation in the company's orders backlog, due to a severe shortage in veneer, led TEKCOM's chief executive officer to review his company's business model and strategy to sustain growth. In June 2017, TEKCOM was considering various options to address the supply shortage and the prospect of market expansion with new products. However, there were major risks associated with all available options.

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Organizational Behaviour & Leadership

Middle East Airlines: Uncertainty in the Skies Over Syria - New!

The chief executive officer (CEO) of Middle East Airlines (MEA) had to decide whether the airline should fly over Syria during the armed conflict. All other airlines in the Middle East had decided not to fly over Syria either because they did not want to show their support for the Syrian government or because they believed it was too dangerous. Yet, these airlines did not have as much to lose as MEA because, unlike them, 50 per cent of this airline's flights flew over that country. It was estimated that MEA could lose US\$50 million if it did not fly over Syria. What should the CEO do?

La Maison Simons: The Bra Backlash- New!

La Maison Simons was a successful 178-year-old, family-run fashion retailer with 15 locations across Canada and over CA\$500 million in sales in 2018. On September 6, 2018, the president and chief executive officer (CEO), supported and approved the launch of a new marketing campaign featuring brassieres named after historic Canadian women. One of those women was the former chief justice of the Supreme Court of Canada, Beverley McLachlin. Within hours of the launch of the marketing campaign, La Maison Simons's social media feed erupted with comments from angry users who viewed the campaign as objectifying and sexualizing iconic Canadian women. McLachlin was also upset, the company having named one of the bras after her with her permission. Following a phone conversation with McLachlin, the CEO issued a formal apology and destroyed all materials related to the campaign. At McLachlin's request, the company also became involved with fundraising for a women's shelter. The CEO, who was embarrassed by the marketing campaign and quickly took responsibility for his mistake, was concerned that he had tarnished the company's brand. Had he done enough to redeem it? What more could he do in the short and long term to improve the company's reputation? What had he learned from this disastrous marketing campaign?

Mannarkkad Rural Service Co-operative Bank: Innovating at the Edge- New!

In November 2016, the secretary of Mannarkkad Rural Service Co-operative Bank Ltd. (MCB) based in Kerala, India, learned that the prime minister of India had announced that large-denomination currency notes would be invalid as of midnight November 8. This demonetization move was to eradicate unaccounted for “black money” from the nation. Co-operative banks like MCB were excluded from the purview of India’s central bank, the Reserve Bank of India, and as a primary agricultural credit society providing short-term credit to rural borrowers, MCB stood out from similar institutions by providing best-in-class banking services and constantly innovating to meet its vision of providing “the pleasure of personal banking” to its customers. MCB was the only bank in India to provide 24/7, 365-day banking operations through its overnight counter, and through a series of innovations, it had successfully pushed the boundaries of a rural co-operative bank to provide maximum convenience to its customers. The secretary of MCB now had to make some critical decisions: How should MCB handle the demonetization crisis with its existing and potential customers? Should MCB keep its overnight counter open? Should the secretary alert the bank’s micro-ATM agents? Would MCB’s parent bank provide funds? How could he address these concerns in a way that would maintain the goodwill MCB had built up among its customers over the past 27 years?

Managing Up (A): Grace - Best Seller

Two employees at 8SK Consulting, a major firm with 800 staff in five divisions, need to find a way to manage their leader effectively. A junior hire who is ready to take on more responsibility in order to advance her career is frustrated – although her leader has previously played an important role as her mentor and guide in the company, he now seems to be in the way of her promotion to more important positions. A senior quality specialist wants to refuse an offered team leader role, because of family concerns, but is worried how that may disappoint her boss and how it might affect not only hers but his career. How can these employees effectively and proactively manage a leader in order to reach personal and career goals? Can be used with 9B15C025.

SweepSouth South Africa: Contextually Intelligent Female Leadership of Entrepreneurial Domestic Services - Featured

In 2014, an entrepreneur in Cape Town, South Africa, started SweepSouth with her husband. Their mission was to enable dignified home cleaning work for the most vulnerable blue-collar workers, and they offered several services to empower them. When the company struggled to meet the demand for domestic services over the December holiday period, the founders realized the extent of the market’s need to connect domestic workers with potential clients. Given the entrepreneur’s business acumen and her husband’s skills and experience in software development, they created a digital platform that was often labelled the Uber of domestic services. SweepSouth employed 40 staff members and had 8,000 contractors (referred to as “SweepStars”) on the company’s platform. In 2018, the two founders wanted to scale up the business for greater social impact and had to choose among expanding the business to other African countries, expanding the service offering to office spaces, or remaining focused on serving the home and adding new services such as gardening and plumbing.

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