



Accounting

Insolar Solar Umbrella: Democratizing Access to Solar Energy - New!

In the winter of 2019, the Brazilian entrepreneur and founder of Insolar was proud of what he had accomplished in the five years since the company's launch. His vision to democratize access to solar energy in Brazil was finally starting to become a reality. Insolar had installed solar panels that were providing a sustainable energy source to 5,000 residents in the favelas of Rio de Janeiro. The company had also founded an institute to train low-income residents on the installation of solar panels and was continuously designing new innovations to increase the institute's impact. The founder was ready to make an additional investment and expand the Insolar brand. He had just received word from his research and development team that the final version of his most recent project, the solar kit, would be complete within the next year. However, he still had reservations about launching the product and had to make some key decisions before it could be ready for the market. What would be his next steps on the path to democratize solar energy?

Stone Rock Golf & Country Club: Wedding Bells? - New!

In 2016, the general manager of Stone Rock Golf & Country Club (SRGCC) in Ainslie, Ontario, was considering an opportunity to grow the club's weddings and special events business. SRGCC, a popular 18-hole golf course in a small town, was owned and operated by four local families, who ran the business according to their family values and their sense of loyalty and pride in their community. Since the golf industry had recently experienced a significant decline, the manager believed that increased investment in the weddings and special events business would help to strengthen and diversify SRGCC's revenues. He was considering three different options, from modest to quite substantial: (1) focus on the immediate capital need of renovating the outdated maintenance facility; (2) make a large investment that included adding a new space for weddings and special events, expanded parking, and a new maintenance facility; or (3) do nothing and maintain the status quo. To complete the entire renovation, the club would require an investment of close to \$1 million as well as approval from the four families. How could he build a case to increase SRGCC's revenues and convince both his banker and the board of directors to accept his choice?

Grand River University Water Buffalos: Activity-Based Costing of University Sports - New!

On April 30, 2018, the athletic director of Grand River University was drafting a plan for his department to be reviewed by the school's board of trustees. Grand River University was a small university supporting several varsity sports teams that competed regionally and nationally. The men's hockey, men's basketball, and women's basketball programs had struggled in recent years. In fact, the women's hockey program had been cut several years earlier. The school wanted to reduce the athletics program's dependence on grants. With the university facing increasing costs and stagnant revenue, the athletic director had to provide information that clearly outlined the cost to the school of each program and athlete. A group of researchers had used activity-based costing to show that the actual cost of having a team was much higher than schools had reported. The athletic director wondered what his school's costs would look like after applying that method to his calculations.

Note on Financial Accounting: The Financial Accounting 'Term Sheet' - Featured

This note, which serves as a glossary, was constructed to ease the transition of students into financial accounting courses. The glossary includes both foundational terms that are widely used and terms introduced in one or more common financial accounting cases. The terms are explained in a manner that aims to inform both novice and advanced students.

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Entrepreneurship

Maple Tree Cancer Alliance: Growing Beyond a Regional Brand - New!

In late 2017, the founder of Maple Tree Cancer Alliance faced a new challenge. In 2011, she had launched the non-profit organization to improve the quality of life for cancer patients by providing them with individualized exercise training programs, nutritional guidance, and emotional support during and after cancer treatment. In six years, the organization had expanded to 10 locations in Ohio and Pennsylvania; however, the founder wanted to strategically extend the organization throughout the United States, crossing the geographical and administrative boundaries of the healthcare system. One of her biggest challenges was to identify a growth model to stay sustainable. How could she position the organization for further growth?

TCLK: Blockchain-Powered Information Platform - New!

In February 2020, an entrepreneur and his team in China created a mobile application called Tong Cheng Lian Kang (TCLK), which crowdsourced information on publicly known cases of COVID-19, enabling users to find out if they might have been exposed to an infected individual. The application leveraged blockchain technology to record and validate user submissions of COVID-19 cases to ensure that submission and validation data were immutable, transparent, and decentralized. Users could volunteer to submit publicly recorded cases of COVID-19 or to validate the submissions of others in exchange for digital tokens on the blockchain platform, which they could use to redeem small gifts. As the number of new COVID-19 cases decreased, the entrepreneur wondered how to expand the blockchain concept to build a more sustainable business model. He was considering three options: expanding internationally, which would require building trust with users who lacked familiarity with Chinese applications; diversifying within the healthcare industry by expanding to a business-to-business model, possibly by linking prospective patients to hospitals and health care; and applying the blockchain concept to address issues in industries outside of healthcare. How could he best ensure the sustainability of TCLK?

The Talking Hands: Cost and Expansion Conundrum - New!

The owner and founder of The Talking Hands, a socially responsible restaurant, in Nagpur, India, had launched his company to create job opportunities for persons with disabilities. He wanted to find a balance between customer experience and customer service, but he also wanted to open two new outlets in his city and seriously consider his friend's proposal of opening franchisee outlets of The Talking Hands in two Indian cities—Mumbai and Pune. He wanted to consolidate and expand his business without denting the restaurant's brand identity. Also, as demand for the restaurant grew, the increasing delays in order taking and delivery needed to be managed. Could he hire some non-disabled staff members to manage rush orders and deliveries and still keep operating expenses under control? Should he go through with his expansion plans with the franchise model at this time? He needed to make a decision while renovations to his restaurant were underway.

Salt n Soap: Online Retailing of Food and Groceries - New!

In January 2020, the founder and chief executive officer (CEO) of Salt n Soap, an online retailer of food and groceries in Kolkata, India, was reviewing the company's strategy and business model. Salt n Soap had been in operation for six years, and now offered nearly 15,000 food and grocery (F&G) products of 1,000 distinct brands through its online retailing website. However, the Indian online F&G retail industry was highly competitive. Salt n Soap had a limited business footprint, mainly concentrated in Kolkata, India and unlike its competitors, it had not raised external equity funding. The CEO had to quickly reassess the current business model and strategy and prepare for the oncoming challenges from an increasingly competitive business environment. The decision had to be made before the end of the month so that any strategic changes could be implemented within the current financial year.

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Finance

The RealReal Inc.: Fashion Fad or Long-Term Investment? - New!

The RealReal Inc. (Real), a San Francisco, California-based start-up engaged in the trade of used luxury goods, experienced significant growth in its revenue and customer base in fiscal year (FY) 2018, but it was yet to turn profitable after nine years in the business. The reported accumulated losses until the quarter ended March 2019 were US\$280.98 million. On June 27, 2019, Real launched its initial public offering (IPO) at US\$20 per share. Would investing in the company be worthwhile for investors? What parameters would realistically indicate the future prospects of an emerging growth company like Real?

Aramco's Privatization and IPO Dilemma: Timing and Valuation - New!

In November 2019, Saudi Arabia's government officials and advisers had to decide whether or not to proceed with a plan to make the government-owned Saudi Arabian Oil Company (Aramco) a private company and list it on a stock exchange. At the time, Aramco was considered to be the most profitable company in the world. Therefore, its initial public offering would potentially be the largest in history. The company's market capitalization would dwarf those of global giants Apple Inc. and Google LLC. Saudi Aramco managed the world's largest oil reserves and had the world's second-lowest cost of oil extraction. However, there were concerns about the targeted valuation of US\$2 trillion. There were also various other questions to be answered: Should the government-owned Aramco become a private company? Was the timing right to list the company on a stock exchange? What fraction of shares should be offered to investors? How should the largest initial public offering in history be priced?

Warrnambool Cheese & Butter Australia: Acquisition and Appraisal - New!

In January 2017, Canada-based Saputo Inc. was preparing an offer to acquire the remaining shares of an Australian dairy firm, Warrnambool Cheese & Butter Factory Co. Hold. Ltd. (WCB). Saputo Inc. had previously acquired a majority of the equity, but minority shareholders prevented Saputo Inc. from delisting WCB from the Australian Securities Exchange. Although WCB was a publicly traded company, the current share price might not reflect its intrinsic value because its shares were very thinly traded, with

most shares being owned by Saputo Inc. and a few minority shareholders. Saputo Inc. had to determine an appropriate offer price for the acquisition.

Super Group: Acquisition and Delisting from the Singapore Exchange - New!

On November 3, 2016, Jacobs Douwe Egberts (JDE) launched a bid for Singapore-based food and beverage company Super Group Ltd. (Super). JDE had already acquired 60 per cent of the shares but needed another 30 per cent in order to delist the company and take it private. The minority shareholders of Super faced the task of evaluating whether the offer from JDE was reasonable and whether they should tender or hold on to their shares. Their decisions would depend on the valuation of Super's shares, based on financial and other relevant and available market information.

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General Management & Strategy

Eagles Nest Association of Waterdown: Decisions at the Crossroads - New!

Eagles Nest Association of Waterdown (Eagles Nest) was a not-for-profit organization (NFP) in Waterdown, Ontario which focused on assisting women and children fleeing abusive situations. They closed a transitional home because the lease was not renewed on the property and the lease on their thrift shop was not being renewed. That left a centre which provided support to families. The executive director had to recommend a new strategy, one that left Eagles Nest less reactive to environmental factors. Should Eagles Nest look for another property for the transitional home? Should it move the thrift shop or find another source of funding? Should it just focus on The HOPE Centre; and if so, should it expand the Centre's programming?

Uber(US): The Push for Autonomous Vehicles - New!

Since early 2015, Uber had been investing heavily in research and development for its autonomous vehicles to revolutionize the ride-hailing industry and provide better ways of competing and fulfilling its promise of profitability to investors. Constant innovation was crucial to stay ahead of its competitors. While this strategy was groundbreaking for the ride-hailing industry, concerns were sparked when one of Uber's autonomous vehicles was involved in a fatal accident involving a pedestrian in 2018. This accident brought safety lapses in autonomous vehicles into the public eye and was deeply controversial. Consequently, Uber was forced to examine its corporate strategy pertaining to its innovation portfolio. Should Uber continue its current investment in autonomous vehicles? If so, what business models and strategies could Uber adopt with autonomous vehicles to move the company towards profitability?

Apple Inc.: Fighting Patent Trolling - New!

In February 2020, Apple Inc. (Apple) was fighting litigation by one of the oldest patent troll firms (a non-practicing entity) in the United States, VirnetX Holding Corporation (VirnetX). VirnetX targeted innovative and cash rich firms and had begun to use specific US locations with patent troll-friendly courts as major hubs for filing litigation. For targets such as Apple, this meant resources intended for innovation were

wasted in fighting legal battles. In collaboration with its competitors, Apple took several initiatives, including pre-emptive litigation and appeals to both the US and the European Union governments to improve patent laws and prevent patent trolling. How could Apple's chief executive officer encourage innovation at Apple amid patent trolling issues? What strategies should he take to fight against non-practicing entities?

ITC Hotels: Is Responsible Luxury Sustainable? - New!

In 2018, ITC Hotels, a chain of luxury hotels based in India, achieved a distinct positioning with its branding, "ITC Hotels: Responsible Luxury." The company intended to communicate its image of being environmentally sustainable, responsible to the local communities and society, and responsible for the safety and comfort of guests and employees. This strategy shaped many of its operational decisions and processes. However, the executive director of ITC Hotels, felt cautiously optimistic about its positioning in the market. Could ITC Hotels succeed in balancing responsibility with luxury? Could this business strategy and positioning counter the intensifying competitive threats from India's other major luxury hotel chains?

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Information Systems

TradelX: Blockchain-Enabled Trade Finance in Global Supply Chains - New!

In February 2014, Global 3PL, one of the largest logistics companies in the world, announced an ambitious expansion strategy. In accordance with that plan, the company struck an agreement in 2017 with TradelX Limited (TradelX) to optimize its working capital management. TradelX was a start-up based in Dublin, Ireland that offered blockchain technology solutions to help companies manage trade finance more efficiently, especially in the area of accounts receivable. However, the potential for improvement in the realm of trade finance was heavily restricted by a complex network of suppliers and an organizational structure of silos for data flow. Global 3PL was therefore working on a pilot project with TradelX, using its Marco Polo platform, to connect with insurance and banking services through a secure network. The process enabled full transparency of all financing transactions in the accounts receivable process. Despite the success of the pilot project, the efficiency of the Marco Polo platform had to be assessed on a technological and strategic level. Determining if the platform could prove to be a long-term sustainable solution for full operation across Global 3PL's global trade finance system landscape was critical.

Montreal Toheed Society: Managing Social Media Platforms - New!

Montreal Toheed Society (MTS), a community-based organization founded in 2012, has adopted various social media technologies to capture member interactions and to make the work of its board of directors more efficient and effective. The organization attempted to meet its needs by using JomSocial at first, followed later by Viber. MTS was partially successful in reaching its social media goals by implementing the Viber platform. The organization is now considering migrating to a new platform to overcome some limitations of the Viber technology. Two options for a new social media platform are Telegram and WhatsApp. In order to ensure a successful migration to a new platform, MTS must consider several questions: What should be the governing structure of the new social media platform? What would be the optimal balance of user freedom versus control? What sort of content should be allowed on the platform? Given its structure, how can MTS find the resources to manage a larger digital community?

Alfie: Working Out a Virtual Fitness Concierge Platform - Featured

Alfie.fit (Alfie) was a Montreal-based consumer software technology start-up that offered a virtual fitness concierge service for time-strapped people who wanted to keep fit, no matter their busy schedule. The Alfie platform helped personal trainers and trainees connect and interact with each other and supported the management of the transaction between them. However, Alfie faced several challenges, including the common chicken-or-egg problem of value-added intermediaries in their entry phase. As Alfie celebrated its one-year anniversary of being officially available to the public, the founders needed to make strategic decisions regarding the platform's design, scope, and future direction.

Snapper Future Tech: Land Records and Registration Using Blockchain - Featured

On October 10, 2017, the co-founders of Snapper Future Tech Private Limited (Snapper) were discussing the solutions they had proposed at a recent blockchain business conference. Snapper's initiative envisaged digital solutions for smooth land registration, adding transparency, accountability, and good governance at every stage of the process. Snapper had developed a proof of concept for land records on a private blockchain in a cloud-based environment. Its live demonstration of the proposal was well received by the conference attendees; the challenge was whether the government would consider the solution and engage on a long-term basis with the company for blockchain solutions in land registrations. Would Snapper's journey be acknowledged in the annals of the country's digital revolution?

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Management Science

A Note on Neural Networks - New!

This note explains the fundamentals of neural networks that are used for classification and prediction systems, with a primary focus on feed-forward back-propagation neural networks.

A Note on Queuing Models - Featured

Queues (or waiting lines) are common in modern life. We wait in lines at the campus cafeteria, to board an airplane, in the emergency room, and when we call a company for customer service. We even wait for applications to be initiated and processed by our smartphone processors, and our online orders wait to be fulfilled at companies' warehouses before being shipped to us. How long we wait in line depends on several factors and parameters. It may depend on the number of servers working and the amount of time it takes to serve each individual customer (the system's capacity) or on how many customers arrive at any given time (the system's demand or flow rate). Most importantly, queues form due to random variations in arrival patterns and service times.

South West Health Centre: Improving Patient Flow in the Intensive Care Unit - Featured

Hospitals frequently deal with congestion and blockage that affects patient flow and increased costs. In 2018, at University Hospital, part of South West Health Centre, patient flow in the medical surgical intensive care unit seemed to be highly susceptible to congestion, and this was creating ripple effects throughout the hospital and leading to increased costs. The complexity of patient flow presented an opportunity to build a discrete-event simulation model to provide insights regarding the patient flow, costs, and opportunities for improvement. But how could the hospital's management use a simulation model of patient flow to determine alternatives to optimize both patient flow and costs?

Risks and Rewards in Professional Tennis - Featured

AWARD WINNING CASE: INFORMS 2016 Case and Teaching Materials Competition. Founded in 1972, the Association of Tennis Professionals (ATP) was the governing body of three professional men's tennis circuits: the ATP World Tour, the ATP Challenger Tour, and the ATP Champions Tour. In addition to the ATP World Tour tournaments, there were four highly coveted and extremely competitive Grand Slam tournaments, one of which was Wimbledon. In 2014, two professional tennis players sought to determine their respective odds of placing first at Wimbledon, by using an understanding of probability, stochastic modelling, and Markov chain application. Both players were ranked outside the top 100 and faced a momentous task.

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Marketing

Warriors Gaming Squad: A Marketing Slam Dunk or a Long Shot? - New!

In April 2018, Hunter Leigh, the recently appointed head of esports for the Golden State Warriors (GSW), was in charge of developing a marketing communications strategy for the first season of the Warriors Gaming Squad, the first NBA 2K esports team to be geo-located and directly affiliated with the championship-winning GSW National Basketball Association team. The season was kicking off within a few weeks, and Leigh knew that his players and brand needed to perform for fans, not only on the virtual court, but also in the digital and physical market. He needed to quickly make choices about objectives, audiences, messaging, and media in order to successfully develop a large, loyal fan base.

Atotam Productions: Bridging the Gap Between the Oil and Gas Industry and First Nation Communities - New!

The president of Atotam Productions, a media production company near Edmonton, Alberta, Canada, was dedicated to helping industry meet its social licence to operate by creating positive stories of existing and mutually beneficial media projects. He wanted to show that partnerships among industry, the government of Canada, First Nations communities, and the Canadian public could exist, and Indigenous people could be consulted and engaged in major industrial projects. Though he was aware of the long-standing and inherent disconnect among these groups, he understood how changing market conditions in the oil and gas industry in Alberta could influence a First Nation member-owned media. Should his company continue pursuing work with the oil and gas industry or consider branching out into other industry sectors? If the company branched out, which sector(s) could it focus on? He wondered how industry could best convey to the communities that worthwhile benefits could be shared through cooperative and collaborative approaches in industrial development projects. How could the First Nations communities be assured that industry would take their culture and history seriously? More specifically, how could Atotam Productions best address the need for meaningful and respectful communication and knowledge sharing among these groups in the context of market volatility and change?

Ryff Inc.: Disrupting Product Placement - New!

In July 2019, the founder and chief executive officer (CEO) of a one-year-old start-up in Los Angeles was reviewing the path forward with the company's new technology platform. The product helped brand managers insert their brands virtually and in real time into television (TV) and movie scenes. With each placement customized to the individual habits and personal preferences of the viewer, virtual placement was a considerable improvement over physical placement of brands as permanent fixtures in TV plots and movie scenes. The technology represented a major disruption to the product placement industry. The company's CEO needs to resolve three dilemmas to take Ryff forward. First, how should the company find its fit with large advertising agencies that operate in a traditional placement market? Second, how should the company convert traditional industry person-to-person interactions to interactions driven by software programs? Third, how should the company take its business global?

Homeland Foods: The Sweet Fruit of Growth - New!

In late January of 2020, Hratch Jabrayan of Homeland Foods contemplated international expansion into North America and increasing exports to Russia. Would potential customers appreciate and pay a premium for the high-quality, organically-produced dried fruits and nuts. Was the product line's brand name ("Vozni" was Armenian for "hedgehog") culturally transferrable? Was it financially feasible to bring the product to Canada and the United States? How would other elements of the marketing mix need to be adjusted for Homeland's entry into both the Canadian and American markets for dried fruit products?

Yadea: Consumer-Oriented High-End Product Strategy - New!

Between 2015 and 2018, competitors in China's two-wheel e-vehicle industry were embroiled in a price war. Yadea Group Holdings decided to differentiate its brand from competitors and move away from further price reductions, opting instead to raise prices and adopt a distinctive high-end product strategy. It planned to offer its products to Tier 1 and Tier 2 cities in China, and to expand into the international market. With upgraded product and service offerings, the company was becoming a market leader in China's two-wheel e-vehicle industry. However, its founder was well aware that competitors would soon imitate the company's high-end product strategy and could potentially overtake its market position. In the current Internet-based business environment, new sales and rental models were constantly emerging, which meant Yadea Group Holdings risked losing market share to both domestic competitors and international investors. Therefore, the founder decided that the company needed to choose between two potential five-year plan options for the future: take advantage of the existing market or take the lead in a new high-end market.

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CASE ALERT

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Operations Management

Butterfly Edufields: Value Chain Reconfiguration - New!

Based in India, Butterfly Edufields Pvt. Ltd. (BFF) designed, developed, assembled, and distributed educational activities and games for Grade 1–10 students to help them understand various science, technology, engineering, and mathematics (STEM) concepts. After more than a decade of existence, BFF had grown significantly in terms of production capacity, human resources, product portfolio, and geographical reach. Between 2010 and 2019, its revenues had grown 15 times. In November 2019, the company's chief executive officer faced three challenges: (1) the firm's inability to meet orders for newly introduced products; (2) its limited ability to tap and serve the huge market of 1.5 million schools across India; and (3) its failure to capture the enormous potential of selling educational toys online—a \$300 million market. The chief executive officer believed that the traditional cost structure of centralized design, production, and distribution might not support the non-linear growth he envisaged for the company, so he had collected the value-added details for one of BFF's products with the intention of evaluating alternate value chain configurations for the company.

Mini Iron & Alloys Private Limited: Springing into a New Future - New!

The case details the challenges of running a small manufacturing enterprise in India. The current operations at Mini Iron & Alloys Private Limited (MIA), which produced springs for rail wagons, were stable, and business had grown. However, the demand for springs was expected to increase with the Indian government's announcement, in early 2019, to establish a rail freight corridor. The proprietor of MIA mused on the firm's readiness to undertake the surge in demand. He also ruminated on the prudence of relying on a single customer in a captive market.

Shoppers Stop Limited: Developing Sense-and-Respond Capabilities (A) - New!

In January 2013, the chief executive officer and the department heads of Shoppers Stop Limited, India's largest department store chain, met to discuss the Indian government's imminent clearance of direct foreign investment applications by major global retailers. To prepare for the upcoming challenges from

international competition, the head of the non-apparel department was asked to prepare a strategy. After discussions with the other department heads, he decided to recommend a sense-and-respond business model. However, he was unable to complete his plan because the head of distribution and logistics was unavailable until the following week. In part B of this case, the head of the non-apparel department met with the head of distribution and logistics to assess the advantages and disadvantages of centralized and decentralized distribution and logistics structures. The head of the non-apparel department was considering an expansion to an online business, and knew that a dedicated, efficient, and cost-effective distribution and logistics system would ensure its success. He had a preliminary plan for a sense-and-respond strategy but had some lingering questions. Which key elements of this strategy did the organization already possess? How could Shoppers enhance these capabilities in the future? Would the company need a major distribution and logistics restructuring to improve its sense-and-respond capability?

Tesla Inc.: Accelerating Sustainable Profits - New!

The release of Tesla Inc. (Tesla)'s financial results in early 2019 made it clear that significant challenges lay ahead for the firm. While Tesla remained the market leader for electric vehicles in the global automobile industry, sales had dropped dramatically, and Tesla was once again losing money. Its recent launch of the Model 3 held great promise and added a key vehicle to its growing product portfolio, but customer complaints about late delivery were on the rise. As a leader of electric vehicles in the global automobile industry, which capabilities are most important for Tesla to further develop, and how broadly should the firm stretch its supply chain and service network? Were changes to the firm's strategy required in order to advance its mission to accelerate the world's transition to clean energy?

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Organizational Behaviour & Leadership

British Broadcasting Corporation: Under Fire for Gender Pay Inequality - New!

On January 10, 2020, Samira Ahmed, a British Asian woman, won a landmark gender discrimination case against the British Broadcasting Corporation (BBC). Ahmed's emphatic victory was a major setback for the BBC, which had been facing accusations of inequities since 2017, after it released the salary details of its top earners and a gender pay gap report showing major disparities in the way men and women were paid. Tony Hall, the BBC's director general, had pledged to close the gender pay gap by 2020 or sooner, assuring that work was already underway. Was Hall heading in the right direction to crack down on gender inequality? What could Hall do to be at the forefront of change on gender equality?

Air Traffic and Navigation Services SOC Limited: Talent Management - New!

In October 2019, the interim chief executive officer of Air Traffic and Navigation Services SOC Limited (ATNS) in South Africa faced a dilemma regarding talent management. ATNS's talent pipeline was unbalanced, and there was insufficient progression into more senior positions within the air traffic controller division. ATNS had been recruiting from disadvantaged communities through a bursary program, which trained recipients to become air traffic control officers (ATCOs). However, it took a minimum of eight years to become qualified at the highest level of ATCO, which was a requirement for more complex tasks and leadership roles at ATNS. Many bursary recipients preferred to remain in the lower levels due to the time it took to progress and also because of their potential to earn at lower levels due to the pay structure within the division. ATNS also faced the prospect of losing the highly skilled upper-level ATCOs to international air traffic services. Should ATNS redesign its talent pipeline?

PeopleFirst Inc: A Star Employee but a Terrible Manager - New!

PeopleFirst Inc. (PeopleFirst) was a management consulting company founded and run by Renee Janssen. Janssen had recently promoted a star employee, Marcela Lopez, to the position of manager.

However, Lopez's first foray into management was turning into a disaster. Lopez was suddenly aggressive and defiant toward Janssen. Worse, the results from a survey Janssen administered indicated that Lopez's team lacked psychological safety—an important factor in their ability to work together and be successful. Janssen's efforts to learn more about the dynamics of Lopez's team led to three findings. First, Lopez was not taking responsibility for her past actions. Second, Lopez was doing a disproportionate amount of work relative to the rest of her team. Third, Lopez was lying to Janssen about past events. Janssen was faced with the challenge of determining how to persuade Lopez to become a more effective manager and how to increase the morale of the members of Lopez's team.

Gusto 54: Creating a Culture of Ownership and Accountability - New!

The sole owner of the Gusto 54 Restaurant Group (Gusto 54), which owned and operated nine restaurant concepts in Toronto and Los Angeles, had grown the restaurant group into a huge success story. In a competitive, low-margin industry, Gusto 54 outperformed its peers and consistently achieved its desired profit margins. Gusto 54's strategy was grounded in innovative growth, the use of technology, and empowerment of all employees to take an entrepreneurial approach to their roles. The owner had grown the company strategically, making business decisions based on her belief that her most valuable resource was having the right employees. She focused on building culture, hiring employees who fit the culture, and investing in the employee experience to retain them. She also made efforts to keep the leadership team lean and to include all members in decision-making. While Gusto 54's strategy had fuelled its present growth, in 2020, the owner was concerned about the impacts of rapid expansion. She wondered how to balance growth plans with the need to hire and retain top talent and maintain an engaged, motivated workforce. How could she scale up without losing the family-style culture her employees valued?

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