



Accounting

Clarke Building and Supplies Limited: Navigating Culture, Control, and Change - New!

Clarke Building and Supplies Limited was a multi-generational family-owned building supply and contracting company headquartered in the western region of the island of Newfoundland, Canada. After the death of the company's founder and chief executive officer, it fell to the founder's son to take the helm of the company. With his engineering background, this son noticed inefficiencies and lax controls within the company. He was especially worried about the possibility of a more tightly run national store entering the market and outcompeting his family's business. Complicating any decision to tighten operations was the community culture of the business, which included many long-time employees, friends, and family members. He could see that there were issues in the company, but he lacked the business acumen and distance to separate symptoms from causes and develop a plan to keep the company healthy and strong for generations to come. He knew he needed to achieve buy-in from the managers so he could implement any solutions he devised.

BeanCountr Inc.: A Financing and Investing Exercise - New!

In April 2020, the owner and founder of BeanCountr Inc. was reviewing her company's financial performance for its third fiscal year. The company was a financial technology start-up located in London, Ontario, Canada. The owner had already reviewed the company's operating decisions over the past fiscal year, which ended March 31, 2020. She was now eager to review the company's financing and investing transactions.

Equability by Jen Candle Company: A Manufacturing Inventory Exercise - New!

In November 2020, the owner of Tranquility by Jen Candle Company located in Canmore, Alberta, Canada, was reviewing her company's financial performance for its third fiscal year. The company was a candle manufacturer located in Canmore, Alberta, Canada. The owner had gathered the company's

statement of financial position for fiscal year 2018–19, the list of cash receipts and disbursements for 2019–20, and various related miscellaneous information. Her task was to record all necessary accounting transactions for the current fiscal year, ending October 31, 2020.

GEEnron? Markopolos versus General Electric (A) - Notable!

In August 2019, Harry Markopolos-the forensic accountant known for uncovering Bernie Madoff's Ponzi scheme-alleged that General Electric had committed accounting fraud totaling \$38 billion, coining the term GEEnron for perceived similarities with the 2001 accounting fraud at Enron that brought down that company and its auditor. Specifically, Markopolos claimed, GE would need to generate \$29 billion in reserves against its insurance obligations, and restate its financials to recognize \$9 billion in unreported losses on an oil subsidiary. Though GE management rejected these assertions, repeated writedowns and restatements of GE's performance since 2017 had made investors wary. They now scrambled to assess the merits of Markopolos's claims.

Artisan Flooring Products, Inc. - Notable!

The owner of a small retail flooring company is projecting her company's financial performance and financial position for the current 2020 calendar year. The company began business in 2019, and by all measures, that first year had been a financial success. A small profit was earned, and the year ended in a strong financial position. But disruption caused by the COVID-19 pandemic has caused the need for new planning. A number of changes to business activity are projected, together enabling the construction of pro forma 2020 financial statements. Liquidity, profit, and the ability to take an annual owner's draw could then be assessed.

This case is optimally used early in an introductory financial accounting course, or as a stand-alone exercise that illustrates the construction of financial statements. It can also be used as two distinct accounting analyses: (i) students can use the case data to reconstruct the 2019 balance sheet and income statement provided within the case exhibits, and (ii) they can also use the new projections to complete the 2020 pro forma financial statements.



Entrepreneurship

Ucommune: Creating a Business Model for the Co-working Space Industry in China - New!

Ucommune was the first co-working space operator in China to submit a prospectus to the US Securities and Exchange Commission. As its basic business, Ucommune provided co-working spaces for members and customers, and gradually formed two specific space operation models: the self-operated model and the asset-light model. Ucommune also offered members comprehensive value-added services and promoted the development of a service business by establishing a service ecosystem. Constant exploration of the co-working space industry had enabled Ucommune to create a unique business model and, through its creation, positively change the industry's old model. Although it had reached certain goals, Ucommune still faced challenges, including problems with achieving profitability, fierce competition, and dealing with the COVID-19 pandemic. To transcend the current obstacles, In early 2020, Ucommune had to consider how to further adjust and optimize the business model.

Apax Partners and Duck Creek Technologies - New!

This case follows Jason Wright and Umang Kajaria at Apax Partners as they consider an investment in Duck Creek Technologies, a technology provider for property & casualty insurance companies. The deal required a complex carve-out from Accenture, Duck Creek's parent organization, and several operational improvements to rejuvenate the company. The case provides the opportunity to evaluate the deal's investment thesis, structure, and risks, along with calculating Duck Creek's valuation.

DigiPlex: Ante-Up or Cash Out - New!

In November 2020, the co-founders of DigiPlex study the future growth trajectory of their Nordic data center venture. A critical question was on the agenda: was now finally the right time to sell DigiPlex? Originally a \$2.75 million investment in one small data center made in the wake of the dot-com bubble, the Norwegian-based firm had seen tremendous growth in the last two decades. DigiPlex was now worth over a billion dollars and comprised seven data centers across Scandinavia, offering high-speed connectivity powered by sustainable hydro-electric energy.

IKEA India: Expanding to Success - Ivey Publishing 2021 Best Seller!

In May 2017, IKEA India's chief executive officer (CEO) was facing a dilemma. The company had decided to start its business operations in India by opening an experience centre in Hyderabad in November 2018, followed by furniture retail outlets across India by 2025. Key target segments were young, middle-class price-conscious consumers. IKEA India aimed to sell its products at a low price, aligning with its vision. However, the CEO was challenged with developing a strategy for business growth at a time when major global retailers were going bankrupt. He needed to figure out the appropriate pricing and supply chain strategy for India's complex and diverse environment, while offering value to consumers.

How Google's "One-Trick Pony" Grew to Become a Dominant Global Enterprise - New!

As Google incorporated in 1998, in the midst of dot-com mania, it faced the need to raise growth capital after the 2000 dot-com crash, when VC investments and IPOs had considerably slowed. Yet despite the crash's lingering chill, which crushed thousands of new ventures, Google survived and ultimately prospered. This case reviews the early history of search engines and discusses the four key components of Google's success: strategy pivots to protect its search dominance; horizontal integration to expand information capture and revenue growth; vertical integration to extend digital-ad-industry penetration; and "moonshots" to exploit its technology and financial depth. In making the case for Google's industry leadership, the case also enumerates the key threats to Google's dominance in its field—including rivalry with major competitors Amazon, Facebook and Apple—while suggesting that the company's past successful strategic pivots bode well for its future nimbleness.

Founders Factory - New!

In January 2020, Brent Hoberman and Henry Lane Fox, co-founders of Founders Factory, a venture capital fund with an accelerator and incubator program funded by investment from corporate partners, consider international expansion strategies.



Finance

Scak Textiles: The Way Forward for Next-generation Entrepreneurs - New!

In January 2020, the chief executive officer of the family-run business Scak Textiles LLP (Scak), based in India, was thinking about how the company could achieve a new milestone of ₹500 million in revenue by 2025. He wondered why the company, after coming so far, could not achieve that number with a sustainable margin. What else could he do to help Scak reach this target, and how could he solve the bottleneck of resource constraints?

The bright next-generation entrepreneurs of the family were taking an active interest in the business and had strategic plans for enhancing the effectiveness of both business and revenue models while navigating the ever-changing business ecosystem. The promoters of Scak wanted an outline of the entrepreneurs' recommendations with adequate assumptions and a business valuation. The promoters would expect a 15 per cent return on additional capital invested; the corporate tax rate would be 30 per cent. The next-generation family members saw three possible options: add manufacturing operations, establish e-commerce platforms for business-to-business and business-to-consumer businesses, or enter the business of exporting. Could they take up all three options, or should they maintain the status quo? The value and future of Scak would depend on their decision.

Creating an Asian Benchmark for Crude Oil - New!

On March 26, 2018, the Shanghai International Energy Exchange (INE) introduced futures trading on crude oil. The contracts were denominated in Chinese yuan (RMB) and specified that market participants make or take delivery of a thousand barrels of medium sour crude oil at contract expiration in mainland China. The INE hoped that active trading by foreign market participants would both promote greater price discovery and make the INE crude oil futures price the Asian benchmark price, or reference price, for crude oil. However, despite almost immediately attracting substantial foreign and domestic trading volume, the Shanghai INE crude oil futures price was still not the Asian benchmark price for crude oil three years after trading was introduced. Was the failure of the INE crude oil futures price to become an Asian benchmark price for crude oil due to a futures contract design issue or an INE policy issue? What

steps could the INE take to improve price discovery and increase the probability that the INE crude oil futures price could become the Asian benchmark price for crude oil? Answering that question would entail reexamining the current contract design and better understanding who traded the contract, why they traded it, how they traded it, where they traded it, and when they traded it.

Option Greeks, Insider Trading, and the Heinz Acquisition - New!

Just before Warren Buffett's company, Berkshire Hathaway Inc, acquired H. J. Heinz Company on February 14, 2013, rumors had been circulating that the Omaha investing oracle had set eyes on the condiment giant. By the time the official acquisition was announced, questions had arisen about some unusual trading activity in financial markets. A very profitable trade was made on the option market just a few days before the announcement: a \$90,000 trade that resulted in profits of around \$1.8 million. The case puts students in the shoes of a fictional SEC analyst in charge of investigating rumors of insider trading in the context of Berkshire Hathaway's acquisition of Heinz. Which market would an informed investor with limited capital choose? Which option contract would the insider choose, and why? The case allows the instructor to introduce option "Greeks," measures of sensitivity of option contracts to underlying risk factors. The Greeks are presented in an intuitive fashion, and the analysis provides an applied, true-to-life setting to a topic that students often consider very abstract.

Does Sustainability Pay? Barry Callebaut's Sustainability Improvement Loan - Notable!

In June 2017, Barry Callebaut, the largest B2B cocoa and chocolate company in the world renewed its revolving credit facility (RCF) introducing a novel feature suggested by the Dutch bank ING: the margin on the RCF would be tied to the company's ESG score from Sustainalytics, a leading sustainability agency, as a way to make sustainability truly pay. A year later, Barry Callebaut has made progress towards the ambitious environmental and social goals of its Forever Chocolate programme, yet its ESG score has fallen almost to the level where the margin on the RCF will increase.



General Management and Strategy

The Yukon Soaps Company: Indigenous Business Growth - New!

In February 2019, the owner of the Yukon Soaps Company (Yukon Soaps), based in Mayo, Yukon, was contemplating the path forward for her business. Founded in 1998, Yukon Soaps was a provider of hand-crafted artisanal soap featuring Indigenous artwork. Yukon Soaps had been experiencing double-digit annual sales growth over the past several years, and demand was steadily exceeding supply. The owner felt that her business had reached a critical point, and she knew it could not grow without addressing several pressing growth challenges, many unique to its northern context: (1) the cost of sourcing ingredients and shipping them via air freight to Yukon significantly drove up the cost of goods sold; (2) Yukon Soaps' product was currently produced in the owner's basement, which severely limited production capacity; (3) the business currently sold to Yukon retailers, directly to customers through fairs and farmers' markets, and through an online e-commerce platform, and there were significant trade-offs associated with each sales channel. The owner's primary goal was neither revenue nor profit growth, and as the challenges that came with growth threatened her primary goals and values, she was questioning the value of expanding the business. Should she expand Yukon Soaps, or should she remain a small-scale player? How could she address the unique challenges that she faced in Mayo, Yukon?

Shikshaa Public School: Options for Growth - New!

In March 2020, the director of Shikshaa Public School (SPS), a privately owned school with 785 students, located in Chennai, India, and his wife and co-founder were reviewing the school's performance and deciding its strategy going forward. The Indian education sector was highly regulated and competitive. Government schools, government-aided schools, and private schools all competed for new student enrolments to obtain a portion of the US\$101.1 billion (in fiscal year 2019) Indian education sector. Having recently taken out a bank loan to construct a school building that increased SPS's capacity to 3,000 students, the cofounders were considering ways to increase SPS's revenue and profitability. The options considered were (1) more effective marketing to attract an increased enrolment of new students; (2) relocation of SPS to an upmarket location, where families had the potential to pay higher fees; and (3) acquisition of another school to expand rapidly and leverage the SPS brand.

Robinhood Markets Inc.: Business Model Challenges - New!

In late January 2021, Robinhood Markets Inc. (Robinhood), the California-based start-up that had upended the securities brokerage industry with its zero-commission trades, faced legal and market challenges. The US Securities and Exchange Commission had imposed a hefty fine on the company for its inadequate disclosure of payments to market brokers. In addition, a state regulator had filed an administrative complaint about the start-up's "gamification" of investing that had arguably led unwitting customers to lose money. A huge run-up in the stock of GameStop Corp. had put the spotlight on Robinhood and its business practices. On the competitive front, both traditional brokers such as Charles Schwab Corporation and Webull Financial LLC, a China-based start-up, were challenging Robinhood for the millennial investor customer base. Robinhood's co-founder and chief executive officer, Vladimir Tenev, and his team needed to respond to these challenges so the company could file papers in March 2021 for a mid-2021 initial public offering.

South Africa: The Search for Balanced and Sustainable Economic Growth - New!

This case follows Lesetja Kganyago, governor of the South African Reserve Bank (SARB), and his efforts to keep inflation between 3% and 6% and, if possible, close to the midpoint of that range (i.e., 4.5%). This policy, part of the inflation targeting (IT) regime put in place in February 2000, forced the SARB to tighten monetary policy substantially and repeatedly in 2014 and 2015, when inflation was above the target, arguably pushing the economy toward what became the first of a series of recessions. Pushing the economy toward recession just to satisfy the IT mandate sat uneasily with Kganyago, especially in a country that still had an unemployment rate of 30%. Should the SARB drop its IT mandate to focus on more balanced growth? Was it time for the SARB, and South Africa, to change course?

GoSports Foundation: Going Beyond The Gold - New!

GoSports Foundation was a non-profit venture that developed India's emerging athletic talent through athletic scholarships and other supports that helped the athletes achieve sports excellence. The foundation had limited funding and numerous applicants, requiring that it carefully choose the athletes it would support. Nandan Kamath, a co-founder of the organization, has to choose one athlete from several applicants for support. He also has to decide whether the foundation should start supporting the development of coaches and trainers and how it should balance its support with a desire to advance the profile of athletes competing in the Paralympics.

Royal Enfield: Matchless Growth and Dominance - New!

Royal Enfield, the motorcycle division of Eicher Motors Limited, saw its unit sales increase a multiple of 16 times from 2008 to 2018. By 2019, the company controlled 96 per cent of the 250–750 cc motorcycle market segment in India. However, sales growth slowed considerably in financial year 2018–19, when the first three quarters seemed to indicate continuing slow growth for the company. Year-to-date sales for the first nine months dropped 15 per cent compared to the same period the year before. Two major new competitors were having a considerable impact of Royal Enfield's ability to retain market dominance: Mahindra & Mahindra's successful Jawa motorcycle line and US motorcycle giant Harley-Davidson, which was contemplating extending its portfolio in India into the 250–750 cc motorcycle segment. Having reached the pinnacle of the market, Royal Enfield was eager to retain its position in the 250–750 cc motorcycle segment. What strategic choices and growth options did it have to maintain market dominance, and what competitive advantage was its most viable growth option?

Google Play Store in India: Playing with Networks - New!

In October 2020, Google LLC (Google) found itself involved in a controversy with both the Indian government and the country's developers of mobile applications (apps). Google announced that it would be enforcing its global policy that required app developers to pay a 30 per cent commission on all in-app purchases of digital goods bought on Google Play, the company's digital distribution platform for app purchases. Google's announcement drew particular opposition in India. With 500 million smartphone users in India, of which 95.85 per cent operated on Google's Android operating system, the app market was heavily skewed in favour of Google. In its goal to dominate the Indian app market, Google had to resolve several key issues. What advantages to users and developers could the company emphasize to justify imposing what India's start-ups and app developers were calling a Google tax? Could a new competitor, such as the proposed platform from India's government or from the technology start-ups, replicate those same advantages? How should Google respond to the complaints against the policy and the threats of antitrust action against the company?



Marketing

Wendy's: Capitalizing on Emerging Social Media Trends - New!

In late 2020, Wendy's was an iconic North American fast-food chain with a history of innovation. The corporation's inventive approach to its promotions was particularly apparent in its use of social media, even more so in its unique management of the company's Twitter account. In addition to using Twitter to provide customer support and advertise its products in an online setting – two traditional activities conducted by many a business on Twitter – Wendy's had used the platform to regularly make fun of users and competitors, as well as respond to teasing and other playful challenges issued by Twitter users. Evaluating the company's Twitter strategy proved difficult, however. How could Wendy's chief executive officer determine whether the company's approach on Twitter positively affected sales? How could he improve the company's future social media strategy?

Moderna: In Search of a Competitive Edge in the COVID-19 Vaccine Race - New!

Moderna, Inc. (Moderna), a US biotech start-up, was a contender in the race to develop a COVID-19 vaccine. On November 23, 2020, Moderna announced success in the third-stage clinical trial of its COVID-19 vaccine, soon after larger rival Pfizer Inc. (Pfizer), partnering with BioNTech SE, had reported the successful clinical trial results of its own vaccine. However, large-scale vaccine production was a challenge for Moderna, and its chief executive officer acknowledged that scaling production would not be easy. The two other leading vaccine developers, Pfizer and AstraZeneca plc (AstraZeneca), had fewer challenges with manufacturing capacity; however, Pfizer's vaccine required extreme cold storage, and AstraZeneca's vaccine faced issues with its third-stage clinical trial results. On the consumer front, many Americans were unwilling to be vaccinated for COVID-19, leading to anti-vaccination protests on social media and in public. In November 2020, Moderna was planning to apply to the US Food and Drug Administration for Emergency Use Authorization of its COVID-19 vaccine. Vaccine manufacturers were racing to see whose vaccine was best. Could Moderna produce the most effective COVID-19 vaccine? Given the uncertainty in consumer demand for the vaccine, should Moderna plan its manufacturing capability based on end-consumer demand or focus instead on seeking government contracts?

Drop Technologies Inc.: Understanding the Influencer Marketing Channel - New!

Drop Technologies Inc. was a major success in the Toronto, Ontario, Canada technology community. Having raised its initial pre-seed funding with only a slide deck, it grew to become a popular loyalty mobile application across North America. In 2017, the company was featured in LinkedIn's top 25 start-ups in Canada, and it closed CA\$58 million in a series B funding round. In 2018, the marketing manager had to decide which marketing channel was most effective based on the goals of the company. Traditionally, Drop Technologies Inc. used paid social advertising and referrals to generate user growth. However, the rise of influencer marketing was on the marketing manager's radar, who had previously tested this channel, but had yet to decide whether or not to allocate more of the marketing budget to it. While this channel had many potential benefits, it was still a new concept and held many potential risks.

Caps and Crowns Dental Clinic: Exploring Business Opportunities - New!

In 2019, after completing her postgraduate work in dentistry in Mangalore, India, an entrepreneur decided to set up a chain of clinics in Bengaluru, in the Indian state of Karnataka. She was not considering any partnerships for her venture, which she planned to fund with personal capital and a bank loan. The entrepreneur consulted her long-time friend, an independent business consultant, who introduced her to the manager of the Indian government-owned Syndicate Bank. The bank agreed to review her detailed financial and marketing plans, and consider funding the venture. The independent business consultant offered to help with the task of financial forecasting for the development of a marketing plan to increase foot traffic to the proposed clinics.

Rolex SA - Notable!

Rolex SA was one of the most successful watchmakers in the world. In recent years, the global demand for Rolex watches, especially the stainless-steel sports models, had dramatically increased, resulting in a supply shortage worldwide. The shortage in supply further increased the desirability of Rolex watches, leading to a significant increase in demand. High demand coupled with low supply increased prices in the gray and secondhand markets.



Organizational Behaviour & Leadership

Masai Ujiri: "Because I'm Black" - New!

Masai Ujiri, the President and General Manager of the Toronto Raptors (Raptors), had an illustrious career on and off the basketball court; he had not shied away from making bold, even controversial, decisions; and he had led his franchise, the Raptors, to the National Basketball Association (NBA) Championship. Following the Raptors' clinching the NBA Championship in 2019, Ujiri faced an altercation with an Officer in Oakland, California. At the height of his success, Ujiri explicitly called out his mistreatment because of his being a Black man, highlighting the racism prevalent against Blacks and minorities. Contemplating his future as an executive, Ujiri would need to decide whether to continue, and if so, how to marry the worlds of sport and activism, charting his own path for social change.

GBS India: Should Remote Working Continue after the Lockdown? - New!

Group Business Services (GBS), a shared services organization predominantly based in India, provided support services to Koninklijke DSM NV (Royal DSM), a multinational corporation headquartered in the Netherlands, which produced nutrition- and health-related products. When the COVID-19 pandemic created a set of "new normal" circumstances for business organizations, GBS India, like many businesses, introduced remote working for all of its employees during the pandemic lockdown. The company experienced a series of challenges from March to July 2020. While some employees and managers offered positive feedback, many expressed doubts and misgivings about remote working. The challenges they reported compelled the GBS leaders to debate whether or not to continue remote working in the post-lockdown period. More importantly, they had to decide how best to establish a balance between employees' concerns related to remote working and the need to maintain business continuity in the context of the COVID-19 crisis. They needed to design the optimum working model for GBS India in this new-normal era.

Forensic Services at the Centre for Addiction and Mental Health - New!

In the summer of 2019, the Centre for Addiction and Mental Health (CAMH), Canada's largest mental health teaching hospital, found itself at the centre of a high-profile media crisis after three patients absconded from care at its forensic mental health unit. The events had led to public concern from the community, the media, and the government, putting CAMH's reputation at risk. Much of the concern manifested through stigmatizing statements due to a common misunderstanding and ignorance towards mental health, especially in the forensic area. CAMH's chief executive officer, Dr. Catherine Zahn, and her team had to decide how they would address the crisis both externally with the public and internally in their own organization.

St Joseph's Health Care: Leveraging Collaboration and Innovation to Define Strategic Directions - New!

During a strategic planning process in early 2018, the chief executive officer of St. Joseph's Health Care in London, Ontario, Canada encountered various challenges that tested her values-based leadership style and innovative approach to stakeholder engagement. She had not anticipated the skepticism from the senior management team that surfaced when she attempted to finalize the strategic plan for presentation to the board of directors. Although she faced resistance to the detailed wording of the proposed aims, she was opposed to diluting the language in the strategic plan. She found it important for all engaged stakeholders to see that their input had shaped the resulting plan. However, successful implementation of the strategic plan would depend on the support of her team members, who were accountable for its implementation. Overruling a management recommendation could potentially jeopardize the good working relationship she had established, but failing to deliver a plan to stakeholders that reflected their input posed a reputational risk for the organization. The chief executive officer had to decide how to move forward.

Peerless Potato Chips - New!

The Peerless Potato Chip Company (Peerless) is a private-label, family-owned-and-operated, national potato chip manufacturer specializing in organic chips. The CEO, Kate Kelly, had been with the company from the beginning—since her uncle had first started making chips more than 25 years earlier on his farm in the Shenandoah Valley region of Virginia. In fact, she'd been the primary architect of its growth and expansion. For the first time since its founding, the company's profit margin had been declining steadily—to almost one-third of what it had been just seven years earlier. Kelly admitted that much of the downturn stemmed from her lax, even absentee management. As she came to grips with the situation, Kelly identified an array of missing or incomplete metrics, unquantified performance indicators, and uncontrolled variable costs that were severely impacting the company's bottom line. The case, designed for an MBA or non-MBA audience, is about management, especially of performance-indicating metrics and operating data. Students are asked to consider a number of options Kelly is looking at: determining key manufacturing data, making cuts to the product line, going green, and other potential cost-cutting and profit-generating possibilities to reverse the downtrend in profits and regain control of the company's finances.

Lea Block at Seuzach AG: Initiating digital transformation - New!

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LUV It or Leave It? Southwest Airlines Reflects on Organizational Choices - New!

In 2019 Southwest was the only US airline to remain profitable for nearly 50 years in a row, to never file for bankruptcy, and to never furlough or lay off employees. At the core of its profitability was a commitment, unlike other airline carriers, to keep only Boeing 737s in their fleet, thereby streamlining operational costs and training practices. This keep-it-simple corporate strategy was supported by a strong sense of community and shared values that fostered a cross-functional cohesion among Southwest employees—a culture that other low-cost carriers found difficult to replicate. However, The company's keep-it-simple corporate strategy was tested in March 2019 when Southwest (along with other airlines) was forced to ground 34 of its newest 737 MAX aircraft, after the Federal Aviation Administration cited safety concerns following the crash of two 737 MAX planes. As a result, Southwest considered parting with its long standing single carrier policy. In this case, students will be asked to consider what ripple effect a move away from a single-source vendor might have on the company's highly efficient operations and organizational culture



Information Systems

JPMorgan Chase & Co.: Open Banking - New!

JPMorgan Chase & Co. (JPMC), one of the world's largest banks, was confronting the advent of open banking in its retail banking business. In late 2020, policy makers and regulators were advocating movement toward open banking with growing enthusiasm as a way to stimulate competition in the financial services sector and thus, encourage greater value creation for consumers.

JPMC, however, seemed to embrace open banking while also resisting it, aggressively building out the technical infrastructure required for open banking while also blocking some third-party financial services companies from accessing customers' Chase bank accounts, citing data security and privacy concerns. Open banking seemed fraught with risk, but might it represent new and significant opportunities for banks? In either case, what should the approach to open banking be for an established bank like JPMC?

The Practices That Set Learning Organizations Apart - New!

Research into companies building workforce skills to compete in a tech-driven future finds that the most committed demonstrate a set of best practices for learning and development. These emphasize alignment with an organization's strategic direction, and flexibility in execution.

The Intel Incubation Program: Disruption Inside - Notable!

Intel established the Emerging Growth and Incubation (EGI) Group in 2018 with a charter to build a disruptive innovation engine. The EGI Group was seen as essential-even existential-for Intel to expand beyond its core business, find new ways to add significant value to the company, and once again be perceived as an engine of growth. Given Intel's size and the perceived urgency of the need for growth, it was decided that EGI would incubate only businesses with perceived billion-dollar plus potential. By early 2021, the EGI portfolio included 14 ventures in various growth stages with a total valuation greater than \$2 billion; revenue had tripled over two years, and one venture was already valued at more than \$1 billion. EGI had provided a sandbox for exploration and experimentation, acted as a force multiplier, and had a tremendous impact on Intel's culture. This case documents the process, purpose, and progress of establishing and running the EGI Group.



Management Science

Cailyn Isaac: Cryptocurrencies and the Moving Average Strategy - New!

In early 2021, an investor wanted to invest in Bitcoin. However, because of the high volatility of the currency, she wanted to know when to buy and sell Bitcoin to avoid the price fluctuations caused by various short-term phenomena. Her main objective was to generate the maximum profit possible based on the moving average strategy. How could she use this strategy to profit from Bitcoin's price movement?

Carvana: IsBadBuy? - Notable!

This case, which has been taught successfully in a Darden online class, allows for an introductory application of the Tableau analytics platform. In 2012, Carvana Co., an e-commerce platform for buying used cars, hosted a competition called “Don’t Get Kicked!” wherein 570 teams competed to predict if a car purchased at auction was a “kick” (i.e., a bad buy)—a vehicle with a major defect. To compete, teams downloaded Carvana’s data from Kaggle’s website. At the time of the competition, data science was a burgeoning field, and industry watchers wondered if machine learning could help a company such as Carvana develop a competitive advantage. This case analyzes the US used-car market, Carvana’s history and Kaggle’s role in its development, and the viability of data science—particularly visual analytics—in guiding business and consumer decisions..

Vanderbilt University Medical Center: Elective Surgery Schedule - 2021 Ivey Publishing Best Seller!

In 2012, the newly appointed director of Surgical Business Analytics has been charged with the task of improving predictions of surgical case volume at Vanderbilt University Medical Center in Nashville, Tennessee. He is provided with 48 weeks of elective surgery schedule data that give the number of surgeries booked on specific dates prior to the surgery day and the actual number performed. Variation in daily operating room volumes is a major problem because of the mismatch in timing between when the staff schedules are made and when the final demand is known (usually the day before). This uncertainty creates staffing challenges for all support and ancillary services, including nurses, orderlies, anesthesiologists, the recovery room, pathology, radiology and the sterile cart centre. Can he develop a

method to improve surgical case volume prediction that is actionable in a managerially useful time frame?
How can he engage and approach stakeholders who may often consider “analytics,” “data analysis” and “computations” as a black hole?



Operations Management

Supply Chain Collaboration at JD.com - New!

At the November 2019 Open Day conference, the vice-president of JD.com shared his understanding of the role that supplier collaboration played in an uncertain environment. Through 15 years of fast growth, JD.com had become the largest business-to-consumer platform in China with more than 30,000 suppliers. Using a boundless retail strategy, JD.com had to build a seamless channel from supplier to customer, which required a close look at how to collaborate with the suppliers through digital technology. However, working with people from different companies raised many challenges. Without a proper solution, the effectiveness of the supplier collaboration would suffer.

111 Inc.: Envisioning the Future of Healthcare - New!

Founded in 2010, 111 Inc. was a leading online, direct-sales pharmacy in China. As an early entrant to China's online health care market, 111 Inc. developed various operational capabilities to support and expand its businesses, including a smart supply chain, big-data technologies, omnichannel capabilities, and operation on both business-to-consumer and business-to-business models. The online health care market in China had been growing rapidly in recent years, especially with the support of new government policies. Therefore, many companies were showing great interest in the industry's new opportunities, including Alibaba Group Holding Limited, JD.com Inc., Pingduoduo Inc., and Tencent Holdings Ltd. Considering the imminent market entry of these technology giants, with their vast customer bases and extensive amounts of capital, 111 Inc. was wondering what it should do to sustain and grow its competitive advantage.

Atal Indore City Transport: Managing Vehicle Scheduling in Public Transportation - New!

Atal Indore City Transport Service Limited operated Indore Bus Rapid Transit System, the main public transport system in the city of Indore, in the central Indian state of Madhya Pradesh. Indore Bus Rapid Transit System ran through an important section of the city, along a corridor 11.57 kilometres long with 21 bus stops. Operating the system involved meeting hourly demand for bus service—a task that required

scheduling buses and their deployment to achieve the desired frequency. Indore Bus Rapid Transit System used modern technologies to identify passenger demand and the location of vehicles at all times during operation, and it used the data to plan and execute bus operations. Demand varied considerably between bus stops; therefore, management science techniques were needed for optimal planning. How could passenger service be maximized while optimizing the use of buses?

Olena Tischler: Health Care Operations Management Intern - New!

Olena Tischler is embarking on her midpoint MBA internship, a position she developed with Northeast Regional Healthcare. The internship is divided among the operations of three different clinics and is focused on operational excellence. As the starting point of her summer analysis, Tischler ponders how each clinic defines operations. After a hint that operations are not well defined within the health care environment, a timely dinner with her mother gives Tischler some useful food for thought. Although her mother is not a health care professional, she is an experienced manufacturing operations executive willing to share the operational definitions, history, and problems she has encountered throughout her career. Tischler—and the student—must compare and contrast the operational situations to forecast what problems she may encounter within health care operations.

Glovo: Expanding Quick Commerce - New!

In March 2021, delivery app CEO Oscar Pierre and his team consider strategies to grow Glovo's quick commerce delivery service and to approach their expansion in Kenya.