



Accounting

Thistle Links: An Equity Financing Exercise New!

On October 31, 2021, Thistle Links Inc. (Thistle), a sports management company headquartered in Toronto, Ontario, had just finished its fiscal year 2021. During the year, the company had experienced a wide variety of occurrences related to its equity financing activities. Starting with the shareholders' equity section of the previous year's statement of financial position, Thistle's accountant is tasked with recording all transactions that occurred over the course of the year.

Scenic Floral: Go North Young Man? New!

Ben Van Weelden, Manager of Scenic Floral, was considering providing direct-to-door delivery to Northern Ontario stores for its main customer, Metro Inc. Scenic was looking for ways to increase sales and profit, but also had its eye on providing coast-to-coast delivery of cut flowers in Canada, with the help of its partner-shareholder, Petals West. However, it would need to be advantageous for both Scenic and Metro to make this a viable option.

Understanding the Statement of Cash Flows: Three Illustrative Examples New!

This case provides students with the statement of cash flows from three diverse companies: Etsy, Inc., Akorn, Inc., and Brookfield Asset Management Inc. (named in case as Alpha Inc., Beta Corporation, and Gamma Enterprises, respectively). Each company represents a different industry and stage in the life cycle and provides unique learning opportunities. The lack of any background (or identifying) information provides the instructor with several teaching opportunities.

Tesla's Bid for SolarCity (A) New!

In October 2016, Tesla asked its shareholders to ratify their \$2.4 billion bid for SolarCity. Tesla had announced a series of large projects in the preceding months including the unveiling of the Model 3, the new Solar Roof, and pushing forward the opening of the Gigafactory. All of these projects required high upfront costs, and with SolarCity's debt burden, investors were left questioning whether the acquisition imposes too much financial risk on Tesla as well as the motives behind the move. Weeks prior to the merger, Tesla released its third-quarter financials, which reported record-breaking deliveries, GAAP profits (for the second time in the company's history) of \$22 million, and positive free cash flow of \$176 million. With Wall Street expecting a loss, these results came as a shock. Yet, questions remained regarding the quality of these earnings, which benefitted from the company's sales of zero emission vehicle tax credits and the cancellation of its resale value guarantee program. With the ISS backing Tesla's merger proposal in the days leading up to the final vote, institutional investors and shareholders wondered whether they should vote for or against the deal



Entrepreneurship

Aftertaste Foundation: Dignified Livelihood through Art New!

Aftertaste Foundation (Aftertaste) was an organization that provided livelihood support to women living in the impoverished urban areas of Mumbai, India, who created sustainable handicrafts. Aftertaste was started in 2013 and initially employed three craftswomen. By 2021, the organization had expanded to two locations and had increased the number of craftswomen employed to 40. Aftertaste's business model was focused on creating social impact by generating revenue through the sale of handcrafted items to corporate and retail buyers.

For six years, Aftertaste was supported financially by the social impact organization Avanti Foundation. In September 2019, Aftertaste was registered as an independent entity. However, shortly after its transition, in March 2020, the foundation was confronted by the challenges of the COVID-19 pandemic. A nationwide order for temporary lockdowns soon forced Aftertaste to stop all in-person operations. When the country started reopening after pandemic lockdowns, Aftertaste's owner struggled to maintain the financial sustainability of her organization. Surrounded by enduring pandemic uncertainty, she had to decide what strategy to pursue for the future of her organization. How could she overcome her venture's losses and lead Aftertaste on a path of financially sustainable growth?

Kids Swag: Building an Opportunity around Diversity New!

In 2016, a Black woman entrepreneur in Ajax, Ontario, Canada, in the greater Toronto area founded a small but successful venture named Kids Swag in response to a gap she identified in the children's products market, which was failing to represent the Black community. The founder started her business while working as a full-time marketing professional. Kids Swag sold globally sourced products that featured positive Black personas and imagery in pop-up stores, local community events, and online through her social media account. Within four years, she exceeded her initial goals and found herself struggling to keep pace with the growing demand for her products. Her clientele grew from the local community and Facebook groups to international customers, large companies, and institutional clients such as retail outlets and school boards. By the end of 2020, the founder was wondering if she should open a physical store to complement her online presence and if she should leave her full-time career to devote herself fully to running her business. With

warehouse space becoming increasingly limited and demand for her products continuing to grow, could she invest the necessary time and resources to take Kids Swag to the next level?

CreditSource New!

This case tells the true story of Doug Lebda, a Darden student inspired by an entrepreneurship course to start his own business, CreditSource USA. From Lebda's childhood learning sales from his father, to the genesis of his venture idea, to the hard work he put in putting the business plan together and trying to test its viability, the case explores Lebda's entrepreneurial path. Should he move forward with building CreditSource USA despite the disruption it might cause to his life...and the chance that he could fail at the endeavor?

Freshworld: Marrying The Art of Street Vending With The Science of Modern Retail New!

The case tracks the evolution of FreshWorld, a unique mobile fruit and vegetable vending (FnV) startup in India. It gives a snapshot of the dilemmas faced by the entrepreneur Rajiv Rao during the initial years. This is against the backdrop of the evolving FnV retail domain in India, which is moving from the informal to the formal sector, from roadside vendor and mom and pop stores to organized retail, from technology independence to technology dependence. The case sets the stage for discussing how a startup needs to understand the market, the customer, and the competition. It provides students with an opportunity to examine a startup using the lens of the lean startup methodology. Having surmounted various challenges that were directly related to the way in which FreshWorld was conceived of as a solution; Rao must decide what to do next. He could share his plan and request more funding from his investors. Alternately, he could accept a buyout offer from a leading online retailer. The task before the students is to examine FreshWorld journey and identify where the entrepreneur is in his endeavor? What can he do? How would he decide?



Finance

Wirecard (A): The Rise of German Fintech New!

After Wirecard AG (Wirecard) collapsed in 2020, the financial technology (fintech) company, revealed as an elaborate fraud, came to be known as Germany's Enron as investigators confirmed many of the concerns that had been raised by whistle-blowers and journalists. For instance, they confirmed that the company was using round-tripping to inflate revenues and that escrow accounts in Southeast Asia did not exist. Auditors had raised concerns for years, but then signed off on the company's financial statements. What were the responsibilities of regulators and auditors with regard to the company, and what red flags should they have paid attention to?

Red Flags in Reliance Group, India? A Probe into Reliance Infrastructure Ltd. New!

In early 2021, an investor had a substantial amount invested in three companies in the Reliance Anil Dhirubhai Ambani Group Reliance Group: Reliance Communications Ltd., Reliance Infrastructure Ltd., and Reliance Capital Ltd. The market price of Reliance Group shares had fallen steeply during the past five years (2016–2020), eroding the wealth of shareholders; consequently, the investor had lost almost all of his investments in the three group companies. Further, in 2019, Reliance Communications Ltd. had filed for bankruptcy. In 2020, the chair of the Reliance Group mentioned that Reliance Capital Ltd. had stopped its lending business and initiated stake sales. The investor decided to sell his shares in Reliance Communication Ltd. and Reliance Capital Ltd. at a huge loss. However, good dividend payments, and positive signals from the Reliance Group chair regarding betterment in the top line, a promoters' stake increase, and his intention to reduce the companies' debt to zero in 2020 made the investor hold their Reliance Infrastructure Ltd. shares. Nevertheless, to understand the possibility of improved fundamentals, the investor had to analyze the financial statements of Reliance Infrastructure Ltd., examining these for potential red flags that could identify significant threats to the future of the company and his investments.

CanniMed Therapeutics Inc.: The IPO Dilemma New!

In November 2016, the chief executive officer of CanniMed Therapeutics Inc. was considering the company's options for raising capital through an initial public offering. The decision was critical for the Saskatchewan-based medical cannabis company, which had been an early leader in this fast-growing sector and was seeking to take advantage of growth opportunities. The company's history in the space dated back to 2000, when it was awarded a sole source five-year contract from Health Canada to supply Canadians with medical marijuana. Since then, the demand for medical cannabis had grown exponentially, and policy liberalization had opened up prospects for the recreational market. CanniMed Therapeutics Inc. had positioned itself as a leader with extensive experience in research, development, and commercialization. The decision for it to go public was clouded by many burning issues and risks, which led to intense speculation among investors as to whether the firm should be going public at this time and, if so, at what price.

Sembcorp Marine: Recapitalization and Demerger During COVID-19 New!

On June 8, 2020, Sembcorp Marine Ltd. (SCM) announced a S\$2.1 billion recapitalization plan to be followed by a demerger from Sembcorp Industries Ltd (SCI). SCM's business had been significantly affected by the COVID-19 pandemic and a collapse in oil prices, resulting in a critical need for liquidity. The recapitalization would be done through a rights issue. The demerger would be conducted through a subsequent share distribution of SCI's stake in the recapitalized SCM to SCI's shareholders. The case seeks to provide a reasonable valuation of SCM based on its past financial performance and other relevant market information. It also analyzes the rationale of the demerger and the impact of the demerger on shareholders of SCM and SCI.

The "It" Factor? Two Sigma, Venn, and Factor Analysis New!

This case follows the protagonist, chief investment officer of a multifamily office, as she debates whether or not Venn, a factor-based portfolio attribution tool developed by quant manager Two Sigma, will be a beneficial tool for her firm. Using Venn, she starts looking into possible hedge fund investments in hope of both further diversifying her clients' portfolios and hedging against a possible future downturn in markets. The case introduces the students to factor-based attribution analysis and helps them develop intuition for this technique using a manager selection decision in the context of a broader portfolio



General Management & Strategy

Grameen America: Lifting America Campaign under Lockdown New!

Grameen America, an independent not-for-profit organization using Grameen Bank's lending methodology and expertise, was launched in 2008 in Queens, New York. It targeted the growing segment of the US population which was underserved by traditional financial institutions. What changes, if any, would Grameen America need to make in applying Grameen's business model to the US market? And what were its prospects for future growth?

Aspetto: Innovation-Based Growth Strategy of a Ballistic Clothing Company New!

Virginia-based Aspetto Inc. integrated fashion into its ballistic clothing, which was considered the lightest and strongest in the world. Its customers included the United States Air Force, the United States Marine Corps, the US Department of State, and various law enforcement agencies, as well as civilian consumers. By October 2020, demand for body armour in the civilian market in the United States was increasing, given the growing number of mass shootings in the country. Intending to grow the company through innovation, the two co-founders had to decide whether to prioritize the civilian market or the military market for body armour. How could they ensure growth through innovation? What strategic growth plan would allow them to do this?

The Liner Shipping Industry: Competition and Business Models New!

The liner shipping industry transported the bulk of the world's cross-country semi-finished and manufactured goods and was fundamental to global trade, economic growth, and prosperity. Despite its importance, the industry suffered from poor profitability. Common explanations were that shipping rates were too low and industry capacity too large. The COVID-19 pandemic also negatively affected the industry, followed by a quick recovery in the second half of 2020 that led to increased cargo volumes, and in 2021, the highest rates in almost two decades. Amid growing optimism, the question was whether the industry was on a long-term path to sustained profitability.

Dare2Compete: Competing for the Road Ahead New!

Dare2Compete was a global platform connecting students, professionals, educators, colleges, and companies through innovative challenges, events, and gamified hiring assessments. It catered to two markets—students and companies. For students, it provided information on competitions, and listed internships, scholarships, and hackathons. For companies, it was an employer branding consultant and recruitment service provider. Dare2Compete was one of the largest networks of college students in India. Prospective employers could discover, engage, and hire students through the platform, facilitated by competitions, quizzes, hackathons, business simulations, and case studies.

In 2020, after five successful years of operations, Dare2Compete's founder, Ankit Aggarwal, believed it was time to grow and was deciding on a growth strategy to pursue for achieving his objective of doubled growth for Dare2Compete in the coming year. He was considering three directions for growth: penetrate further into the market, expand globally into new markets, or develop a new product for the existing market.

The Tencent LeXiang Forum: From Employee Voice to Continuous Innovation New!

The vice-president at Tencent LeXiang (LeXiang), the enterprise social networking platform of Tencent Holdings Limited (Tencent), had been overseeing the development of the platform from its inception. Since its official launch in 2017, LeXiang had been successfully adopted across a wide range of multinational corporations; it was also popular internally at Tencent, with many employees engaging with their fellow co-workers on the forums.

The vice-president was preparing for a meeting with Tencent's leadership about the future of LeXiang and how the platform could bring value internally to the company. As part of her preparations, she received a data set that included many posts and replies within Tencent's own LeXiang platform. While she thought there was significant value in the insight the platform provided about Tencent's own employees, she was unsure how to organize the wide-ranging posts and demonstrate their potential value to Tencent's leadership.

Thomas Cook Group: Do Insiders or Outsiders Make Better CEOs? New!

In September 2019, Thomas Cook Group Plc (Thomas Cook), an iconic 178-year-old travel company based in London, United Kingdom, ceased its business after a failed negotiation to fund its huge debt of £1.7 billion (US\$2.25 billion). The collapse caused about 9,000 employees in the United Kingdom to lose their jobs and made it necessary to repatriate about 150,000 holiday travellers. The company had experienced several profit warnings during the tenure of Chief Executive Officer (CEO) Manny Fontenla-Novoa, who was replaced as CEO by Harriet Green, an outsider, in 2012. Between 2012 and 2014, the company's share price rose from historic lows of about £14 to £130. However, the board unexpectedly asked Green to leave the company before completing her turnaround strategy and appointed Peter Fankhauser, an insider, as the new CEO, calling the departure a "hand-over from a turnaround specialist to a travel expert." Despite his efforts, Fankhauser also failed to revive Thomas Cook. Who or what led to the collapse of Thomas Cook? Among the three CEOs, who should be held responsible, and on what grounds?



Information Systems

Huanglongxi Ancient Town: Digital Transformation of Cultural Tourism New!

Huanglongxi, a historic town in Sichuan Province, topped the list of “China’s Iconic Cultural Tourism Towns 2020.” In October 2017, Zhang Dafan, the executive director of the Huanglongxi Overseas Chinese Town Group (OCT), had led his team in initiating a smart cultural tourism project in Huanglongxi against the backdrop red-hot rivalry between China’s ancient towns. In just three years, the project had led to the remarkable transformation of Huanglongxi into a smart, award-winning ancient town. Unfortunately, the COVID-19 pandemic had left the tourism industry in limbo. To emerge from these difficult times caused by the pandemic, Huanglongxi the OCT had to assess how to strengthen the depth and breadth of its Huanglongxi’s smart cultural tourism construction offer in order to bring draw travellers back. How had Huanglongxi overcome the homogeneous competition it faced to develop into a unique, smart ancient town in 2017? Given the new challenges it faced, how could it do so once again?

Intel Corporation: The AI for Youth Initiative Notable!

The Intel AI for Youth case tells the story of a global educational initiative spearheaded by Intel’s public affairs group. Intel executives are seeking to establish artificial intelligence (AI) education and skilling programs for public school systems in international markets that are important to Intel’s business. The key decision point of the case is how to bring a program that has already been successfully introduced in nine different countries to Intel’s home market in the United States. Behind this core decision are the larger questions about the creating and capturing the value of corporate responsibility and sustainability initiatives. At the time of the case, Intel is making big bets on being a leader in the emerging AI economy, a market that some analysts see growing to nearly \$16 trillion within this decade. If Intel can successfully capture a substantial portion of this growth, AI will be a major business line for the company. By analyzing the case, students discover the multiple ways that the AI for

Youth initiative supports the development of this market and allows discussion of how Intel can benefit from its growth.

H&M in China Notable!

In March 2021, the Chinese government blocked access to H&M on leading e-commerce, ride-hailing, daily-deals, and map sites. The online blocking and calls for customer boycotts were in response to H&M's September 2020 statement that it would no longer source cotton from Xinjiang because of concerns about forced labor. At the time, H&M operated more than 500 stores in China, and it was the company's fourth largest country market. How will the boycott impact the H&M brand in China? How will H&M's decision impact its brand in other markets, such as the U.S., Germany, and the UK? Should H&M change its sourcing stance in China? Which stakeholders should H&M target in its messaging? Should H&M issue new supply chain statements?

Beyond Wireless: Saving Lives, One Degree at a Time Notable!

Beyond Wireless (BW) is an IoT remote temperature monitoring equipment and services company headquartered in Johannesburg, South Africa. At the time of writing the case, Ian Lester, BW's CEO, is exploring approaches to growing the organization. The case demonstrates the strategic, operational, cultural, and technological challenges with scaling IoT businesses, particularly in low and middle-income countries. The case specifically examines: 1. The benefits and challenges of leveraging existing technology infrastructure to grow a business beyond a single offering 2. The expansion of IoT services to multiple industry verticals 3. The design of digital platforms to achieve demand-side economies of scale The case asks students to suggest strategies for growing BW considering the state of the company and its technologies, competitive challenges, and opportunities to transforming its business model and serving new market segment.



Management Science

DIY Zillow New!

This case examines a realtor's attempt to improve an online residential real estate website's mapping and home estimation features. With the help of a data scientist, the two professionals work to create an interactive map that provides greater filtering capabilities and improved school boundary views, allowing clients to easily locate homes in their desired school districts. In addition to the visualization enhancements, they also build a simple predictive model for forecasting a home's current value. These forecasts can be used to evaluate properties on the market by comparing a home's listed price to the estimated value from the model.

Namratha Oil Refineries Pvt. Ltd.: Tackling Oil Giveaway Notable!

In March 2017, the director of operations at Namratha Oil Refineries Pvt. Ltd., a leading manufacturer and distributor of high-quality packaged coconut oil in southwest India, faced a challenge. Because of inefficiencies in the company's packaging division, pouches, jars, and bottles were being overfilled with coconut oil, leading to an "oil giveaway" that had weakened the company's bottom line. The director analyzed the current processes and discovered improper data recording, frequent breakdowns, poor allocation of the maintenance crew, and an improper inventory management system. His experience told him that the existing production facilities were sufficient to meet the company's requirements, and therefore, the existing processes needed to be streamlined to ensure minimal or no loss of oil. What strategy should he recommend to reduce losses and restore the company's profitability?

Fannie Mae's Data Dynamics Notable!

This case uses one of Fannie Mae's credit-risk transfer instruments (CRT) to explore its data set platform and predict loan defaults through machine learning algorithms. The CRT, called Connecticut Avenue Securities (CAS), issued bonds valued on the performance of preselected pools of mortgages. The material works well to unfold natural language processing using Python. Through a three-class series, students will learn to wrangle data, experience Python, scale up to a full data set in a cloud computing environment, and use Tableau to report findings. In addition, the material allows for an analysis of the drivers of mortgage loan defaults.

City of London Water: Predicting Electricity Prices and Optimizing Operations **Notable!**

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



Marketing

LinkedIn: Selling Zoom on a Digital Marketing Strategy New!

It was March 2020 and a newly hired account executive at LinkedIn Corporation (LinkedIn) was keen to close his first major deal. His job was to help marketing teams acquire new customers and grow their businesses by leveraging the LinkedIn Ad network. He had secured a meeting with the vice-president of marketing for the video conferencing company Zoom Video Communications, Inc. (Zoom). He had just one hour to prepare for the meeting and determine the best way to position LinkedIn as a solution for Zoom to handle its growth challenges and opportunities.

Swoon: Mixing Up the Perfect Marketing Cocktail New!

Two women entrepreneurs' early-stage company achieved notable success when they introduced an innovative zero-sugar product into the highly competitive beverage market. After navigating a rebrand, the co-founders were poised to scale their company through product line extension, thereby entering the even more competitive ready-to-drink beverage market. The onset of the COVID-19 pandemic accelerated their direct-to-consumer marketing strategy. The co-owners had to determine both the timing of the new product launch and the marketing strategy.

White House Industries: A Customer Selection Conundrum New!

In December 2020, White House Industries (White House), a manufacturer of aerosol aluminum cans for deodorants and other consumer products, including sanitizers and pain relief sprays, received customer order forecasts of 30 per cent more than its maximum production capacity. Unless White House invested in a third production line, which represented a significant capital investment and required almost a year's lead time, it would be unable to fulfil several customer orders with its existing manufacturing lines. Some customers had long-term relationships with White House, some were newly acquired, and some had a global-level tie-up with White House's parent company. In addition, the demand from some customers was already large, while others had immense future potential. White House's board and management team had different views regarding which customers the company should retain and which it should decline. This customer selection issue was a pressing and challenging problem that needed to be solved immediately. How should White House resolve its customer selection conundrum?

Cubo Modular Inc.: Managing Demand for Bamboo Houses New!

CUBO Modular Inc. (CUBO) was a start-up social enterprise in the Philippines that emerged shortly after its chief executive officer, Earl Forlales, received a substantial cash award for besting 1,200 entries in a competition. The concept behind Forlales's competition entry was the use of engineered bamboo to produce modular houses. The materials, design, and fabrication resulted in cheaper houses that could be used for mass housing projects.

The public gained awareness of CUBO from the various articles posted online about the competition, which were also posted on CUBO's Facebook page. By 2021, interest in the well-designed CUBO houses had swelled, and the quantity of queries overwhelmed the CUBO team, resulting in its failure to respond to hundreds of queries posed by potential customers.

What should Forlales do to keep interest in CUBO products at a high level while managing its production capacity to meet consumer demand?

O'Desi Meals: A Socially Responsible Brand New!

O'Desi Meals was a food and beverage start-up based in Dublin, Ireland that aimed to deliver high-quality, healthy, home-cooked Indian food meals at affordable prices to customers who wanted delivery without compromise on taste or health. A second and more important objective that had driven the founding of the venture was to empower the population of underprivileged homeless individuals in Dublin. In March 2020, the outbreak of the COVID-19 pandemic dramatically affected projected estimates for O'Desi Meals operations and revenues. Demand for meals and its subscription-based sales increased exponentially. The substantial increase in orders and popularity strategically challenged the venture's sustainability. To address this challenge, O'Desi Meals adopted two strategies: one short-term, to ensure sustainability (i.e., revenue generation); and one long-term, to ensure growth. Could O'Desi Meals become a successful and socially responsible authentic Indian meals provider by applying these two strategies



Operations Management

Rain Industries Limited: Responding to Global Supply Chain Shifts New!

Rain Industries Limited (Rain), through its wholly owned subsidiary Rain Carbon Inc., produced upcycled carbon products from the by-products of steel and petroleum and other industries. The demand- and supply-driven shifts and various sustainability initiatives by industries both downstream and upstream in Rain's existing supply chain could prove to be disruptive, requiring strategizing and future-proofing. When the Government of India's Ministry of Commerce and Industry banned the import of green petroleum coke, also called petcoke, in 2018, Rain's chief financial officer had to decide whether it was the right time to identify and implement different supply chain risk mitigation measures.

Dell: Roadmap of a Digital Supply Chain Transformation New!

Dell Technologies Inc. was founded in 1984 in Austin, Texas, and became a global company that designed, developed, and manufactured personal computers and a variety of computer-related products. In 2016, it merged with EMC Corporation to create the largest privately-controlled technology company with the most comprehensive end-to-end solutions portfolio in the industry. In March 2018, the company formed an internal strategic group named Dell Global Operations and tasked its senior vice-president of strategy with planning the digital transformation of the company's supply chain. In 2018, the Dell Global Operations group had to consider the intrinsic challenges of a giant and diverse enterprise. How would the company ensure that key actors were aligned with its digital vision? Which levers were needed to establish a digital vision that matched business strategy and priorities with supply chain operations? How could an actionable roadmap be developed to achieve the digital transformation of such a complex supply chain? What actions or goals should be prioritized?

Lexoo: Building a Long-Lasting Platform (Abridged) New!

Lexoo, a UK-based online marketplace for legal services, was facing the strategic choice of how to grow from early start-up to mature platform. Daniel van Binsbergen, Lexoo's CEO, and web developer Chris O'Sullivan, CTO, had set up Lexoo to help Small and Medium-Sized Enterprises (SMEs) to find legal advice at low prices. At the time of the case in 2018, Lexoo had just started attracting larger companies in need of specialized legal advice as new customers. Larger companies

had higher value and more frequent needs. Lexoo could become their "go-to" place across a broad range of legal services. Nevertheless, larger companies also required a more personalized approach and were more difficult to acquire than SMEs. Van Binsbergen and O'Sullivan were debating whether Lexoo should diversify to serve both SMEs and larger companies, or whether to pivot their focus toward larger companies altogether.

iPhone's Supply Chain Under Threat New!

The outbreak of COVID-19 (coronavirus disease, 2019) posed unprecedented challenges to the global supply chains. As a leading and innovative supply chain that achieved just-in-time manufacturing, Apple's performance was put in the spotlight. This case describes how Apple's supply chain has coped with the COVID-19 pandemic. Apple's supply chain has weathered natural disasters, such as earthquakes, fires, floods, and SARS; the risks and challenges brought by the outbreak of COVID-19 were unprecedented and complicated. Unlike the symptoms of SARS patients with high fever, the symptoms of COVID-19 varied; some patients had no symptoms at all, which made them difficult to identify. Moreover, the pandemic complicated supply chain planning because it was difficult, if not impossible, to predict where the next epicenter would be and what measures local governments might take to prevent the further spread of the virus. Social distancing was effective to control the pandemic, but it brought both challenges and opportunities for companies like Apple. On the one hand, social distancing slowed the manufacturing process and had a negative impact on the economy, which could dampen consumer confidence and reduce demand. On the other hand, social distancing boosted the demands for electronic devices, as many people had to work at home. Using this case study, students will understand the importance of risk management in supply chain management and learn the challenges and opportunities of the disruption posed to business operations. The case provides an opportunity for students to discuss and understand why some companies can recover from the disruptions better than other companies and how a resilient supply chain can improve a company's competitiveness.

CaLNG: Peak Shaving to Alleviate a Supply-Demand Bottleneck Notable!

This case features Isabella Couchet, the chief operations officer of CaLNG, a company that planned to sell liquefied natural gas (LNG) to help California utilities better match supply and demand through peak shaving. The price of natural gas drawn from the California pipeline infrastructure increased with sudden huge demand spikes during the summer and winter peaks, so the ability to use LNG to fulfill demand during peak periods would be a significant financial benefit to utilities. CaLNG planned to receive LNG at its Coos Bay terminal in Oregon and then transport it to California using specialized trailers. It had to design its LNG supply chain while considering the costs of storage facilities and transportation. CaLNG could build a centralized tank farm at Coos Bay and, from there, use a large number of trailers for on-demand delivery. Alternatively, the company could build satellite tanks at utilities, an option that would require fewer trailers because the satellite tanks could be filled during off-peak periods.



Organizational Behaviour & Leadership

Yes Bank: AI or Human Connection for Talent Management? New!

The program head for retail talent acquisition at Yes Bank Limited needed to improve the talent acquisition process to fill vacant positions for relationship managers—a critical position within the business unit. Competition for talent was severe, with multiple positions at competing organizations open to suitable candidates, and screening the necessary number of candidates to ensure recruitment success was time-consuming and frustrating for everyone involved. One of the bank's business leaders, particularly frustrated with the hiring process and the lack of consistency with candidate selection, was pressing for an urgent solution.

One option was to use an artificial intelligence (AI) platform, which centralized the candidate applications and improved the screening process by using machine learning to review videotaped candidate interviews. AI ranked the candidates, providing access to a larger talent pool and a quicker path to acquiring the needed talent. The process would resolve the bottlenecks that job aspirants typically faced in the traditional interview process, but would the tool dehumanize the entire process and undermine the interactions that ultimately led to better conversions and future integration with the brand and values of Yes Bank?

Cognizant Technology Solutions: Retaining Employees Amid Impending Crises New!

Cognizant Technology Solutions (Cognizant) was a multinational corporation that operated in the information technology (IT) services sector and provided consulting and business process outsourcing services to its clients. As the world fell into the clutches of the COVID-19 pandemic, the company faced a series of challenges, through 2020 and into the start of 2021, that rocketed its employee attrition rates to an all-time high while also affecting revenue. During early 2021, the company was faced with the herculean task of retaining employees in the face of uncertainty and an extremely competitive market, even if this meant putting a dent in the company's cash reserves. Cognizant had to determine how to build a better employee value proposition and develop initiatives to both retain and regain employees. Were the measures it had taken sufficient? Amid the scare of the pandemic and the war raging in India for talent, would Cognizant need a more robust human

resources (HR) plan? Would it need to improve its measures for promoting the well-being of employees? Was the company too focused on performance and the bottom line?

Rahul's Predicament New!

Rahul, a first year Master of Business Administration Student in a premier business school in India, encountered a misunderstanding while interacting with his study group, which met online due to COVID-19 restrictions in August 2020. He tried to resolve the misunderstanding, but instead, his attempt resulted in an escalation of the situation. Distressed over the misunderstanding and what he perceived as a breach of trust, he had lost his motivation to work with the group. Now, he is trying to reassess the situation and understand what went wrong, in an attempt to form a plan of action to mitigate the situation.

Liip: The Path to Holacracy New!

On April 5, 2017, the lead link at Liip AG, in Lausanne, Switzerland, was reflecting on the past seven years. The digital services organization had gone through a rapid development, from a company with a team-based structure led by a top management team to a holacratic organization. A holacratic structure was based on a skeleton of roles and processes, with individual employees self-defining their work with the intent to help the company fulfill its purpose. However, was a holacratic structure sustainable over the long term for a growing company? What potential inefficiencies might Liip AG face under a holacratic structure and how could the organization overcome them



Sustainability

Ford Resource and Engagement Center: Recovery Through the Power of Networks New!

Ford Resource and Education Centers (FREC) were established as a partnership between the Ford Motor Company Fund and GlobalGiving. The FREC in Bangkok, Thailand, housed eight non-governmental organizations, social enterprises, and foundations. With the onset of the COVID-19 pandemic in early 2020, just a few months after the FREC had opened in the city, FREC Bangkok and its collaborators found themselves paralyzed by the thought that all they had worked for in their Bangkok neighbourhood could be lost. With lockdowns in place, what could FREC Bangkok do to continue providing the necessary aid to community members? It might need to change the way that it served Bangkok. What would be the risks of shifting its focus? How could it mitigate those risks? How could FREC Bangkok continue to provide aid, and what would that aid look like for local residents? How could FREC address the community's new concerns, and what would its strategy for addressing these concerns look like? Crucially, what would be the role and importance of FREC's various stakeholders going forward?

The Hershey Company: Broken Pledge to Stop Using Child Labour New!

Michele Buck became the first woman president and chief executive officer of the Hershey Company (Hershey) in 2017 and was elected as chair of the board in 2019. Now, in 2021, she was leading a company that was facing supply chain and legal challenges. Although Hershey was dedicated to bringing "goodness to the world," the company was accused of having broken its 2001 pledge to uproot child labour from its cocoa supply chain. Global pressure for greater supply chain transparency and compliance with human rights increased throughout 2020, and in 2021, Hershey became a defendant in a US federal class-action lawsuit alleging harms caused by child labour. With an annual shareholders' meeting pending on May 17, 2021, Buck

had to decide how to mitigate the risks and deal with potential fines of up to US\$500 million.

Zhida: Blockchain Potential in Household Waste Recycling **New!**

In 2020, the chief executive officer of Zhida Environmental Technology, a waste management company based in Nanjing, China, was considering adopting blockchain technology into the company's work process. With the concept of Internet plus recycling, the company was committed to waste sorting and had introduced innovative household waste solutions. However, new challenges were emerging, including stagnant resident participation rates, low profit returns, competitor expansion, and limited support from the local government. Inherent blockchain technology functions such as digital token services, a transparent recycling chain, and collaborative governance mechanisms could potentially improve the company's current operations and provide a first mover position in the market. However, the chief executive officer had to thoroughly consider the decision of adopting blockchain technology: What true value could it offer and what potential challenges could arise?

The Plastilene Group: Sustainable Innovation Strategy **Notable!**

In 2020, the corporate purchasing and sustainability manager at the Plastilene Group (a plastics producer based in Colombia) needed to address a sustainability challenge. In response to media and legislative attacks and consumer behaviour changes regarding the use of plastic products globally, the corporate purchasing and sustainability manager, supported by the company's chief executive officer, was tasked with leading a strategic renewal in the 62-year-old business group known for its integration of various lines of innovation both inside and outside its organization. The organization's process of strategic renewal had arisen from the theories of sustainability and the circular economy. How could the company management enhance not only the sustainable innovation strategy within the organization's structure, but also its spirit of corporate entrepreneurship and innovation?

Capital Bikeshare: Analyzing Bike Rental Demand **Notable!**

In November 2018, a bicycle program specialist who worked in the Planning and Sustainability Division at the Washington, DC, District Department of Transportation, wanted to analyze Capital Bikeshare's bike rental demand for the past two years. Capital Bikeshare was a station-based bike-sharing operator that provided an expansive, multi-jurisdictional transportation system to Washington and the surrounding area. If the bicycle program specialist could determine some significant factors that affected users' ridership patterns, he could best design his expansion plan of adding 40 new bike-rental stations to the system. He obtained the hourly bike rental

demand for October 2016–September 2018 to evaluate how sensitive the demand was to some external factors.