



Accounting

GFL Environmental Inc.'s Initial Public Offering New!

In late 2019 GFL Environmental Inc.'s (GFL) management and main underwriters would give a roadshow presentation in advance of GFL's initial public offering (IPO). GFL was a leading North American provider of a variety of environmental solutions, including waste management. The road show would give investors a chance to see the company make the case for why institutional investors should invest in the IPO, and would also provide access to key company executives eager to talk about GFL's prospects. Investors would need to assess the prospects for the company and arrive at their own independent valuation to support a buy or no buy recommendation. The case allows for discounted cash flow analysis and relative valuations.

Vibrant Group Limited: Sale and Leaseback and its Financial Statements Effects New!

This case examines the accounting of sale and leaseback transaction for an undergraduate or graduate accounting class. This case also examines the effects of such a transaction on financial statements. Vibrant Group is listed on the Singapore Exchange. In 2019, it entered into a sale and leaseback transaction. This was reported in its 2020 Annual Report using the revised Singapore Financial Reporting Standards (International) 16 ("SFRS(I) 16") Leases. This case exposes students to practical situations that highlight important principles and illustrate best practices in accounting. This case may be used in countries where IFRSs are applicable as SFRS (I) 16 Leases is identical to IFRS 16 Leases.

Healthway Medical Corporation Limited: Do Stock Valuation Metrics Render Financial Analysis Redundant? Notable!

Alan Wong, an intern at Gem Asset Management, was pleasantly surprised when, as per his supervisor's instructions, reviewed the stock multiples (P/E, P/Sales, P/Book Value, and

EV/EBITDA) of healthcare stocks listed on the Singapore Exchange (SGX). Certain stock valuation metrics of Healthway Medical Corporation appeared attractive in relation to SGX-listed peers. Alan performed the Du Pont analysis and financial statement analysis to ascertain if the Healthway stock was indeed attractive against the backdrop of its performance. Did the conclusions of his analysis support his initial impression?

The "What If" Effects of an Income Tax Rate Change: A Deferred Tax Focus **New!**

A change in the corporate US federal income tax rate necessitates an adjustment to a company's balance sheet deferred tax account. Stephanie Allen has been tasked with determining the projected effects of several "what if" changes in the corporate income tax rate on her employer's (Software for Seniors, Corp.) and a peer's DuPont ratios and earnings per share performance measures. This general experience-based case uses data created by the authors that generally model the proportionalities of various line items within the financial statements of some real-world companies. As such, the financial statement effects due to an income tax rate change explored in this case are reasonable. It is suitable for an undergraduate or graduate level financial reporting course or a financial statement analysis course.



Entrepreneurship

HSBC: Embracing Open Innovation for SMEs New!

HSBC Commercial Banking was a key business for HSBC Holdings plc, contributing one-third of the bank's profit in 2019. In 2016, the regional head of Commercial Banking, Asia Pacific, began initiating a series of open innovation programs in Hong Kong. The programs aimed to embrace collaboration in the innovation and technology ecosystem to co-create value for Commercial Banking's small and medium-sized customers.

Now, in 2020, the regional head of Commercial Banking and his innovation team leader were discussing their innovation initiatives. They reviewed what they had achieved in the last four years. What value had they created for not just the small- and medium-sized customers but also the ecosystem stakeholders? What challenges had they met, and how well had they resolved these? Had the proper culture and talents been in place to meet these challenges? Had they measured the performance of the team properly to keep their colleagues motivated about sustainable innovation? They also explored a few critical areas for future growth. The regional head of Commercial Banking wondered what more they could do in Hong Kong, and how they could replicate the success they had achieved in Hong Kong in other emerging markets in Asia.

Boursify: The Business Model Dilemma New!

Boursify, a young start-up based in Montreal, Quebec, developed stock market simulation software based on fictitious, custom-designed scenarios. It based its simulations on an event-driven format, which differentiated its software from standard stock market simulation software, but required specific logistics for its implementation. The start-up made technological investments in its platform and carried out simulations for several segments, including university student associations, high schools and colleges, and private companies. Each of these segments required an adaptation of the service offer, and Boursify had been unable to identify which of these segments would be most conducive to its growth. At the same time, Boursify's president was considering an alternative target

educational business simulation software. He now must make two crucial decisions: the direction the company should take, and the action plan needed to ensure the company's success.

FieldFresh Foods: Strategic Entrepreneurship with Del Monte in India New!

Yogesh Bellani was the chief executive officer of FieldFresh Foods Private Limited (FieldFresh), a joint venture between Bharti Enterprises and Del Monte Pacific Limited. Bellani, with his entrepreneurial mindset, had successfully led FieldFresh in establishing the Del Monte brand in India. A great deal of that success was attributable to Bellani's ability to capitalize on business-to-business sales. FieldFresh had pivoted to a business-to-consumer (B2C) sales model, but issues that arose in fiscal year 2019–20 and were expected to be more pronounced in 2020–2021 indicated that an even greater emphasis on B2C sales was needed. The pivot to B2C would be crucial to unlocking the equity FieldFresh had built with the Del Monte brand and would enable the brand to take a leadership position in key categories, but was this the right time to make that change?

Droom: An Online Platform for Pre-Owned Automobiles New!

Droom Technology Private Limited (Droom), a used-automobile marketplace platform based in India, had identified a big-ticket item with an average selling price of ₹200,000–₹600,000 and harnessed its innovative technology to build an online ecosystem. In doing so, it had stayed clear of inventory management by following a marketplace model like that used by Flipkart Internet Private Ltd. and Amazon.com, Inc. in India, bringing all participants—including used-vehicle dealers, individual buyers and sellers, and financiers—into the online marketplace. Subsequently, Droom created functional, monetary, time, and psychic values for its customers through its various automobile inspection, valuation, records search, insurance, and other services. Droom went from having a single revenue source to having six independent revenue sources through its subsidiaries, which each offered a unique combination of values and collectively created a tough barrier for competitors to penetrate. By April 2020, the start-up had enjoyed some success, but looking to increase its growth, it faced some questions: Was it offering too much for too little? Was its pricing justified by the value offered? Were its performance metrics commensurate with the value provided? Finally, what strategy would successfully shift Droom from a hybrid to a completely online model ready for listing on the Nasdaq exchange?

Tingvong Homestay: The First Homestay in Dzongu New!

Dupden Lepcha started Tingvong Homestay, the first homestay in the remote Dzongu region of Sikkim, India, when the region was opened for tourism in 2006. Initially, the response to Dupden's homestay was good, improving Dupden's financial position and earning him the respect of the community. With Dupden's active encouragement and help, other members of the community also established homestays. Over time, however, a few of these homestays outperformed Tingvong Homestay by creating greater awareness of their offering.

Despite the government's intention to develop the region as an ecotourism hub, the pace has been slow, compelling the village council to take proactive steps. They have asked Dupden to play an active role in working closely with government officials, and now Dupden must decide whether to focus on his homestay or take up the role offered by the council and work toward the development of the Dzongu region as an ecotourism hub.



Finance

Raven Indigenous Capital Partners: Designing An Impact Investing Measurement Framework New!

In February 2020, a social geographer at the University of Victoria was approached by one of the co-founders and managing partners of Raven Indigenous Capital Partners to develop an Indigenous impact measurement framework for the company. Raven Indigenous Capital Partners was founded in 2017 in Vancouver, British Columbia. The founders launched the Raven Indigenous Impact Fund to invest in early-stage growth businesses started by Indigenous entrepreneurs. The ultimate goal was to increase the well-being of Indigenous communities in Canada, but the fund had to demonstrate to non-Indigenous impact investors that they could target, measure, and report their social impact while earning an annual rate of return of 6–8 per cent on their investment. The social geographer faced two key tasks. She had to develop an impact measurement framework that combined Indigenous and non-Indigenous approaches to measuring social and environmental impacts. She also had to engage the Indigenous community in reporting on these outcomes.

Greenpac Singapore: Doing Good in a Sustainable Way New!

Greenpac (Singapore) Private Limited (Greenpac) was a green packaging solution provider led by the founder and chief executive officer. Under her vision, Greenpac aimed to become a world-class knowledge-based company that offered innovative and environmentally friendly packaging solutions. Greenpac was also a champion of

corporate social responsibility (CSR), advocating for environmental sustainability and social issues. In 2019, the head of the CSR team was tasked with evaluating the company's current CSR efforts and suggesting strategies to advance Greenpac's CSR efforts. She has the results of three published evaluation frameworks to use and an engagement survey of company employees and executives.

EOH Holdings Ltd.: From Blacklist to Market Confidence through Corporate Structure and Governance New!

The share price of EOH Holdings Ltd. (EOH), a company listed on the Johannesburg Stock Exchange and Africa's largest technology service provider, decreased by over 30 per cent in December 2017 following allegations of fraud in relation to a corporate action within the group. Despite strong denials by the then-group chief executive officer (CEO), Zunaid Mayet, EOH's market value continued to plummet, from a peak of 22 billion South African rand to 4 billion. In September 2018, Mayet was replaced as group CEO by Stephen van Coller, a former banker and telecommunications executive, who recruited a new executive team, replaced the board, and contracted out an unfettered internal corruption investigation. By June 2020, van Coller was wondering whether he and his management team had done enough to prove to the market that EOH was an organization once again worthy of trust and investment. Had they taken sufficient steps to restore EOH's reputation? Had they earned the right to push the board to approve the next phase of EOH's turnaround?

Performance Measurement and Manager Selection New!

This note explores the selection of investment managers and the performance-measurement tools associated with this important task. In selecting investment options for a firm's 401(k) plan, identifying possible managers to oversee a portion of an endowment's or foundation's investment portfolio, or a retail investor's decision of which fund to choose for their regular investment account, investment performance is likely to play an important role. In this technical note, we explore a number of different performance measures that may be used to select managers, including total return, alpha, and information ratio, and a key risk measurement used in this approach, tracking error.

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

Digital Transformation at GE: What Went Wrong? **Notable!**

As recently as 2017, General Electric (GE) had been touted as an example of how established companies could pre-emptively transform their businesses digitally, without waiting to be forced to do so by their competition. But in 2018, the wheels appeared to fall off GE's transformation, amid a crisis that included leadership changes, dividend cuts, credit downgrades, and a stock price crash. The company announced that it would sell GE Digital, the newly built-up organization at the heart of its celebrated transformation. This case examines the digital transformation that GE had been attempting and the challenges it encountered. Students will develop ideas about what happened and what GE's experience means for digital transformation initiatives within other established firms.



'Success theatre' led to GE break up

General Electric (GE) recently announced it would be breaking up into three separate businesses, focused on health care, energy, and aviation. We spoke with Ivey professor Robert Austin, author of Ivey Publishing's 2021 overall best-selling case, "Digital Transformation at GE: What Went Wrong?" to elicit his thoughts on what led to the break up.

[Read more](#)

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?

BTS, K-Pop and Hallyu: Creating Waves Softly **New!**

In May 2021, the South Korean boy band BTS beat out other international musicians for all four of the Billboard Music Awards for which they had been nominated. "Dynamite," BTS's top-selling song, was the band's first song in English. BTS and other K-pop groups had been able to achieve a high level of global success, especially since 2013, despite singing in a language that was foreign to many listeners. K-pop and other elements of Korea's creative economy represented Hallyu or "Korean Wave" of globally popular Korean entertainment and culture. Hallyu had contributed to the

South Korean economy since 1999. Were Hallyu and its constituents serendipitous? How did BTS, K-pop, and Korea's creative economy act as Korea's secret weapon? Were there limits to the use of Hallyu?

La Colombe Coffee: The Tangible and Intangible Elements of Brand Identity New!

La Colombe Coffee Roasters was founded in 1994 in Philadelphia, Pennsylvania, with the notion that "America deserves better coffee." The company provided attractive cafés and an online coffee subscription program to its customers. It supported ethical trade in the sourcing of its products and coffee innovation, which had led to the Draft Latte cold coffee, a ready-to-drink product available both at La Colombe Coffee Roasters cafés and in a variety of retail outlets. The company hired a customer experience consulting firm to design its virtual presence and provide a seamless experience for consumers both through its cafés and online. It operated in a high-margin competitive industry with a high rate of company shutdowns, making customer interface and product innovation essential. With new equity invested by a highly-successful venture capitalist, the company had to now decide whether to scale up into a mass market company or continue to serve a niche segment through its artisanal cafés.

Robert Bosch Power Tools: Regional Headquarters Structure for Eastern Europe and the Middle East (A) New!

Two managers in the Power Tools division of German multinational corporation Robert Bosch GmbH (Bosch) have been tasked with devising potential solutions for addressing tensions between the regional headquarters (RHQ) for the Eastern Europe and Middle East region of Bosch Power Tools' Blue Emerging Markets business unit. The RHQ faces challenges in managing its geographically dispersed subsidiaries, with the subsidiaries complaining about slow decision-making, a lack of efficiency, and a limited understanding of customer needs. Bosch Power Tools must rethink its approach to the Blue Emerging Markets unit and the organizational set-up of the RHQ. Thus, the two managers are meeting with senior managers from across the Eastern Europe-Middle East region and the board of management (Case A) in order to determine the best way to address the issues (Case B).

Even Cargo: India's Women Only E-commerce Logistics Company New!

In 2016, a social entrepreneur founded Even Cargo in Delhi, India to provide last-mile logistics by employing only women. Even Cargo trained and provided employment

opportunities to women from underprivileged backgrounds, usually as their first job ever outside the home. The company encountered various challenges, including resistance from patriarchs and gender bias. The founder remained persistent in his goal to establish Even Cargo as a successful social enterprise in Delhi and eventually expand into smaller Indian cities. However, a prevalent patriarchal mindset and gender inequality were deeply ingrained in these areas, which would make this goal considerably more difficult to achieve. What strategies could the founder consider to realize his business growth and expansion objectives?tal health care? Did Fitbit stand to benefit from the deal?



Information Systems

The Royal Belgian Football Association: A World-Class Digital Strategy New!

The Royal Belgian Football Association (RBFA), the governing body of Belgian football, had experienced tremendous success on the pitch and wanted to capitalize on its success with business growth. However, the football industry was challenged by increasing internationalization, commercialization, and digitalization. Engaging diverse stakeholders, including a changing demographic of fans, through digital channels became pivotal.

Against this backdrop, the RBFA initiated a strategy revision, rolling out a new app in March 2021 for an integrated and expanded digital experience for stakeholders. With the postponed 2020 European Championship scheduled to commence in June 2021 and Belgium among the favourites to win, the RBFA needed to prioritize its offerings to the fans and other stakeholders and determine what resources would be needed to fully operationalize the new digital strategy.

Applying Data Science and Analytics at P&G Notable!

Set in December 2019, this case explores how P&G has applied data science and analytics to cut costs and improve outcomes across its business units. The case provides an overview of P&G's approach to data management and governance, and reviews the challenges associated with changing long-established work processes

within the company. It concludes by exploring four examples of how P&G has applied analytics to its businesses.

Meituan Dianping: China's Super Service App Notable!

This case chronicles the rise of Meituan Dianping, the third largest company in China's hyper competitive e-commerce industry. Best known for its food delivery service, the company was changing the lives of hundreds of millions of consumers and millions of merchant through a suite of smartphone apps. To reach this point, the company had gone through several live or die competitive battles including the so called Thousand Groupon War. Well positioned to ride the fast-growth wave of China's service e-commerce, there was no room for complacency. Competition was fierce and so was the pressure coming from merchants and consumers spoilt for choice. What strategies should the company implement to sustain long-term growth in the fast-evolving market?

Into the Abyss and Back: COVID-19 and the Economy Notable!

First emerging in China in early January 2020, the lethal COVID-19 virus quickly spread throughout Europe and to the US east coast, with New York City as the epicenter. In March the World Health Organization declared COVID-19 a global pandemic. Policy makers agreed that a vaccine would be necessary to control the virus, however, interim measures would be necessary until a safe vaccine could be developed, manufactured and distributed. The key initiatives undertaken in “flattening the curve” of the virus’s spread included voluntary social distancing, frequent sanitation of hands and surfaces, and, in some instances, mandatory lockdowns. These measures forced many businesses to operate at limited capacity and also reduced the supply of some inputs such as labor. By December 2020 several vaccines had been developed and the world awaited mass distribution, while thousands of people continued to succumb to COVID-19 every day. In this environment, despite regulatory, monetary, and fiscal responses to the crisis, there was both uncertainty about the short-run path to economic recovery as well as the long-term impact of COVID-19 for the global economy. In this case, students will work with a Microsoft Excel-built simulation tool to help understand how disease dynamics work and how it affects the economy.



Management Science

LenDenClub: New Product Development in the Digital Space **New!**

LenDenClub (LDC) was a primarily online platform operated by Innofin Solutions Pvt. Ltd. in the peer-to-peer lending industry in India. To offer differentiated products in a growing segment, LDC decided to focus on the untapped segment of low-salary earners. However, it was risky to serve this segment; borrowers had little credit history but often required loans immediately for emergency expenditures, and these borrowers had limited repayment capacity, so it was challenging for LDC to remain profitable. LDC responded by developing a new product based specifically on the targeted segment's needs that allowed LDC to give small loans to more borrowers while achieving the lowest default rates. In June 2020, with preliminary testing done, LDC needed to refine InstaMoney's features to achieve the best version of the product and obtain the best performance of InstaMoney in terms of conversions and the lowest default rates.

FanShop **New!**

This exercise explores customer transaction data generated from a business owner's website and illustrates the added benefit of basic data analytics practices used to uncover business insights. Students discover the business's purchase trends when they answer the provided questions by writing SQL queries. The questions guide students to determine which product offerings the business should promote and which

customer segments to target. Additionally, the case discusses the common relational database design that is often associated with transactional data and its metadata.

MovieLens: Filtering on Others' Reactions New!

This case introduces students to relational databases and the basics of collaborative filtering, a popular recommendation system technique. The case points to a dataset shared by GroupLens, a research group developing algorithms that supply movie recommendations through a website called MovieLens. SQL queries provided in the case propose a collaborative filtering strategy for generating simple recommendations with a small degree of personalization. The basic method offered in the case opens the door for students to improve the supplied queries or develop a more elaborate algorithm altogether for generating recommendations.



Marketing

Shake Shack: Can an Enlightened Burger Company Steer Away from Beef? New!

Shake Shack was a fast, casual restaurant chain with a strong focus and great efforts on sustainability and corporate responsibility. Despite its stated environmental commitments, however, its core product offering—the hamburger—was extremely taxing on the environment. Between 2009 and 2021, various new alternative protein sources had emerged that were much more sustainable and environmentally friendly. Shake Shack's chief executive officer had to make some decisions. Should the company's products shift away from beef toward alternative protein sources? If so, which of these new products should Shake Shack consider and over what timeline?

West Bengal Assembly Election 2021: The Competitive Marketing Strategies at Play New!

The elections for India's 294-seat West Bengal (Bengal) Legislative Assembly were due to be held sometime in April–May 2021. The All India Trinamool Congress (TMC), which had been in power in the state since 2011, faced a tough challenge from the Bharatiya Janata Party (BJP), which had been in power in the Central Government of India since 2014. The TMC and its political rivals in Bengal faced unprecedented social and political divisions among voters in 2021. To add to the TMC's problems, at least half a dozen TMC stalwarts and many more local leaders had shifted to the BJP in the previous three months. In the run-up to the election, politicians across party lines used

emotive issues such as religion, gender, and language to woo undecided voters. The TMC needed to devise a marketing strategy to gain a sustainable competitive advantage. Winning the maximum possible number of votes was the only item on the agenda.

Brand Tanishq: Navigating Social Media Backlash New!

The chief executive officer of the jewellery division at Titan Company Ltd. withdrew two successive advertising campaigns for jewellery brand Tanishq during its high selling festive season in 2020 due to intense social media trolling. These adverse social media reactions, shaped by religious beliefs and ideology, challenged the well-entrenched “progressive and bold” positioning of the brand. With multiple stakeholders and shifting societal ideologies, should the company continue promoting its progressive image and bold creative executions irrespective of the recent setbacks, continue with the current positioning with significantly toned-down executions, or reposition the brand and its creative execution completely?

Johnson Controls International Plc: Managing Strategic Accounts New!

The chief commercial officer of Johnson Controls International, a multinational manufacturer and marketer of security systems, was noticing a change in the buying behaviour of one of its premier customers. As one of the company’s designated strategic accounts, this customer was entitled to multi-level collaborative support. Of late, the customer had been taking a “bid-and-buy” approach to its purchases, ignoring the standards agreed to in the strategic agreement with Johnson Controls International. It also sought a scaled-down version of a security system, and this ran contrary to the original strategic account agreement. The chief commercial officer was examining the way forward with the customer. Should he demote it from the strategic account status to a regular sales account, despite the risks involved in doing so?

Mary Kay Inc.: Enriching Women's Lives while Embracing Change New!

In December 2020, Mary Kay Inc. Chief Marketing Officer Sheryl Adkins-Green considered several strategic dilemmas. Founded in 1963 by Mary Kay Ash, Mary Kay was a direct sales company whose Independent Beauty Consultants purchased its beauty and cosmetics products at wholesale and sold them to end-consumers at retail. As the coronavirus pandemic spread in 2020, Mary Kay worked to equip its Consultants with digital tools and strategies to help them run their businesses remotely. Adkins-Green and the Mary Kay team were now looking for ways to continue

refining the company's digital approach and product sampling strategy. Looking beyond COVID-19, Adkins-Green and her team had several other big questions to consider around product innovation, the competitive landscape, navigating the digital world and its implications for retail, and communicating its brand values to the next generation-all while honoring and staying true to the rich history, heritage, and culture that had served as the foundation of Mary Kay for the past 57 years.



Organizational Behaviour & Leadership

Zain Group: Diversity and Inclusion in the Middle East New!

Following a weekend strategy retreat in October 2018, the vice-chair and group CEO of Kuwait-headquartered mobile telecommunications company Zain, was proud of the company's performance over the previous year. Zain Group had much to celebrate, having blazed a trail in advancing women's empowerment and inclusion in the workplace—a double challenge in a technology industry that was also based in a region heavily influenced by traditional gender values. Its strategy included the launch of the Women Empowerment Network initiative (WE Initiative) in November 2017, a strategic master plan aimed at achieving gender equality, empowering women, and advancing women's careers at Zain. However, a great deal of progress remained, and new challenges were emerging. The company had put significant emphasis and resources toward women's empowerment and development, leaving some of the male colleagues feeling overlooked and left out. As well, other groups, such as people with disabilities and younger generations, also had barriers to overcome. How could the company continue its efforts to support women while also being inclusive and considering the needs of all its employees?

Old Mutual: Defining Moments for Board Leadership New!

When Peter Moyo was appointed as chief executive officer (CEO) of Old Mutual Emerging Markets (Old Mutual), one of South Africa's largest and oldest financial institutions, in 2017, the chair of Old Mutual, Trevor Manuel, and the Old Mutual board were optimistic, as Moyo seemed like the ideal candidate. However, less than two years into his tenure, Moyo's employment was terminated owing to a conflict of interest and a breakdown of trust between Moyo and the chair and board. From the moment he was suspended, Moyo made the dispute very public, and appeared to be orchestrating a media campaign against Old Mutual and the directors, especially Manuel. A protracted and bruising legal battle ensued, and many corporate governance lessons were learned. It was now incumbent on the board to identify and appoint a new CEO of Old Mutual. Given the local and international environment, and in view of internal and external challenges, they needed to consider what kind of CEO would be appropriate for Old Mutual;

what criteria they should set for this crucial position; and what the right timing and communication process would be around the new CEO's appointment.

Is it Fair to Let Them Go? Using Performance Appraisal Data to Decide on Staff Cuts New!

Rodey Wing, a partner at global management consulting firm Kearney, had to decide what to recommend to a struggling retailer client with over 200,000 employees. With the client's optometry division suffering from an excess of employees partly due to a pandemic downturn, Wing had initially planned to cut 1,500 employees from the division---laying off those with the lowest performance review ratings. However, a disproportionate impact assessment of the plan showed that employees from protected classes would make up a much larger share of terminated employees than expected. Wing had to determine how this information should impact his recommendations to the important client.

Actions Speak Louder Than Words: What to Do to Address Racial Disparities? New!

In mid-June 2021, prominent attorney Jane Goldman, who lived and practiced in Danbury, Connecticut, was asked if she might be interested in getting more involved with the local hospital, possibly even serving on its board. She had been raised in Danbury; she was active with the local hospice, Catholic Charities; and she considered herself a progressive, thoughtful person. Although she had no background in health care, she was considering it.

Danbury was racially diverse and had been considered a progressive town, but Goldman was learning more about its troubled history of racial violence. She was also learning that while Danbury Hospital was starting to employ more women doctors, the leadership was still overwhelmingly white and male. With COVID-19 disproportionately impacting Black and Brown people and laying bare huge disparities, she wanted to go on the board only if she could make a difference. She wondered, what should the local hospital, the only hospital in the community be doing? And, given ongoing racism and racial disparities, what should the hospital do now and over time?



Operations Management

University of Chicago Medicine: Transformation and Sustainment of the Supply Chain and Adapting to COVID-19 New!

In 2015, the lean transformation of the University of Chicago Medicine medical centre encompassed substantial renovation of its internal supply chain. This included moving from a centralized warehouse-based system managed largely by clinical teams to a lean, decentralized, just-in-time system managed by supply chain professionals. In early 2020, the COVID-19 pandemic brought new challenges to the University of Chicago Medicine's supply chain. Accommodating for the COVID-19 pandemic required making numerous changes to the physical supply chain, which could potentially affect actions and decisions at the level of operations on the hospital floors. Amid so many changes, how would the supply chain team members on the hospital floor address daily issues while maintaining efforts to improve the system? How would they remain aligned to the hospital's mission and goals?

Guangzhou Kingmed Diagnostics: Post-IPO Transformation New!

Guangzhou KingMed Diagnostics was the leading third-party independent clinical laboratory in China. On the eve of the Lunar New Year in 2020, the chairman and CEO of Guangzhou KingMed Diagnostics mobilized the whole group to respond to the outbreak of the new coronavirus from Wuhan. With the group's tremendous growth in both business and size since its initial public offering, there were growing concerns about the provision of quality customer service and the group's profitability. While the chairman and CEO was proud to see how swiftly his team had responded to the COVID-19 pandemic, he had many questions about the efficiency of the entire group's resource deployment and the consistency of performance across subsidiaries. Post COVID-19, how should Guangzhou KingMed Diagnostics adjust its transformation strategy?

Greenturn Idea Factory: Servitization Strategy New!

Greenturn Idea Factory (GIF) was a start-up based in Kerala, India, that manufactured and marketed green energy products. Greeniee, a wireless device for monitoring electricity consumption, was GIF's flagship product in the portfolio. Other products included rooftop solar panels and waste-to-energy conversion devices. Sajil Peethambaran, chief technology officer of GIF, was deliberating on a strategy to servitize Greeniee for potential market segments, either as an augmented product or by bundling it with other offerings.

Intenseye: Powering Workplace Health and Safety with AI New!

Intenseye was a Turkey-based technology startup that deployed machine learning algorithms to workplace camera feeds in order to identify unsafe worker actions and unsafe working conditions, in order to help improve worker safety. The case describes how Intenseye's technology solution was developed, how it works, and their target clients. The case highlights the tradeoffs associated with facial recognition and privacy, and the challenges measuring the value created by Intenseye and how the firm can capture more the value it was creating.

Fair Park Covid-19 Mass Vaccination Site (A) New!

This case is an opportunity to apply the methods of the Toyota Production System (TPS) to the analysis of an everyday service application: administering Covid-19 vaccines. It describes the start-up of a drive-up Covid-19 mass vaccination site at the Texas State Fair Grounds on the east side of Dallas, Texas. The challenge facing Jamie Bonini and Bitu Behgooy, the protagonists, is to help the Dallas County staff raise the vaccination output rate to 1000 cars per hour, but they also are not in charge so they have to influence the site leadership.