



Accounting

Anwal Gas Traders: Capital Budgeting for Expansion Project - New!

In February 2021, the owner of Anwal Gas Traders, a liquefied petroleum gas distribution company based in Sakesar, Khushab District, in the province of Punjab, Pakistan, was considering whether to invest in expansion. It would be the first significant expansion for the company since its founding in 1998. Based on data provided by a consultancy firm performing capital budgeting techniques, the company would integrate backward to take advantage of perceived market potential. The owner needed to determine whether this investment was worth making and how various scenarios would affect his decision.

Aerojet Rocketdyne Holdings, Inc.: Sum of the Parts - New!

In 2016, US firm Aerojet Rocketdyne Holdings, Inc. (Aerojet) had been developing and manufacturing propulsion systems for rockets and armaments for long-range weapons systems for over 70 years. It also owned 4,634 hectares of land and an investment portfolio worth more than its stock's market capitalization—but it had a large amount of debt and an underfunded pension plan. Aerojet's stock had fallen over 30 per cent to US\$16.30 under new executive leadership, and a hedge fund manager at Royal Capital Management LLC had to decide whether to wait for Aerojet to take off. After valuing the firm's various assets, he concluded the stock was worth \$35 based on the sum of the parts, but he needed to consider some of the parts, including its significant debt and a pension plan underfunded by \$637 million, which were still cause for concern.

Campari: Managing The Tension Between Profit, Growth And Strategic Focus - Notable!

As of 2020, Campari has been one of the companies with the highest ranking in the spir-its sector in Italy and has seen a strong and ever-growing expansion worldwide, through a mix of acquisitions and organic growth overtime. Since 1995, the Group has in fact completed 29 acquisitions and it is currently closing in on the biggest international players. As a consequence, Campari's EBITDA almost double in the last 10 years and the bold choices made by the management team have proven to be successful in pursu-ing a value strategy. Therefore, it is time to analyze Campari Group more in detail, starting with its history and

strategy and gathering the financial statements of the last five years. In order to identify the key success factors of this group, it is necessary to also analyze Campari's nearest competitor in portfolio terms, Pernod Ricard, to better understand, through the comparison of their financial performance, the links between strategy, actions and results.

Asante Teaching Hospital: Activity-Based Costing - Best Seller!

In August 2015, an intern at Asante Teaching Hospital, a prestigious not-for-profit hospital in Johannesburg, South Africa, wanted to organize the cost data she had gathered from staff interviews into clear recommendations for the hospital's chief executive officer. Asante Teaching Hospital's maternity ward competitors had begun offering bundled pricing for natural births, and the intern wondered if Asante Teaching Hospital should do the same. In order to calculate the costs of the service, she planned to employ both activity-based and time-driven activity-based costing techniques. With this information, she could present the results of her analysis and recommendations for a pricing strategy.



Entrepreneurship

Financing New Technology Ventures - New!

emmtrix Technologies GmbH (emmtrix) was a spinoff company from the Karlsruhe Institute of Technology, a leading German university, and a result of an excellent-rated research project. At the end of January 2019, the emmtrix founders were preparing for a meeting with investment managers of a venture capital firm in Karlsruhe, Germany. After previous meetings with the investors in which the business concept and technology had been the focus, the main point of the upcoming meeting was to present the start-up's fundraising goals. The founders were expected to express how much money they wanted to raise and at which valuation of the company. To that end, the start-up team wanted to prepare information on the company's financial forecasts for the next five years, the fundraising amount to be raised in the initial financing round, and first ideas on the value of the company.

The WeWork SPAC - New!

WeWork, a fast-growing but unprofitable real estate firm headquartered in New York, which leased shared office space around the world, announced in September 2019 that it was cancelling its plans for an initial public offering (IPO). In late 2020, as the company weathered the effects of the COVID-19 pandemic, several special purpose acquisition companies (SPACs) approached WeWork, offering an increasingly popular alternative method for the company's shares to become publicly traded. In January 2021, WeWork's new chief executive officer (CEO) was considering an offer from BowX Acquisition Corp., a "blank check" corporation. The CEO and the WeWork board needed to understand the benefits and disadvantages of a SPAC merger.

HCL Technologies: Driving Innovation Through Ecosystem Innovation Platform - New!

HCL Technologies Ltd., one of the big four information technology companies in India, had established a corporate entrepreneurship function within its enterprise technology office (ETO). As part of its aspiration to scale up its corporate entrepreneurship activities, the ETO had adopted an ecosystem innovation strategy, and in 2020, the ETO team was deliberating how to standardize and institutionalize its corporate

entrepreneurship practices, enhance the platform technology, and build a culture of innovation to leverage the newly adopted ecosystem innovation strategy.

Ferrero Group: Achieving Sustainability Through Supply Chain Integration - Best Seller!

Ferrero Group (Ferrero) operated in the chocolate confectionery industry. The industry was facing challenges with changes in consumer needs, and price volatility and scarcity of raw ingredients. To achieve its ambitious economic goals in this environment, Ferrero integrated various sustainability initiatives in its supply chain and grew the company through vertical and horizontal integration. Advocating a vision of “sharing values to create value,” the company set sustainability goals for 2020, which included controlling and being able to trace the supply of raw ingredients. Could Ferrero maintain its leading position in the industry and achieve its sustainability goals? To what extent could the sustainability goals strengthen the company’s competitive position and move it toward achieving its financial goals?



Finance

Emaan Modaraba: Islamic Finance and the Real Economy - New!

Emaan Modaraba, a Shariah compliant publicly traded modaraba based in Pakistan, made an investment in shares of Indus Motor Company Limited, a listed company assembling Toyota vehicles, in July 2020 – whose shares were designated to be Shariah Compliant and included in the Pakistan Stock Exchange's KMI-All Share Islamic Index. In August 2020, Indus' annual report disclosed that the company increased its short-term investments in interest-bearing instruments in order to be financially resilient in the wake of the COVID-19 pandemic. Ms. Khan, CEO of Emaan Modaraba, instructs Ms. Amina Ali, an investment manager, to provide her opinion on the annual report and whether Indus would remain Shariah Compliant and be included in the portfolio.

A Note on Financial Ratios: A Beginner's Guide - New!

This short note introduces all of the important and commonly used financial ratios, organized into five categories: (1) liquidity ratios, which measure a company's ability to meet short-term debt obligations; (2) leverage ratios, which evaluate a company's capital structure by measuring how a firm uses debt and equity to finance its operations; (3) efficiency ratios, which measure how efficiently a company is utilizing its assets and resources; (4) profitability ratios, which measure a company's ability to generate profit from its resources; and (5) market ratios (also called valuation ratios), which evaluate the share price of a company's stock.

Goldman Sachs and 1MDB - Notable!

The case focuses on bribery and corruption in wholesale international capital markets with an emphasis on infrastructure finance - notably the theft of \$4.5 billion in proceeds from bond issues by the 1 Malaysia Development Berhad (1MDB) totalling \$6.5 billion. The scandal ensnared the Malaysian Prime Minister, an Abu Dhabi Sovereign Wealth Fund, major institutional investors and the Goldman Sachs Group in one of the largest financial frauds in recent history. The scope of the case spans a host of issues from public finance to due diligence, corporate culture, executive conduct and reputational risk.

Valuing Wal-Mart 2010 - Best Seller!

An equity analyst uses a variety of methods to value Wal-Mart shares with a view to making a buy/sell or hold recommendation for the stock. Her key task is to use an intrinsic value approach to price the shares and to then compare the resulting price with the price at which the stock is traded in the market.



General Management and Strategy

Instacart: Insta-success or Insta-failure? The Fight for Survival - New!

Maplebear Inc. – operating as Instacart – was a leader in the online grocery delivery service market. It was founded in 2012 by a former Amazon.com Inc. employee-turned entrepreneur Apoorva Mehta, who had realized that in order to succeed, he needed to create a simple, fast, and convenient approach to a growing problem at hand: online grocery delivery. Although the company was realizing year-over-year growth in a market that was experiencing rapid growth, it was unprepared for the pandemic of 2020, which generated astronomically high demand and led to dramatic changes in consumers' shopping behaviour. Understanding that this market growth would likely continue, and in a world still reeling from the effects of COVID-19, Instacart needed to react quickly to maintain its leading position among the competition and solidify its competitive advantage in the grocery delivery market.

Mahindra & Mahindra Ltd.: Racing Towards Creative Disruptions - New!

Mahindra & Mahindra Ltd. (M&M), an Indian automotive giant, was pursuing strategies to retain the leading position in the domestic automotive space. Traditionally an SUV manufacturer, M&M created a new vertical—Advanced Technology Solutions (ATS)—to spearhead technology development as a means of competing with the multinational companies entering India. ATS's technology pursuits had already translated into several successful products; however, by 2019, the head of ATS had reasons to be concerned about the unit's future. The major areas of concern included investing in frontier technologies, bridging the time lag between technology conceptualization and deployment, and holding the team together into the future.

Sagrada Família: Managing a Masterpiece - New!

The Sagrada Família was one of Barcelona's most popular tourist attractions. Designed by famed architect Antoni Gaudí, the as-yet unfinished basilica was set to be completed in 2026. Initiated in 1882, the basilica was one of the longest-running architectural projects ever undertaken, and its

construction had faced both opportunities and challenges over the years, with obstacles such as inadequate funding, a change in leading architects, and no firm deadline in place. The most recent obstacle to the completion of the basilica's construction was the COVID-19 pandemic, which had cast uncertainty over when construction would resume. Despite the focus on the Sagrada Família's completion, there was potential for tension between the artistic process and traditional project management practices. The current construction team had to determine how to proceed with the project to ensure its long-term recognition while also honouring Gaudí's legacy.

Digital Transformation at GE: What Went Wrong? - Best Seller!

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.

Facebook: A Business Model Under Attack - Notable!

By 2019, Facebook Inc.'s (Facebook's), popular social media and social networking service (known as Facebook) that launched in 2004, had emerged as one of the world's largest market capitalizations. Over its 15 years, the company had experienced public relation incidents that led to controversies regarding its social media business model. Most criticism related to the unethical ways the company had handled its users' personal data. By 2019, the level of mistrust from users had skyrocketed alarmingly. Many analysts questioned the company's willingness to deal with data privacy concerns, with some alleging that its business model was fundamentally unethical by design. Clearly Facebook's chief executive officer and his team needed to step back and reflect on the company's next steps.



Information Systems

Turbulent Times for TikTok's Platform Strategy - New!

At the beginning of 2021, TikTok was facing multiple market threats and had to decide what strategies to implement to manage them. TikTok was the world's largest short-video platform, with users in 155 countries. But along with great success in entering numerous geographic markets, TikTok faced various geopolitical pressures, mainly concerning the company's origins in China. The company had to consider how it could survive emerging geopolitical pressures, manage competitive threats from global technology giants as well as platform envelopment threats, and capitalize on its creative and somewhat addictive platform to expand its reach into new promising markets such as the African continent.

Hydropack India Pvt. Ltd.: Resolving a Data Breach - New!

In April 2018, Amit Darekar, director of operations at Hydropack India Pvt. Ltd. (Hydropack), was focused on revamping the company's information technology (IT) infrastructure. This had become crucial in the face of a product design leak resulting from an employee who had left Hydropack to join a rival company and taken valuable data with him in the process. The design that Hydropack had made was for a tender floated by a public sector company. The rival company had submitted the stolen design with a lower bid, putting Hydropack's own bid in jeopardy. Darekar now had to rise to the challenge and ensure that Hydropack implemented secure IT infrastructure and policy to avoid further data leaks in the future. His objective was to ensure that all of Hydropack's data in the form of designs and other confidential documents was suitably protected and accessible only to those who had authorized access.

Dow Chemical Co.: Big Data in Manufacturing - Best Seller!

In 2012, a pilot study undertaken by the data services team of the Dow Chemical Company in the polymer division of the multinational company's Midland, Michigan, plant had revealed an uncanny trend on the company's shop floor. Plant engineers were working for the data; the data was not working for them. The data services director saw an opportunity to reverse the trend through the deployment of big data capabilities and, more specifically, enterprise manufacturing intelligence (EMI), a subset of big data. How should he gain user acceptance of the proposed EMI?

Getting AI to Scale - Notable!

Most companies are struggling to realize artificial intelligence's potential to completely transform the way they do business. The problem is, they typically apply AI in a long list of discrete uses, an approach that doesn't produce consequential change. Yet trying to overhaul the whole organization with AI all at once is simply too complicated to be practical. What's the solution? Using AI to reimagine one entire core business process, journey, or function end to end, say three McKinsey consultants. That allows each AI effort to build off the previous one by, say, reusing data or enhancing capabilities for a common set of stakeholders. An airline, for example, focused on its cargo function, and a telecom provider on its process for managing customer value. Scaling up AI involves four steps: (1) Identify an area where AI will make a big difference reasonably quickly and there are multiple interconnected activities and opportunities to share technology. (2) Staff the team with the right people and remove the obstacles to their success. (3) Reimagine business as usual, working back from a key goal and then exploring in detail how to achieve it. (4) Support new AI-based processes with organizational changes, such as interdisciplinary collaboration and agile mindsets



Management Science

World Reinsurance Company: Excess-of-Loss Reinsurance

Quote - New!

An actuarial intern at World Reinsurance Company was casually checking his e-mail and noticed that he had received a request from his manager to develop a quote for an upcoming request for proposal from one of World Reinsurance Company's larger clients, Ontario Life. The request for proposal would have to contain a quote for an excess-of-loss policy to reinsure Ontario Life's 10-year-term life insurance policy, consisting of 100 high-risk policyholders, for retention limits over CA\$250,000 on a per-loss basis. The quote was to be submitted for review by the end of the day, so the intern had to get started on it immediately.

Diamond Developers: Replicating the Sustainable City - Notable!

In April 2019, the chief executive officer of Dubai-based Diamond Developers, reflected on his company's progress in developing a business model based on sustainable living. In December 2015, The Sustainable City in Dubai had welcomed its first residents. The project had become a success story, both commercially and in terms of building a vibrant community of 3,000 residents from 60 countries, who were living a lifestyle characterized by social, environmental, and economic sustainability. After this initial and significant success, the chief executive officer wondered how to replicate the concept, both locally and internationally, to grow the company and to maximize the company's contribution to sustainability and to the fight against climate change.

Connecticut Avenue Securities: Sharing Data - 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.



Marketing

Families First: Leveraging Technology to Build Customer Relationships - New!

By June 2020, the entrepreneurial, client-focused funeral home company Families First Funeral Homes & Tribute Centre (Families First) had expanded to four branches in the Windsor-Essex region of Ontario, Canada. Families First had served families across the region for nearly 25 years as it manoeuvred through the information era and dealt with changing dynamics in the funeral services industry; changing regional demographics; cultural elements; and the needs of its different stakeholders, including people planning their own future funerals and bereaved family and friends planning final goodbyes for their loved ones. Now, recognizing the need to enhance its technology—particularly in light of the changes brought about by the COVID-19 pandemic, which had heightened the need for greater technological features in the funeral services industry—Families First had to consider how to continue providing value to customers and develop a strong customer management and communication plan with the use of technology, incorporating advanced technological features into its customer relationship and growth strategy.

Bombay Shaving Company: Digital Customer Conversion - New!

In January 2020, Bombay Shaving Company had established an in-house digital team that was able to achieve the best digital marketing key performance indicators in its industry. BSC's marketing strategy focused on conversion rates, influencer marketing, heatmaps, A/B testing, keyword cloud analysis, and emailer marketing. In using these tools, BSC was carving out a differentiated strategy for each step of the customer journey, including customer acquisition and customer retention. However, analysis of online purchase data had indicated that out of every thousand customers who visited the company's website, only 13 ended up making a purchase. BSC had to address its poor conversion rate and determine how to ensure that its conversion rate would meet the industry standard.

Bald Baker's Sweet Challenge - New!

After pursuing a career in finance, the case protagonist moved back to his hometown of Toronto in 2016 to pursue his dream of being an entrepreneur. An incident involving his diabetic father during a family vacation was the primary motivation for his decision to help diabetics by offering treats they could enjoy without worrying about the health consequences. Being inexperienced in the baking industry, he invited a food connoisseur to join him in this adventure. She advised him to revise his product strategy from being solely low sugar to being low sugar, vegan, and gluten free in order to stay on top of market trends and target more customers. The entrepreneur's new business, Bald Baker, began in January 2017, and in April of that year it officially launched three of Bald Baker's products at the Niagara Food & Wine Expo. Bald Baker's treats at this and other consumer food shows were receiving very positive reviews.

The entrepreneur now had to make some decisions about the future of Bald Baker. To ensure the long-term growth and sustainability of the brand, should Bald Baker's product positioning be low sugar, or vegan/gluten-free/ketogenic-diet friendly? How should he allocate a \$50,000 grant toward Bald Baker's marketing?

Corona Beer: Ambiguous Brand Association during the Coronavirus Pandemic - Notable!

In early 2020, during the COVID-19 coronavirus pandemic, Google Trends data revealed a surge in the use of the search terms "Corona beer virus" and "beer virus" by users of the Google search engine. A survey conducted around that time also seemed to suggest that consumers were less likely to buy Corona beer, which led various major media outlets to misrepresent the accuracy of the findings regarding consumer beliefs about the association between Corona beer and coronavirus. However, the chief executive officer of Constellation Brands Inc., the Corona brand's distributor, was confident about the brand's performance and did not change the company's plans for a US spring 2020 launch of Corona hard seltzer. Consumers criticized both the poor timing of the planned launch, during the coronavirus pandemic, and various promotions for Corona beer that were considered inappropriate. Constellation Brands Inc. had to consider the effect, if any, on Corona beer sales in the United States. Should the launch of Corona hard seltzer go on as planned during the coronavirus pandemic? How should the company respond to misleading survey reports by some media outlets? Should bar owners in the United States be cautioned against launching promotional campaigns that link the Corona beer brand with the coronavirus?

Fitbit: The Business about Wrist - Best Seller!

On August 3, 2015, Fitbit, Inc.'s (Fitbit) stock price hit an all-time high of \$50.99. A few months earlier, when Fitbit went public on June 18, it had opened on its first day of trading at a price of \$30.40 — 52 per cent higher than its initial public offering price. As what appeared to be the most successful initial public offering of the year, Fitbit attracted significant attention and inevitably drew controversy as well. Some investors saw great potential and a promising future for Fitbit. Others were less positive, calling it a fad without any real opportunity for future development. In the face of growing competition from rivals with more extensive consumer bases, Fitbit wanted to ensure that it achieved sustainable growth. What was Fitbit, and what could it become? The question concerned not only potential investors but also the chief executive officer of the high-tech company.



Organizational Behaviour & Leadership

Cisco Systems Inc.: Caste Conundrum regarding Diversity and Inclusion - New!

Cisco Systems Inc. (Cisco) was a modern technology company with a culturally diverse workforce. In 2008, it embarked on a plan to establish “a culture built on fairness, dignity and respect, free from bias, discrimination and negative behavior.” However, despite those efforts, the California Department of Fair Employment and Housing brought a legal claim against Cisco in June 2020 alleging workplace discrimination, harassment, and retaliation based on caste hierarchy among Indian employees at the workplace. According to the claim, the employee had brought his grievance to Cisco’s notice, but Cisco failed to satisfactorily recognize and remedy the situation. What, if anything, had gone wrong at Cisco, and what could other firms learn from Cisco’s attempts to alleviate workplace harassment, hostility, and unequal outcomes stemming from casteism?

Sterlite Copper: Business at What Cost? - New!

Since its inception in 1994, Sterlite Copper (Sterlite), a subsidiary of UK-based mining and metals conglomerate Vedanta Resources plc, had encountered many controversies. Sterlite’s difficulties included accusations of manipulative compliance practices, legal issues arising out of land acquisition, gas leaks, and the depletion of the environment around its plant in Thoothukudi (also known as Tuticorin) in the Indian state of Tamil Nadu. Sterlite planned to expand and double its copper production, but various stakeholders raised concerns regarding alleged misconduct by the company and the adverse impact of its actions on the lives of the community surrounding the plant.

In May 2018, these agitations took a violent turn. The public protest led to the death of 13 citizens, and the events attracted negative media exposure. As Sterlite awaited Madras High Court’s ruling which was due in August 2020, the possibility of the plant’s permanent closure seemed likely.

While Sterlite Copper had been an organization of national importance, contributing to the GDP and creating employment, it suffered from adverse community opinion of allegedly being unethical while remaining in the realm of legality. The entire incident had Sterlite fighting more for its image than its environmental and legal positions. What had gone wrong for Sterlite by August 2020?

Infineum: Creating an Inclusive Working Environment - New!

Since 2000, Infineum International Limited had been expanding rapidly throughout the Asia Pacific region. The company launched its inclusion and diversity program in 2009, which saw strong progress after 2013, when the company established its inclusion-first vision. From 2016 on, numerous inclusion and diversity activities were held to generate involvement and feedback from the locally engaged inclusion and diversity champions. In February 2020, the company's global talent and learning manager shared his concerns about the company's future inclusion and diversity journey. He had devoted time and energy in the past few years to organize activities through town hall meetings, leadership training workshops, and the company's intranet, but hoped to make the inclusive approach even more meaningful in the future. What kind of measures should they apply to assess what they have done so far? To what extent should human resources actions be aligned with the inclusive culture? More importantly, would the current model of inclusion and diversity be sustained in the future?

Breaking the Silence at Work: (A) Taboo Topics - New!

Like the society of which it is a part, the work world has not been immune to the plight of intolerance. Recognizing that while systemic changes are necessary, this case offers a powerful way to combat bias by empowering employees to speak up in order to share their concerns, discomfort, and frustrations with intolerance and bias in real time, as they see it happening. An organization is more than the sum of its policies, procedures, and other initiatives. A company is made up of many thousands of personal interactions, and much of the intolerance that marginalized employees experience occur within these moments. Learning to break the silence in these moments is key



Operations Management

Medicom: Building A Resilient Supply Chain - New!

Guillaume Laverdure, chief operating officer at Medicom Group (Medicom), was evaluating a potential investment in a new facility that would manufacture melt-blown polypropylene (melt-blown PP), a key raw material for surgical and respirator masks. It was February 2021, and the previous 12 months had been eventful for the company, one of the largest suppliers of medical masks in the world, as the COVID-19 pandemic had led to a staggering increase in demand for its products. Raw material supply shortages had been a major problem during 2020, and Laverdure was exploring opportunities that would make the company's supply chain more resilient. Laverdure was scheduled to meet with Medicom's chief executive officer the following week to review alternatives and to make a decision regarding melt-blown PP supply.

A&W Canada: Serving Great Taste with Minimal Waste - New!

In November 2020, A&W Food Services of Canada Inc. (A&W Canada) had a difficult decision to make. As a fast-food chain with a track record on advancing sustainability issues, the company could not ignore the mounting public concern about plastic and packaging waste or the continuously evolving regulatory environment regarding waste in Canada. The company had already taken steps in this direction by introducing paper straws and compostable burger bags, for example. However, it was the large number of beverage cups that stood out as generating the largest amount of disposable waste. Regulations on extended producer responsibility were being introduced across Canada, although the details in each province varied. New materials were constantly being developed, which provided various potential alternatives. A&W Canada had to make a decision but was unsure what criteria to apply. How would this decision affect key stakeholders? How could the company make a more informed decision?

Walmart: Supply Chain Management - Best Seller!

This case focuses on the supply chain strategy of Walmart. Set in 2019, it provides a detailed description of the company's supply chain network and capabilities. Data in the case allows students to compare Walmart's source of competitiveness with those of other retailers—both online including Amazon.com and traditional brick-and-mortar retailers, such as Target—to develop insights into the management of a

large, complex, global supply chain network. As competition between Walmart and its online and offline competitors heated up, a key challenge for the company's president and chief executive officer was deciding what changes made to Walmart's expanding supply chain would best support its strategic objectives. What supply chain capabilities would Walmart need as its business model continued to evolve?

Nissan: Recovering Supply Chain Operations - Best Seller!

Nissan's resilience strategy had been considered an exemplary response to the triple disaster in Japan in March 2011. The Japanese automobile industry made their respective recovery efforts to resume production and delivery of vehicles after suffering damage from an earthquake, tsunami, and a nuclear crisis, but it took months before they could reach pre-disaster levels of operations. Nissan's resilience practices and supply chain disruption management were acknowledged as superior to those of their peers and were appreciated by experts and analysts. Nonetheless, it took Nissan more than a month to resume production, and each day of lost production cost Nissan \$25 million.