

NACRA Newsletter

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N A C R A



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NACRA 2014 Roundup

submitted by Janis Gogan



VP Programs Randall Harris, in his hat, swell boots and shiny belt buckle, managed one terrific conference this year, in Austin, Texas! Allow me to highlight just a few of Randall's accomplishments. His

Call for Cases and Proposals, LinkedIn and conference website postings yielded loads of submissions, and the review process went off without a hitch, thanks to his oversight. He persuaded Susan Sieloff to run the Research in Progress workshop again and she and Randall rounded up an exceptional group of case-writing mentors to work with in-progress case authors. Randall's track chairs delivered a great roundtable experience for authors of full cases, and the New Views sessions provided strong value and generated great discussions. The conference went exactly to plan from start to finish. Randall herded us all to the right places at the

right times and gave us moments to enjoy one another's company and start thinking about next year's cases. Thank you, Randall – you proved that Texans deliver Bigger and Better value.

NACRA Treasurer Kay Guess and Case Research Journal (CRJ) Assistant Editor Lynn Southard, along with Lynn's good-natured husband kept the registration desk open dawn to dusk so nobody got lost and everybody paid up. Hats off to you for taking this on year after year! This year, Lynn received the coveted Bill the Lobster Tenacious Crustacean Award for her service to NACRA. Lynn has custody of Bill the Lobster until another surprised NACRA member gets the honor in 2015.

A big Texas shout-out goes to participants who traveled to Austin from near and far. Attendees from beyond North America hailed from Argentina, China, Colombia, Dubai, Finland, France,



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Congratulations to NACRA 2014 Conference Award Winners!



BEST CASES OF THE NACRA 2014 CONFERENCE

- Gold:** Carol J. Cumber and Jamie O'Brien.
Discrimination or Non-Performance?
- Silver:** Aundrea Kay Guess, Lowell Broom and James Reburn.
An Expert Takes the Stand
- Bronze:** Eric Dolansky.
401 Games

OTHER NACRA 2014 CASE AWARDS

Best Case Written in French
Bertrand Venard. *Corruption & Companie*

Best Case Written in Spanish
Alejandro Moreno-Salamanca and Felipe Cortes. *Fundacion Juanfe: Escalano un Modelo de Innovacion Social Ernesto Barrera*

Best Newcomer Case (by a first-time NACRA attendee)
Harold Z. Daniel, Christopher Dunn, David White, and Sandre De Urioste Stone. *Uakari Lodge and Community-Based Ecotourism: Achieving Self- Sustenance*

Best Student-Authored Case
Bimpe Abimbola, Kate Bagby, Lioudmila Legkodimova, Tiffany Lung and Jason Sandler, under the direction of Greg Merkley. *Starbucks Japan: Defending the Premium Coffee Category*

Giving Voice to Values (\$10,000 prize)
Vasilia Kilibarda and Adam Waytz. *Through the Eye of a Whistleblower: How Sherry Hunt Spoke up About Citibank's Mortgage Fraud*

Jonathan Welch Award (best case in Accounting, Economics, and Finance track)
S.R. Vishwanath, Kulbir Singh, and Durga Prasad. *Kingfisher Airlines: A Pie In the Sky?*

Ruth Greene Memorial Award (case written by author from outside N. America; \$250 prize) Javier J.O. Silva, Ignacio Osuna Soto and Teresa Casenave
Natura: Triple Bottom Line and Brand Development



LIFETIME ACHIEVEMENT AWARD RECIPIENTS



Distinguished Contributors: James Clawson
Anne Lawrence

NACRA Fellow: Rebecca Morris

Case Research Journal Awards

Curtis E. Tate Jr. Award (best case published in Volume 33)
David Roman Coy and Alvaro Gonzalo Hormazabal Reed, ESADE Business School
The PCDA Project of Doctors Without Borders-Spain

CRJ Best Case Runners Up
David Y. Choi, Loyola Marymount University, Byungoh Kang, Chung-Ang University, and Fred Kiesner, Loyola Marymount University
Caffeine: Master Brewer of Growth and Global Ambition

Mary Barrett, University of Wollongong and Ken Moores, Bond University
Succession in Buchanan Transport Group

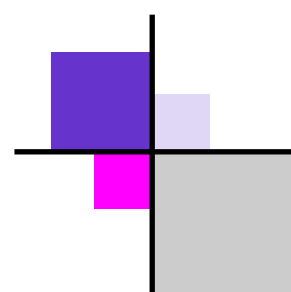
Philip D. Cooper Award (CRJ health care case)
James Biteman, Aaron Coulon and Michael Wilson, Tulane University
Obstetrics in Rural, Critical Access Hospitals: Is It Feasible?

Case Research Journal Reviewer Awards

Outstanding Reviewer/Editorial Board Member:
Carol Cumber, South Dakota State University
Sean Hennessey, University of Prince Edward Island
Vijaya Narapareddy, University of Denver.

Outstanding Ad Hoc Reviewer
Christopher Bart, McMaster University

Outstanding New Reviewer
Mary Barrett, University of Wollongong



Case Research Journal Annual Case Awards

Submitted by John Lawrence

At each annual meeting NACRA recognizes the top three cases published in the *Case Research Journal* in the previous year and presents the authors of the top case with the prestigious Curtis E. Tate Jr. Award. The process for picking this year's Tate Award winner began with Debbie Ettington, the 2013 CRJ editor, nominating eight cases published in the CRJ in 2013 (Volume 33). The finalist and award winners were then chosen by a committee composed of the three most recent NACRA past presidents (for this year's award that was Vi Narapareddy, Jeff Shay, and Armand Gilinsky).

The recipients of this year's Curtis E. Tate Jr. award were **David Roman Coy** and **Alvaro Gonzalo Hormazábal Reed** from ESADE Business School for their excellent case *The PCDA Project of Doctors Without Borders- Spain*. "PCDA" is the Spanish acronym for Pastillas Contra el Dolor Ajeno (Pills for Other People's Pain). The case outlines the methods employed by the Spanish branch of Médecins sans Frontières, (Doctors Without Borders in English) to develop a physical product that could be used to raise funds for the organization's social initiatives. The PCDA was initially very successful with consumers, and after three months sales had reached three million packets, far exceeding all forecasts. But shortly thereafter, sales plummeted. The case puts students into the shoes of Juan Ramón Axta, the newly appointed head of the PCDA project,

who must decide whether MSF should continue with the project or cancel it. The case was developed for an MBA level Social Marketing course but also has applications in general Marketing and Consumer Behavior courses.

The Tate award comes with a \$2,000 cash prize, which the authors generously donated to the organization about which they wrote the case, Doctors Without Borders.

The two finalists for the 2013 Curtis E. Tate award were the cases *Succession in Buchanan Transport Group* by **Mary Barrett** from the University of Wollongong and **Ken Moores** at Bond University and *Caffebene: Master Brewer of Growth and Global Ambition* by **David Y. Choi** and **Fred Kiesner** of Loyola Marymount University and **Byungoh Kang** at Chung-Ang University. The first case relates the history of an Australian family transport firm from its foundation through its expansion and diversification into agriculture and tourism, culminating in a business and succession crisis and was written for use in courses in family business. The latter case, written for entrepreneurship courses, focuses on the South Korean coffee company Caffebene and its efforts to compete head to head with Starbucks in the US and a difficult stay-the-course vs. abandon decision as the company experienced a major slipup with its flagship store in the U.S.

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CRJ Annual Case Awards *(concluded from page 4)*

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The 2014 Philip D. Cooper Award was also presented at the NACRA meeting in Austin. The Philip D. Cooper award recognizes the best case in healthcare management that was presented at the preceding year's NACRA meeting (2013 in Victoria, BC) and subsequently

submitted to CRJ. The 2014 award winner was the case *Obstetrics in Rural, Critical Access Hospitals: Is it Feasible?* by **James Biteman, Aaron Coulon and Michael Wilson** of Tulane University.



NACRA 2014 Roundup *(concluded from page 1)*

submitted by Janis Gogan

India, Jamaica, Mexico, Spain, Pakistan, Russia, and the United Kingdom. Thank you for writing your cases and enriching our roundtable discussions.

Art Thompson's keynote speech prompted a lively discussion about business education in the digital era. Thank you, Art! Another Texas-sized Thank You goes to Mary Gentile, who brought the \$10,000 Giving Voice to Values Award to the 2014 conference and promised "at least \$5000" for the 2015 conference. Not to be outdone, Marlene Reed announced a new \$10,000 fund to honor cases written by student authors and presented at NACRA 2015.

Your Board met twice in Austin: to review 2014 and plan 2015. One exciting development: Anne Lawrence helped us form the Case Research Foundation, soon to achieve 501(3)c status. This will allow the Foundation to collect donations and fund initiatives such as the Paul R. Lawrence Fellowship, which will make it easier for doctoral students and early-stage faculty to attend our meetings and learn about case research. The Foundation Board held its first meeting in Austin and put several key plans in motion, which you will hear about soon.

My favorite moments from NACRA 2014? Here are a few: seeing bats swoop out from under Austin's Ann Richards Bridge; greeting NACRA newcomers - including a big group from a Jamaican business school; applauding and hugging award winners; declaring Randall "Superman" for running a great conference, and declaring Kathy Savage "Superwoman" for her strong leadership as President; receiving the presidential gavel from Kathy and using it to call my first Board meeting to order; bidding NACRA friends a fond farewell and safe journeys home.

I'm looking ahead to October 8, 2015 when we will meet at the Rosen Shingle Creek Resort in Orlando Florida. Start working on those cases, folks; Orlando's going to be Magical!

From the CRJ Editor's Desk

The Austin meeting was my first as editor of the *Case Research Journal* and I enjoyed talking with many of you who were in attendance. It was an exciting time and I want to share with you several items of note from that meeting and the work of managing the leading case journal in North America.

To begin, I want to express my great thanks to all of you who review for the journal. Without your quality reviews, the *Case Research Journal* would not be what it is today. Each year at the annual meeting we recognize a small number of our reviewers with outstanding reviewer awards. These awards are given based on the quality and timeliness of the reviewer's reviews as well as on the number of reviews completed. This year Debbie Ettington (immediate past editor) and I were pleased to recognize the following reviewers for their exceptional work: **Carol Cumber** (South Dakota State University), **Sean Hennessey** (University of Prince Edward Island), **Vijaya Narapareddy** (University of Denver), **Christopher Bart** (McMaster University) and **Mary Barrett** (University of Wollongong). All of these outstanding reviewers were presented with a special CRJ denim shirt in recognition of their hard work.

While the CRJ is indebted to all of our reviewers, I am particularly grateful to a core set of experienced case researchers and reviewers who make up the journal's editorial board. These are the individuals who I look to for support and advice on decisions related to the management of the journal, from questions about a particular case to decisions on the overarching editorial policies of the journal. As such, I am excited to announce six outstanding additions to our editorial board: **Carol Cumber** (South Dakota State University), **Janis Gogan** (Bentley University), **Gina Grandy** (University of Regina), **Sean Hennessey** (University of Prince Edward Island), **Lynn Isabella** (University of Virginia Darden School of Business), and **James Kennelly** (Skidmore College).

Finally, I want to take this opportunity to announce an upcoming special issue of the *Case Research Journal*. Editorial board members **Cynthia A. Ingols** (Simmons College) and **Gina Grandy** (University of Regina) will guest edit a special issue of the CRJ on Women's Leadership. The deadline for submission to this special issue is January 12, 2016, for targeted publication in late 2016 or early 2017. The deadline for submission was selected to encourage case writers

Submitted by John Lawrence

to first submit their cases to NACRA's 2015 annual meeting in Orlando and to provide authors time to refine their cases based on input from that meeting prior to submitting their cases for the special issue (although submission of the case to the Orlando meeting is not a requirement for submission to the special issue). I encourage all of you with an interest in this area to develop a case for the special issue and/or to share this opportunity with colleagues you know with an interest in this area. The call for cases for the special issue will be distributed to all NACRA members and posted on the CRJ website at www.nacra.net.



NACRA Officers 2014-2015

President:	Janis Gogan, Bentley Univ.
Immediate Past President:	Kathryn Savage, Northern Arizona Univ.
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VP Case Marketing:	Rebecca Morris, Univ. of Nebraska-Omaha
VP Membership:	Katherine Breward, Univ. of Winnepeg
VP Communications:	Open
Secretary/Treasurer:	Kay Guess, Samford Univ.
Editor, CRJ:	John Lawrence, Univ. of Idaho



BOARD OF DIRECTORS:

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West (WCA):	Chris Cassidy, Sam Houston State Univ.

Directors at Large:	Carol Cumber, South Dakota State University
	Gina Grandy, University of Regina
	Susan Sieloff, Northeastern University



APPOINTED POSITIONS:

Newsletter Editor (Interim):	Carol Cumber, South Dakota State Univ.
Webmaster:	Christian Ratterman, Mountain View, CA



NACRA 2015 Conference Call for CASES

Have you started your next case yet? Our 2015 conference will be held:

October 8 – October 10, 2015
Rosen Shingle Creek Resort, Orlando, Florida



Important Dates

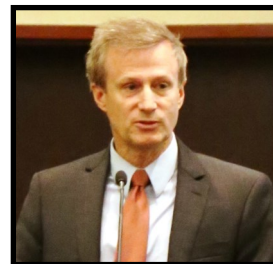
- June 5, 2015 Proposals for “New Views” Panels, Workshops, and Symposia
- June 12, 2015 Case and Embryo case **submission deadline at Noon EST.**
- July 10, 2015 Decisions to authors; Conference registration opens
- September 4, 2015 Early Registration deadline (for discounted conference fee)

About the Rosen Shingle Creek Resort: The Rosen Shingle Creek Resort, Orlando, Florida, is nestled on a 230-acre site just off Universal Boulevard. Each room in the 1,500 room resort offers stunning views. All rooms include high-end amenities, including high speed Internet and 40” flat screen TVs. The Walt Disney World Resort and Universal Studios are both located a short drive from the hotel.

Transportation: The Orlando International Airport (MCO) is a short 10 minute drive from Rosen Shingle Creek (via shuttle, taxi or car). For information, see conference links at www.nacra.net.

— [For more information:] —

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See conference links on NACRA website for submission instructions (www.nacra.net)

Regional Associations



Southeast Case Research Association (SECRA)

www.secra.org



Southwest Case Research Association (SWCRA)

www.swcrahome.org



Western Casewriters Association (WCA)

www.westerncasewriters.org

CASE Association

www.caseweb.org/index.php

Latin American Case Research Association (ALAC)

www.gda.itesm.mx/cic

Administrative Sciences Association of Canada (ASAC)

www.asac.ca

Society of Case Research (SCR)

www.sfcr.org/



Reminder of Deadlines:

- June 5, 2015 Proposals for “New Views” Panels, Workshops, and Symposia
- June 12, 2015 Case and Embryo cases submission deadline at Noon EST.
- July 10, 2015 Decisions to authors; Conference registration opens
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The “Tenacious Crustacean” award recipients for the past five years.

Photo Credits: Joanra Mallert, Becky Morris, Peggy Naumes, Carol Cumber, Veys Pascal, Lynn Southard

NACRA Newsletter

The NACRA Newsletter is published by the North American Case Research Association. Please send announcements and article suggestions to NACRA Newsletter Editor (Interim) Carol Cumber at carol.cumber@sdstate.edu.

