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Wilfrid Laurier University, Brantford Campus

Case Abstracts/ Résumés des cas

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Rosemary A. McGowan
Leadership
Wilfrid Laurier University, Brantford
Campus

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Rosemary A. McGowan
Leadership
Wilfrid Laurier University, Brantford
Campus

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Track One: Organizational Behaviour/ Comportement organisationnel & Human Resources/ Ressources humaines

ASAC 2007
Ottawa, Ontario

Pat MacDonald, University of Western Ontario
W. Glenn Rowe, University of Western Ontario

THE YMCA OF LONDON, ONTARIO

This case illustrates the importance of appropriately aligning an organization's structure to its strategy in achieving and sustaining growth in a diversified organization. In that process, the case raises some interesting questions: What is the best strategy to achieve growth in a multi-business organization? and What role does diversification play in the choice of an organization's strategy and its structure? Students would assume the role of Shaun Elliott, the CEO of the YMCA of London, and would be expected to assess the organizations past performance, its capabilities, goals, and strategies in each of its core service areas, the diversity of those businesses and strategies and finally the appropriateness of its current organization structure to the implementation of those strategies. Based on this analysis and on senior management's role and preferences students would formulate strategies for corporate success.

ASAC 2007
Ottawa, Ontario

Céleste Brotheridge, UQAM
Jim Tolliver, University of New Brunswick
Jacqueline Power, Brandon University

IT'S OUR CUSTOM

This case describes the experiences of Dr. Finagle, a newly hired professor, who encounters a dramatic gap between what he expects and the policies of his university. Finagle discovers that he must purchase an expensive research software program using his own money since his new university will not provide it. He also experiences frustration and conflict with several university bureaucrats when he unknowingly fails to follow "the rules" that the university had in place to deal with deliveries made to campus buildings.

ASAC 2007
Ottawa, Ontario

Chetan Joshi, University of Western Ontario
Joerg Dietz, University of Western Ontario

KENEXA

This case describes the measurement and evaluation of the high performance principles of people management in a retail bank by a consulting company. The case serves as a platform for students to deliberate on what is involved in an organization's quest to achieve competitive success through its

workforce. A unique strength of the case is that students are asked to quantitatively test their arguments with data provided in an excel sheet that accompanies the case. The case is intended as an integrative case across organizational behavior, management science and communication. The organizational behavior teaching purpose is included to demonstrate that effective people management is associated with competitive advantages. For management science, the case serves to practise correlation and regression analyses. For communication, the case allows students to prepare a presentation that effectively communicates the complex and comprehensive results of their analyses.

ASAC 2007
Ottawa, Ontario

Megan Harris, University of Windsor
Andrew Templer, University of Windsor

CHANGING TIMES AT ROYAL TOBACCO

This case explores the situation of Royal Tobacco, a company instituting progressive layoffs in a workforce including recently transferred employees. It is told from the perspectives of two main characters: Rubina, Royal's new HR professional in the Hewell location, and Jean, a recently transferred employee from Montreal.

In Part One, Rubina's job begins with the arrival of Jean and his coworkers from Montreal. Through the difficulties the transferred employees face, Rubina learns the value of thorough planning in the situation of employee transfers – sometimes monetary compensation for the move just isn't enough. The decision point occurs when Rubina learns that Royal will be shutting down her plant – meaning that workers who moved thousands of miles from Montreal to keep their jobs with Royal will lose their jobs. Rubina, and an ad hoc committee formed to deal with the layoffs, must not only ensure that all the necessary positions are filled for production to wind down as scheduled, but they must also decide which employees will be laid off and when.

In Part Two, the reader learns that the initial round of layoffs goes rather smoothly, since the group of Montreal employees is not greatly affected. However, the morale of the Montreal employees is considerably affected, as illustrated through the character Michel, a friend of Jean's. When the ad hoc committee sends out the second round of layoff notices, the members of the Montreal group are adversely affected. The decision point is reached as Jean gets his layoff notice, and is informed that he will need to make a trip to the hospital to visit his friend Michel, who has attempted suicide.

ASAC 2007
Ottawa, Ontario

Jean Pierre Noblet, ESSCA
Eric Simon, ESSCA

DE L'AMATEUR AU PROFESSIONNEL: LE CAS D'UN ENSEMBLE CHORAL, OU L'HISTOIRE D'UNE RELIGIEUSE CHARISMATIQUE ET DE SA SUCCESSION

Comment une chorale d'amateurs, née il y a plus de trente ans au bord de la Loire en France, est-elle devenue l'égale des chœurs professionnels? Il y a probablement des raisons techniques, de travail vocal, de motivations personnelles... mais il y a surtout le rôle fondamental de sa chef de chœur, une religieuse, fondatrice de la chorale, au charisme indéniable, et qui a su mobiliser des chanteurs de tous horizons, mais également des professionnels, musiciens et chanteurs, pour mettre cet ensemble vocal sur la voie du professionnalisme. Voilà bien un exemple original de leadership charismatique, faisant appel à des

dimensions peu explorées en management, telles que l'intelligence émotionnelle, et les liens entre leader charismatique et leader gestionnaire.

ASAC 2007
Ottawa, Ontario

Tom Ewart, University of Western Ontario
Tima Bansal, University of Western Ontario

ALBERTA THEATRE PROJECTS: GOVERNANCE IN TIMES OF CRISIS

Alberta Theatre Projects (ATP) was a performing arts non-profit organization. It enjoyed a strong brand recognition as a socially liberal organization in a community with strong conservative values. With funding from the Alberta Performing Arts Stabilization Fund, ATP had paid down its accumulated deficit and expected to emerge from debt in 1999. However, in the 1998/99 season it lost over \$400,000. By later 1999, ATP's accumulated deficit reached \$600,000, including \$300,000 owed to Canada's tax collection authority, Revenue Canada. Cash flow statements showed that ATP would be bankrupt by the spring of 2000 unless it could raise \$1 million. There were concerns that ATP may not even meet its payroll obligations in the meantime.

Track Two: Organizational Behaviour/ Comportement organisationnel & Human Resources/ Ressources humaines

ASAC 2007
Ottawa, Ontario

J. David Whitehead, Brock University
Jennifer Baker, Brock University

SARNIA FOOD FRESH GROCERY STORE: THE ICING ON THE CAKE

A highly competent, mature and self-motivated 17 year old female high school student, who will graduate from high school in another year and intends to go to university, has experienced a range of problems while working part-time as a cake decorator in the bakery department of a large new food store in a small southwestern Ontario city, and must decide what to do about these problems and how to do it. In the short term, she is responsible for decorating a cake ordered by a customer for pick up the following day, but she has not been given sufficient information on the order form, which was completed by another employee, to decorate the cake. Other problems experienced by this employee include the following: insufficient and inefficient training for the job; a supervisor and manager who do not listen to her suggestions about what to order, when to order, and how best to decorate cakes; perceived inequity in approving or otherwise accommodating requests for days off; fellow employees who abuse the policy on taking breaks and are not appropriately dealt with; fellow employees who are not motivated to do the best job they can do; and being provided with machines which do not work.

ASAC 2007
Ottawa, Ontario

Peter Tingling, Simon Fraser University
Detlev Nitsch, Wilfrid Laurier University
David Rose, Wilfrid Laurier University

THE IMPERSONATION OF MAX PETERS

Max Peters, an assistant professor at a Large Canadian University (LCU) has received a request from Atlas Publishing to confirm that an attempt to gain access to a restricted website has come from him. Because the email address is not one that Peters has ever used, and he has not requested anything from Atlas Publishing in several months, he is concerned that someone is impersonating him. This is the first time this has happened to him and so he is wondering what actions he should take. Is this a serious issue that warrants further investigation or should he just be happy that Atlas's system has caught the attempt? He wonders if it is worth the time involved to pursue the matter through legal or academic channels, but he is also wondering if he has a duty to others who might be affected.

ASAC 2007
Ottawa, Ontario

Tom Ewart, University of Western Ontario
Tima Bansal, University of Western Ontario

TEMBEC INC. (A): CREATING VALUE BY MANAGING STAKEHOLDER TENSION; TEMBEC INC. (B): IMPLEMENTING SOLUTIONS TO STAKEHOLDER TENSIONS

Throughout the 1990s the forestry industry demanded more certainty in the lands available to them. In response, the government undertook extensive public consultations. Unfortunately, the consultations threatened to spark a "war in the woods." Tembec's CEO foresaw this conflict and determined to take a different approach that would bring a real solution and meet the objectives of the forestry industry and environmentalists.

By 2005, the economics of the forestry industry in eastern Canada deteriorated rapidly. Tembec, which had never closed a mill prior to 2005, was forced to close three mills that year. It was now facing other closures, including a mill in Saint-Raymond that was losing \$1 million per month. The CEO must decide how to implement the tough decision to close the mills.

In this two-part case, students will learn to recognize the long-term opportunity associated with sustainability, and the short-term risks associated with ignoring it.

ASAC 2007
Ottawa, Ontario

Deborah Compeau, University of Western Ontario
Barbara Marcolin, Kinek Technologies
Roger Milley, Shell Canada Ltd.
Chad Saunders, University of Calgary

ESTORE AT SHELL CANADA LIMITED Laurier Business & Economics Best Case Award Winner

The commercial eProducts Manager at Shell Canada has to determine how to improve the adoption and utilization of their eCommerce channel. eStore had been developed for the fuel and lubricants market as a

pilot test of how Shell might communicate with its customers electronically, thus reducing costs. While eStore had been in place for a year, and many customers had signed up, utilization was low. A consulting firm has made recommendations about the technical issues that might be driving low utilization; the commercial eProducts Manager has to consider whether the problems are purely technical, and make a recommendation on how to proceed.

ASAC 2007
Ottawa, Ontario

Vincent Calvez, ESSCA
Stéphane Fauvy, ESSCA
Jean-Marc Thibaudeau, ESSCA

CRISE AU COMITE DE DIRECTION: LE CAS DP. TECHNOLOGIES

L'objet de cette étude de cas est de confronter les étudiants à la dimension humaine de l'entreprise à travers la réflexion d'un membre de l'équipe de direction d'une PME qui se demande s'il doit rester ou bien quitter cette entreprise. Cette étude est pour les étudiants l'occasion d'aborder la complexité des mécanismes humains d'implication dans l'entreprise sous leur dimension individuelle et collective et cela à travers une crise organisationnelle de type psychologique.

ASAC 2007
Ottawa, Ontario

Jacqueline Power, Brandon University

CANADIAN PARCEL DISTRIBUTION CORPORATION

This case describes conflict between two sections of a corporation that work closely together: the Marketing Department and a division of Finance, Product Pricing. It also discusses the rude and bullying behavior of a director, Fred Mason. Fred is a very able financial analyst and has impressed his superiors with his skills. The VP of Finance is tempted to promote Fred to corporate manager based on these skills, but he worries about Fred's impact on employees.

Track Three: Strategy/ Stratégie

ASAC 2007
Ottawa, Ontario

Guo-Liang Frank Jiang
University of Western Ontario

GVM EXPLORATION LIMITED

GVM Exploration Limited's (GVM) \$2 million environmental assessment project at Grizzly Valley was disrupted by a road blockade set up by a small group of local First Nation people. How GVM handled this situation would not only affect the progress of the Grizzly Valley project but also other ongoing projects. The case challenges students to address an emergent situation. Students will need to think through the short-term and long-term implications of the potential project delay or legal actions. They must assess the issues, alternatives, and decision criteria before selecting the actions to be recommended. The case introduces stakeholder management and corporate social responsibility (CSR). However, the case

provides a fairly inclusive scenario where a stakeholder or CSR perspective alone does not dictate strategic directions. Students will need to take into account both stakeholder and business imperatives.

ASAC 2007
Ottawa, Ontario

Eric Simon, ESSCA
Jean-Pierre Noblet, ESSCA
Cécile Pigno, ESSCA

FAUT-IL ÉLEVER DES REQUINS? LE CASE DE L'AQUARIUM DU CAP D'AGDE

Ce cas est plus particulièrement centré sur les stratégies de croissance, il permet de discuter des différences entre croissance interne et croissance externe. Il s'appuie sur un projet de diversification dans une PME œuvrant dans un secteur original : la gestion d'espèces vivantes (l'aquarium du Cap d'Agde). Après un bref historique de la création de l'entreprise, le projet, présenté par la fille du dirigeant comme une diversification (élevage de requins), est décrit et sert de prétexte à discussion. L'objectif est clairement de qualifier le type de stratégie de croissance mise en œuvre. Pour ce faire, il est proposé de mobiliser les notions de FCS, de place dans la filière afin de qualifier la stratégie de croissance dont il est question. La notion de profil du dirigeant peut-être abordée aisément à travers ce cas.

Mots clés : croissance, stratégie de niche, profil du dirigeant.

ASAC 2007
Ottawa, Ontario

Joseph Krohn, Legacy Hotels REIT

THE CLIFF MOUNTAIN RESORT

This case focuses on the decisions and the detailed analysis required to determine how to maximize the profit per available square foot of a business. The setting is a turn of the century historic hotel that is experiencing challenges in profitability due to changes in the external environment. There are a number of stakeholders and conditions that require careful consideration prior to making a decision.

ASAC 2007
Ottawa, Ontario

Tupper Cawsey, Wilfrid Laurier University
Detlev Nitsch, Wilfrid Laurier University

LUTHERWOOD & THE LUTHERWOOD CHILD & FAMILY FOUNDATION: GOAL CONGRUENCE...OR NOT?

The CEO of Lutherwood, a \$20 million social services agency in Waterloo, Ontario, faces a possible conflict between the operating Board and the Foundation Board of the agency. At issue is approval for a major expansion in their seniors' services facility, the timing of which seems ideal right now. The Chair of the Lutherwood Board wants the CEO to bring the decision to his Board, but the CEO was concerned that this would delay the decision and make the whole process much more complicated than necessary. John was surprised by the Board's concerns. He thought the matter was clearly within the purview of the Foundation, and there were no jurisdictional issues. At the same time, he knew he could not risk alienating the Lutherwood Board, which now appears to want to review the Agency's entire strategy. This would potentially delay or even cancel the project, at considerable cost.

ASAC 2007
Ottawa, Ontario

Sean Hennessey
University of Prince Edward Island

CASA DE DISEÑSA

In mid-December 2005, Teresa Leal was appointed the new treasurer of Casa de DiseZsa, a furniture manufacturer located in British Columbia. Soon after being hired, Ms. Leal decided that she could best orient herself to the company by systematically examining each area of the company's financial operations. Frank McCarthy, Casa de DiseZsa's chief financial officer (CFO), suggested she began by studying the firm's short-term financial management. This had been an area of concern for the company for at least the last year. By the second week of January she had collected all of the data she felt she needed to analyze the company's working capital position. Now, as she looked at the assembled papers on her desk, she was thinking what she should include in the report she had to submit to Frank McCarthy in two days time.

Track Four : Marketing

ASAC 2007
Ottawa, Ontario

Michael Pickard
Memorial University of Newfoundland
Donna Stapleton
Memorial University of Newfoundland

DIAMOND DESIGN: A DIAMOND IN THE ROUGH

For a company with no obvious major business challenges, the decision makers are loathe to simply do nothing. The Diamond Design case is built to show that once a brand has been established and is successful, managers need to continue strategic and tactical analysis. This case highlights the value of a differentiated brand, segmentation strategy, and stimulating selective demand.

ASAC 2007
Ottawa, Ontario

Yinglei Wang, University of Western Ontario
Darren Meister, University of Western Ontario

LULU.COM

Lulu.com is an e-commerce company that distributes content for book authors, video producers, calendar designers and other intellectual property creators that can be captured in digital formats. At this time, Lulu.com has developed a successful niche market in print-on-demand books within the United States. However, the vision of its founder is much larger. The president is faced with the strategic dilemma of whether to expand Lulu.com's product offerings or to focus on internal operations for the next six to 12 months.

ASAC 2007
Ottawa, Ontario

Lisa Giguere, Wilfrid Laurier University
David Rose, Wilfrid Laurier University

THE RIGHT ANGLE CAFÉ

In 1971, angered by increased vending machine prices in the University of Waterloo's Mathematics and Computer building, the Mathematics Society began selling coffee and doughnuts in the third floor lounge. The non-profit operation, run by student volunteers, was a success given the convenient location and the lack of alternatives. For many years, the business thrived and became known as the C&D, and expanded to offer a wider variety of food and beverages. Volunteers were replaced by paid staff while sales increased dramatically. At some point, the C&D had been named the Right Angle Café but still continued to be known as the C&D. In 2006, increasing competition including a new Tim Hortons in a nearby building has resulted in declining sales and profitability. A plan is required to ensure the future of the C&D.

ASAC 2007
Ottawa, Ontario

Emmanuelle Le Nagard, ESSEC Business School
Thierry Lardinois, ESSEC Business School

ADIDAS AND THE RENEWAL OF THE FOOTBALL SHOE MARKET

This case puts students in the shoes of the marketing manager of the football division of adidas at the end of 2002. He has to prepare an important meeting at the headquarters of adidas in Germany, in order to prepare the strategic plan for the next few years. In the first part of the case, they will have to start by convincing the different marketing managers of adidas to allocate more money for the football division and secondly they will have to determine the best strategy for adidas in terms of core target and brand positioning. In the second part of the case, the students will have to help the marketing manager to develop and launch a new football shoe, by writing a brief both for the design and for the advertising agency.

ASAC 2007
Ottawa, Ontario

David Rose, Wilfrid Laurier University
Hugh Munro, Wilfrid Laurier University
Lisa Giguere, Wilfrid Laurier University

WANT BEVERAGES

In July 2006, Bill and Angela Moffat are looking back at the first year of operations for Want Beverages. They can clearly picture where they want the company to be several years in the future, but the path to get there is not as clear. What should they do in the upcoming year to increase sales to a level that will ensure success in achieving their long-term goals? Due to the dynamics of the industry they feel they need to move quickly but a lack of resources, both people and money, is limiting their growth potential. They are not sure about the best source of funds but they know that any lender or investor will want to see a detailed marketing plan for the next two or three years.

ASAC 2007
Ottawa, Ontario

Tashia Batstone
Memorial University of Newfoundland
Donna Stapleton
Memorial University of Newfoundland

THE MEDICINE CHEST

Michelle Janes, owner of a small pharmacy called The Medicine Chest, was considering the purchase of a new computerized prescription order process and packaging system. The new system would allow the Medicine Chest to provide its customers with the additional service of prepackaging prescriptions into individual doses. Michelle realized that to continue to provide superior customer service she needed to find a way to provide new services to her clientele. However, the purchase of the new system would involve a considerable investment and Michelle was wondering whether the investment represents a reasonable direction for the future operations of the pharmacy. If she decided to proceed with the purchase of the new system, Michelle was also wondering how to determine a fair price for the service, or whether she should charge a fee at all.

ASAC 2007
Ottawa, Ontario

Mark Baetz, Wilfrid Laurier University
Detlev Nitsch, Wilfrid Laurier University
David Rose, Wilfrid Laurier University

MARKETING ACADEMIC INTEGRITY

In September 2006 Dr. Mark Baetz, Chair of a newly-formed Academic Integrity Committee at Wilfrid Laurier University, is wondering how to improve on the recently-conducted Orientation Week sessions on academic integrity. The sessions were presented to 2,200 first year students entering Laurier. Thirty-six senior students presented the sessions, after receiving a two-hour briefing by Baetz. At the end of the sessions the students were to have received copies of a one-page flyer that was intended to reinforce the messages in the presentation. At the last minute, Baetz decided not to hand out the flyers. He is now wondering if the question of the flyers might be only the start of thinking about how the whole process could be improved for next year. If the flyers were an integral part of this year's plans, what impact has the decision not to distribute them had on the message? He is also wondering how well students will retain the volume of information that was presented to them during Orientation Week and whether other ongoing initiatives should be considered.

ASAC 2007
Ottawa, Ontario

Ron Haines
Memorial University of Newfoundland
Donna Stapleton
Memorial University of Newfoundland

DEVELOPING A COMMUNICATION PLAN TO COMBAT CHILD OBESITY IN NEWFOUNDLAND AND LABRADOR

The case allows students to discuss the responsibility that a government department should take to develop a communications plan when faced with a health issue that is global in nature and epidemic

proportions. The issue is examined from the point of view of the Health Promotion and Wellness Division of the Department of Health and Community Services and its communications plan to promote health and wellness in areas prioritized in the Provincial Wellness Strategic Plan. The Provincial Wellness Strategic Plan required a collaborative effort that aligned itself with other government departments, regional integrated health authorities, primary health care teams, non-government organizations, communities, community groups and volunteer organizations. The goal of this division is to achieve a healthy society through a cost effective approach that targeted prevention of ill health rather than rely on intervention by various health organizations or government departments once ill health occurred.

Track Five : International Business/ Gestion international

ASAC 2007
Ottawa, Ontario

Yee-Ching Lilian Chan, McMaster University

HAIER AUSTRALIA - THE NEXT STEP

This case provided information on the history of Haier Australia which was established as a wholly owned subsidiary of the Haier Group (the company or Haier) in February 2005. The establishment completed Phase One and signaled the beginning of Phase Two of Haier's localization branding strategy in Australia. Another important milestone of Haier's plan in exploiting the markets in Australia and New Zealand would be the construction of a manufacturing facility.

Haier had limited experience in establishing manufacturing facilities in developed countries such as Australia. Its experience in the United States had been quite successful but not as effectual as Haier's other establishments in China and developing countries in Asia. In fact, some of management practices that had been instrumental to Haier's success in China were not implemented at Haier America's production plant in Camden, South Carolina. In this regard, the case provided information about Haier's strategies, corporate culture, value and philosophy as well as management control system as the basis for determining the management practices that could be implemented at the manufacturing facility of Haier Australia.

ASAC 2007
Ottawa, Ontario

William Taylor, Concordia University

BRITISH AIRWAYS: RESPONDING TO LOW-COST AIRLINES

British Airways, similar to other full service network airlines, continues to face the growing presence of low-cost carriers, especially Ryanair and easyJet, in its short-haul markets. In the spring of 2006, Willie Walsh, the new CEO of BA, must decide what to do about BA's short-haul markets including Europe, the regional U.K. routes, and its London market. Some analysts are questioning whether BA would be better off by getting out of short-haul markets and focusing on its very lucrative international long-haul business. The case describes the growth of low-cost airlines, their business model, and BA's actions to date to cope with this growing threat. Students are asked to decide if BA should abandon the short-haul business, or if BA should try another strategy in this segment.

ASAC 2007
Ottawa, Ontario

Charles Mossman, University of Manitoba
Brock Cordes, University of Manitoba

GRIFFIN LUMBER COMPANY: RESOLUTION OF THE SOFTWOOD LUMBER DISPUTE

In August 2006 Brian is trying to decide what to do with Griffin Lumber, one of his firms. It creates value by cutting first quality lengths from longer second quality boards and exporting the first quality to the US for use in the real estate construction industry. Since 2001, the US has charged countervailing and antidumping duties against Canadian lumber imports, devastating the Canadian export industry. This has been a bitter dispute, with NAFTA, WTO and courtroom confrontations. Now, with an agreement ending this dispute imminent, Brian must consider whether to continue in business or to exit the market.

ASAC 2007
Ottawa, Ontario

Egide Karuranga, Virginia State
Robert Beauregard, Laval University

LES SCIERIES PENTAGON

Depuis des siècles, le Canada a fait des États-Unis son principal client pour le bois d'œuvre. Toutefois, il ne couvre que 30% des besoins américains en bois d'œuvre. D'autres pays se bousculent aux portes des États-Unis. En outre, un lobby de producteurs américains a réussi à faire imposer au Canada des droits compensateurs. Le bois d'œuvre canadien, récolté sur des terres publiques sans mise en concurrence des entreprises, est jugé subventionné par ce lobby. De pareilles crises existent depuis deux siècles sans qu'aucune solution durable n'ait jamais été trouvée. Le Canada a gagné des procès devant l'OMC et l'Aléna mais vient de se contenter d'un règlement politique de la crise. D'autres voies de sortie sont explorables, y compris la valeur ajoutée et les marchés émergents. Il est demandé de les motiver, les justifier, les hiérarchiser, et d'en identifier les forces et les faiblesses tout en suggérant un calendrier d'implantation.

ASAC 2007
Ottawa, Ontario

Shamsud Chowdhury, Dalhousie University
Kendra Hart, Dalhousie University

THE GLOBAL LUXURY HOSPITALITY INDUSTRY AND THE FOUR SEASONS HOTELS AND RESORTS

Four Seasons Hotels and Resorts (Four Seasons) is considered as the most prestigious hotel chain in the world. It has experienced rapid expansion in both domestic and international markets over a relatively short period of time. This case illustrates how entrepreneurial risks, combined with a set of sound strategies and their effective execution, can offer endless opportunities to a firm in both Canada and overseas. At the same time, it also illustrates how an emphasis on a neat combination of complementary value chain activities—strategic leadership, human resources, personalized customer service, brand positioning, strategic partnerships, and corporate culture—can make a service enterprise the most opulent hotel chain in the global luxury and hospitality industry. Despite an increasingly intensifying competition in both local and overseas markets, Four Seasons has signed 12 more letters of intent with an additional room capacity of 2320 beyond 2006. Isadore Sharp, the CEO of Four Seasons and its Chairman of the Board, is assessing the strategic direction for Four Seasons so that its leadership position remains unmatched in the industry.

ASAC 2007
Ottawa, Ontario

Peter Bowal, University of Calgary

NTP v. RIM

The case highlights the practical problem of patent challenges to new and successful innovation. Foreign patent laws may be different than Canadian laws, but also legal culture and procedures may be different for Canadian businesses selling into those foreign markets. When a company asserts a patent claim to one's technology in a foreign market, it is easy to ignore the claim. This case shows the business risk of not taking such claims seriously in foreign markets. The case illustrates the strategic decision-making required in responding to such legal actions and the pressures weighing on the ongoing business in the face of such legal uncertainty.

ASAC 2007
Ottawa, Ontario

Hemant Merchant, Simon Fraser University
Masud Chand, Simon Fraser University

DHL BANGLADESH: MANAGING HQ-SUBSIDIARY RELATIONS Honourable Mention Case Award

This case revolves around Mr. Nurul Rahman, a DHL-Bangladesh (DHLB) manager who must recommend which of the two Human Resource Information Systems (HRIS) DHLB should adopt to alleviate the escalating workload on its Human Resources (HR) department. The choice between these systems is difficult: the HRIS favored by regional headquarters is significantly more expensive and likely unsuited to DHLB's unique needs whereas the HRIS favored by DHLB—although likely effective—seems to be incapable of meeting headquarters' strong preference for streamlining human resource systems across disparate Asian subsidiaries. Nurul must carefully balance conflicting stakeholder interests and do so against the backdrop of a politically powerful headquarters that can "make or break" managerial careers.

Track Six : Entrepreneurship/ Entrepreneuriat
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ASAC 2007
Ottawa, Ontario

Lukas Neville, Queen's University
Elspeth Murray, Queen's University

MICROCELL TELECOMMUNICATIONS: DAVID VERSUS GOLIATH, GOLIATH & GOLIATH

Fresh from a court-supervised restructuring, Canadian wireless provider Microcell has a new lease on life – but a short leash from the investors who now populate the company's board. CEO André Tremblay needs a strategy to help Microcell capture its fair share of subscribers while staying lean on cash. But there's one additional complication: Microcell is a distant last-place finisher in the Canadian wireless market, struggling to compete against three titanic incumbents in a tightly-consolidated industry. And Tremblay's huge competitors smell blood in the water.

ASAC 2007
Ottawa, Ontario

Tom Ewart, University of Western Ontario
Tima Bansal, University of Western Ontario

CARE KENYA: MAKING SOCIAL ENTERPRISE SUSTAINABLE

CARE's Rural Entrepreneurship and Agribusiness Promotion project is a new, market-driven approach to development in Kenya. While the project has been successful from a development standpoint, it is not commercially viable. The sector manager must determine how to improve the project and make it commercially sustainable. Students will understand the advantages and opportunity for profit/non profit partnerships and social enterprise as complementary entities for social and economic development. PowerPoint slide presentation is available, product 5B05M056.

ASAC 2007
Ottawa, Ontario

Elaine Chapman, University of Windsor
Kimiko McCarthy, University of Windsor
Francine Schlosser, University of Windsor

MIXING BUSINESS AND PHYSIOTHERAPY: CAN BUSINESS PRINCIPLES BE APPLIED TO THE PRACTICE OF PHYSIOTHERAPY?

Three clinic owners who are both friends and colleagues must make a decision whether or not to go through an accreditation process for their clinics. This decision leads to possible interest in forming a strategic alliance, what should be considered when making such a decision and the internal and external factors that also play a role.

ASAC 2007
Ottawa, Ontario

Sofy Carayannopoulos, Wilfrid Laurier University
Ken Harling, Wilfrid Laurier University

HEISLER HOMES

Tim Heisler is a builder of medium to high-end custom homes in the Waterloo Region. Since establishing his business in 1997, it has grown to a volume of approximately 50 homes per year. He wants to see it achieve a stable volume of 150 to 200 homes per year. Does he have the resources to achieve his objective? If yes, what must he do and how must he manage and implement his growth objectives so that valuable resources such as customer, supplier, and trade relationships are maintained?

ASAC 2007
Ottawa, Ontario

Brent Mainprize, Royal Roads University
Ben Barry, Ben Barry Agency

BEN BARRY AGENCY: CHANGING THE FACE OF FASHION

At the age of 14 Ben Barry created the Ben Barry Agency, dedicated itself to representing models of all ages, sizes, races, and abilities in order to change the demographic of models being showcased in fashion and advertising to accurately reflect and present a positive image of the Canadian demographic. The

agency recognizes that the purpose of advertisements is to persuade consumers to purchase clothing and products and for firms to make as much product as possible. As such, the agency believes that it would be beneficial if consumers could picture themselves in advertisements. This would suggest a more attractive product that the consumer could picture himself or herself wearing or using. As a result, more products would be sold and companies would earn greater profits. The completion of his 7th year in business not only brings success but an opportunity for rapid growth. Ben identified New York City as his US beachhead for expansion. Ben identifies three possible strategies for the Ben Barry Agency to follow as it contemplates entering the New York City market.

ASAC Case Track Best Case/ Meilleur Cas
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ASAC 2007
Ottawa, Ontario

Tom Ewart, University of Western Ontario
Tima Bansal, University of Western Ontario

TURNING AROUND ORGANIZATIONS IN A CRISIS: THE CASE OF TWO MAJOR ALBERTA ORCHESTRAS

In 2002, both the Edmonton Symphony Orchestra and the Calgary Philharmonic faced financial crises that threatened their existence. Both organizations provided similar programming, had approximately the same revenues and were well rooted in their communities, which were of similar populations. However, the turnaround approaches taken by the boards of the two organizations were starkly different. The Calgary Philharmonic sought bankruptcy protection, dismissed the CEO, hired consultants, sought emergency funding from government, and suspended operations for four months during a restructuring period. In the end, it emerged successfully from bankruptcy. The Edmonton Symphony Orchestra scraped through the crisis, continuing to pay its musicians for ongoing performances, while negotiating new contracts, retaining its CEO, and not soliciting emergency funding from the government. Three years after the crisis both organizations were flourishing, with new music directors, balanced budgets and growing endowment funds. This is a descriptive case that outlines the stories of the two orchestras and their turnarounds. The case is powerful because it allows students to clearly contrast the two organizational turnaround approaches and to draw conclusions on their respective strengths and weaknesses.