

PROGRAM AND PROCEEDINGS WESTERN CASEWRITERS ASSOCIATION CONFERENCE

Held on March 20, 2025

Delta Hotels Grand Okanagan Resort, Kelowna,
British Columbia

Edited by Yvette Bendeck

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PRESIDENT'S WELCOME

Dear Casewriters,

With great pleasure, my fellow WCA officers and I welcome you to the WCA conference in Kelowna, British Columbia. We are excited to meet those of you new to the conference and to mingle with new and old friends. We look forward to the mutual benefit we all gain from sharing input and interacting with colleagues. Your dedication to learning and teaching with cases drives WCA.

The continued changes we and our students face generate a continued need for case writing and teaching. Teaching cases provide engaging and valuable opportunities for learning that are vital as we and our students adapt to change. Cases provide a safe and fun learning opportunities that allow students to integrate concepts and theory with practice, trying out the positions of leaders while drawing on their own experiences. I personally enjoy case teaching because of this interaction, which also allows me to learn from my students.

Our WCA is dependent on your involvement and the contributions of our supporters. Yvette Bendeck has put together an innovative and impactful program. Kathryn Aten, our past president, Arun Aryal, our webmaster, and Teresa Martinelli, our treasurer, have made this year's WCA conference possible. Steve McGuire and Yang Zhang continue as the editor and associate editor of WCA's peer-reviewed journal, the Journal of Case Research and Inquiry. Thank you to all of this year's dedicated case authors and reviewers! As you can see, the WCA is brought to life by members like you. Thus, if you want to take an active role and become the Program Chair, speak to any WCA officer today!

You are among friends with shared interests at the WCA conference. WCA is a unique and supportive environment that encourages case writing, learning, teaching, and fun! I wish you safe travels and I look forward to seeing you in Kelowna, or at a future WCA!

Kind regards,

Julian Vogel, Ph.D., CFA

President, Western Casewriters Association

WCA 2025 SCHEDULE

Pacific Time

- 7:00-8:00 Breakfast** (Cassiar/Cascade)
- 8:30-8:45 Welcome & President's Welcome** (Chilcotin)
- 8:45-9:30 Keynote Address**
Julia Ivy, Executive Professor of Strategy and International Business at the D'Armor-McKim School of Business, Northeastern University
- 9:30-9:45 Roundtable Etiquette & Feedback Process**
- 9:45-10:00 Break**
- 10:00-11:00 Roundtable (Case 1)**
- 11:00-12:00 Roundtable (Case 2)**
- 12:00-1:00 Lunch**
- 1:00-2:00 Roundtable (Case 3)**
- 2:00-2:15 Friends and Partners of WCA: North American Case Research Association**
Professor Melanie Reed, President of NACRA
- 2:15-2:30 Awards Presentation and Closing**
Best Case
Best Mentored Case
Best Reviewer
Winner in the "Making Your Consulting Case" competition
- 2:30-3:00 WCA Business Meeting**
Treasurer's Report
Journal of Case Research and Inquiry
Select Program Chair-Elect 2027
Other New Business

Participants are invited to attend the WAM opening session and fireside chat beginning at 4:00 pm and the joint reception from 5:30 pm to 7:30 pm.

WCA 2025 TABLE ASSIGNMENTS

Table 1

- Binnens' Project – Sustain or Grow? - Melanie Reed, Scott Rankin & Salvador Barragan
- Ally Pharmacy: Delivering Reliable Healthcare Solutions Across Africa - Vanessa Kwakye
- Greenside Greed: Staff Fraud at the Whispering Oaks Golf Course - Jeff Kent
- The Sit 'n Sleep Story - An Iconic Regional Retailer Stays Awake to Stay Relevant in a Rapidly Changing Industry - Edan Epstein

Table 2

- Preparing to 'Soar': How a Charity Dedicated to Brain Injury from Domestic Abuse Intimae Partner Violence Looked to Expand into Social Enterprise - Teagan Milligan & Kyleen Myrah
- Nova Poshta: Expansion into West Europe - Iryna Colon
- Aptus Staffing Solutions: Meeting the Ever-Changing Workforce Needs - Craig R. Seal, San Bernardino, Di Fan, Shammi Gandhi, Thomas J. Norman, Kristal Rawls, Sharonda Bishop, & Cinthya Vodanovich
- The US Postal Service (2024): Disruptive Change and Divisive Politics - Nicholas Dew & Kathryn Aten

Table 3

- Samsung Electronics: Smartphone Business Faces a Strategic Dilemma - Won-Yong Oh
- Kyivstar: A Telecommunications Company in the Face of an Invasion - Jack Jamroz
- Much Ado About Nothing? Overcoming Industry Norms and Culture in Women's Soccer - Myleen Leary, Scott Bryant, & Virginia Bratton

ABOUT THE WESTERN CASEWRITERS ASSOCIATION

The Western Casewriters Association (WCA) Conference is held yearly in conjunction with the Western Academy of Management (WAM). Participants can attend both conferences. The WCA Conference is a unique opportunity to engage with other case writers in a small group format to exchange feedback and polish a case, learn about using cases in the classroom, get a peer-reviewed conference and proceedings on a vita, and enjoy presentations from leading case researchers and case educators.

The WCA Conference is an excellent professional opportunity because it is a "developmental" meeting designed to provide feedback from experienced case researchers. Submissions are double-blind peer reviewed. Participants at the conference will have their cases reviewed by other authors. The objective is to help participants move their cases toward journal publication.

HISTORY

The Western Casewriters Association was started by Dick Eisenbeis in 1989 at the Western Academy of Management. It has convened an annual case writing conference in the roundtable format since then to help train, develop, and support case researchers.

Past presidents of the organization include:

Sally Baack
Jyoti Bachani
Issam Ghazzawi
Leslie Goldgehn
Duane Helleloid
Anne Lawrence
Teresa Martinelli
Steve McGuire
Joshua Mindel
Bruce Robertson
Keith Sakuda
V. Seshan

Jeff Shay
James Spee
Teri Tompkins
Michael Valdez
George Whaley
Joan Winn
Andrew Fergus
Deborah Walker
Nina O'Brien
Melanie Reed
Andre Avramchuk
Kathryn Aten

2024 – 2025 WCA OFFICERS

President: **Julian Vogel**, San José State University

President Elect & Program Chair 2025: **Yvette Bendeck**, University of Houston-Clear Lake

Treasurer: **Teresa Martinelli**, University of La Verne

Webmaster: **Arun Aryal**, California State University, Los Angeles

Program Chair Elect: **Judy Esquivel**, Naval Postgraduate School

Past President: **Kathryn Aten**, Naval Postgraduate School

2025 WCA REVIEWERS

This conference would not be possible without the dedication contribution of our many reviewers who provide thoughtful, thorough, constructive and timely feedback on cases.

Thank you so very much for your valuable service to WCA!

Kathryn Aten
Andre Avramchuk
Virginia Bratton
Michael Conlin
Prescott Ensign
Edan Epstein
Jeffrey Kent
Kent Lutz
Teresa Martinelli
Kyleen Myrah
Asbjorn Osland
Melanie Reed
Troy Voelker
Julian Vogel
Edward Waller
John Walsh
Yang Zhang

WCA AWARDS PROCESS

Three awards will be given at the WCA Conference this year. Reviewers' highest ranked cases were considered for an award. The Program Chair reread the highly ranked cases to determine the winners in consultation with reviewers.

The first award presented at the Conference will be the "Best Case Award," for which all submissions are considered. The second award presented at the Conference will be the "Best Mentored Case Award", which recognizes the best case written by a student author(s) with the guidance of a faculty mentor. The third award presented at the Conference will be the "Best Reviewer Award", which recognizes a reviewer that went above and beyond in the quality and quantity of their review services.

Award winners will be recognized at the close of the Conference.

2025 Award Winners

Best Case Award

The Sit 'n Sleep Story: An Iconic Regional Retailer Stays Awake to Stay Relevant in a Rapidly Changing Industry
Edan Epstein

Best Mentored Case Award

Preparing to 'Soar': How a Charity Dedicated to Brain Injury from Domestic Abuse Intimate Partner Violence Looked to Expand into Social Enterprise
Teagan Milligan & Kyleen Myrah

Best Reviewer Award

Teresa Martinelli

Winner in the "Making Your Consulting Case" competition

Iryna Colon

HOW TO GET THE MOST OUT OF THE CASE DISCUSSION SESSIONS

The Western Case Writers Conference (WCA) is a developmental workshop. Each person contributes to each case discussion and in turn receives feedback from each other person at their roundtable. Participants' preparation prior to the WCA and active participation at the WCA are crucial to the usefulness of the roundtable discussions and the value added that the Conference can deliver. Conference participants typically report that they were delighted with the helpful, constructive feedback they received.

PURPOSE OF WCA CASE ROUNDTABLE DISCUSSIONS

The purpose of the WCA is to assist all case researchers to improve their cases for use in classes, for adoption by others, and for publication. Rarely is a case presented that is ready for journal publishing; yet even such a case can be improved. Case authors may feel overwhelmed by all the suggestions. The process is not negative; rather, we work with you for improvement, just as we expect that you will help others to improve their cases. Therefore, all participants must thoroughly prepare all cases and instructor's manuals (IMs) (aka TN teaching notes). The discussion process is rigorous yet done in a supportive manner. You should expect that the first case discussed, long or short, would take more time than those that follow. Some issues will occur in several cases; discussion need not be repeated in detail after the first time the issues arise.

PREPARING FOR CASE ANALYSES & FEEDBACK

The focus should be on major, as well as subtle ways, to improve cases; not on proofreading details of grammar, spelling, etc. To give helpful feedback, you may (1) mark up the cases and instructor's manual and give them to the author after discussion; or (2) prepare a summary of your comments and helpful suggestions prior to the Conference, and hand your written comments to the author. Important questions include:

- ✓ Is the case interesting? To students? To faculty? To potential journals?
- ✓ Does it address an important issue in the specified course(s)?
- ✓ Can teaching objectives be achieved with the case? Does the IM address these?
- ✓ Can the IM analysis be derived from the case (and other course material)?
- ✓ Are there enough data? Should more be added? Should some be deleted?
- ✓ Is the analysis tied to theory?
- ✓ Is the case presentation unbiased or is the author's opinion evident?

DUTIES OF PARTICIPANTS IN THE CASE ROUNDTABLES

Table Leaders: Brief the participants about what will happen. Determine the case sequence (typically the sequence that is on the Table Assignments document is followed). Be sure there is a recorder for each case. Guide the discussion. Keep the focus on important issues, not on proofreading. Discourage repetitious comments. Be

sure to be a timekeeper or assign one.

Recorder: Document the substance of comments. A copy of each case and IM will be emailed to each table participant. Provide your notes to the case author(s).

Case Author(s): Prepare some opening remarks that explain why you wrote the case, how you have used it in class (if you have), and any issues you are having with the case. Listen to the comments and ask questions.

Discussants and Participants: Review cases thoroughly, provide feedback, and participate actively. There may be participants in your session who are not presenting a case. They are there to observe, to learn, and to participate. Welcome them. Most participants find that these sessions are more enjoyable and collegial than any other type of academic conference they attend. We hope that you will agree. We have planned the WCA Conference to provide interesting, enjoyable, and instructive activities.

AFTER THE CONFERENCE

Revise your case and IM to develop and improve as needed. Carefully consider all session comments; some changes may not be appropriate or feasible; you must decide what to change and not to change. Some suggested data might not be available. However, you are likely to see the more cogent changes you do not make in reviews of your case when you submit it to a journal. Can you defend your choices when you respond to a reviewer? Test-teach the revised case and update your IM based on that teaching experience. Ask a colleague to observe your teaching or to teach the case, if possible; he or she will find things you missed or that you know but did not include. (The author always knows details not included in the case.)

Submit your revised Case and IM to the Journal of Case Research and Inquiry (JCRI), the Case Research Journal (CRJ), or to another scholarly journal. Most journal submissions will require at least one revision before acceptance. Failure to revise and resubmit represents the largest reason that submissions to the Case Research Journal are not published. If one journal rejects your case, do not be vexed, as it may be an appropriate fit with another journal.

WCA members may have suggestions about which journal would be a good outlet for your case. Once your case is accepted by a journal, or finally rejected, it is then appropriate to submit it to book authors for adoption. Note however, that any earlier acceptance by book authors disqualifies your case for most journals. Book acceptances often carry merit, depending on your university, but rarely have as much academic credit as acceptance by a peer-reviewed journal.

“How to Get the Most out of the Case Discussion Sessions” was prepared by NACRA authors Timothy W. Edlund and Linda E. Swayne and adapted by Jeff Shay, Stephen McGuire, Duane Helleloid, and Leslie Goldgehn for WCA’s purposes. Some edits were made by Deborah Walker in 2018. WCA thanks NACRA for use of the document.

PUBLISHING YOUR CASE

Publishing your case in a peer reviewed journal not only meets the standard of quality expected of all research but also allows your work to be used by others. That is what you want and that is what WCA wants for you.

For a list of publication opportunities, visit “Case Publishing Outlets” through the link on our website, www.westerncasewriters.org.



CALL FOR CASES, NOTES, AND ARTICLES: JCRI

The *Journal of Case Research and Inquiry* (JCRI) is the peer reviewed online publication of the Western Casewriters Association (WCA) and is listed in *Cabell's Directory of Publishing Opportunities*. The JCRI publishes (1) TEACHING CASE STUDIES in business and public administration, nonprofit management, social entrepreneurship and economic policy; (2) NOTES - industry or theoretical analyses to accompany cases; and (3) ARTICLES on case research and teaching with cases.

JCRI publishes cases, notes, and articles online. That way they are available in full-text and free of charge to educators and students. Educators are encouraged to place in their syllabi links to JCRI cases, notes, and articles.

Authors should review the JCRI submission guidelines by visiting JCRI's web page <http://www.jcri.org/>. Authors may contact the editor, Steve McGuire or associate editor, Deborah Walker, at editor@jcri.org.



NACRA

NORTH AMERICAN CASE
RESEARCH ASSOCIATION

CALL FOR CASES: CRJ

The *Case Research Journal* (CRJ) is published by the North American Case Research Association (NACRA). The CRJ is the leading academic journal for cases in business and related disciplines in North America. The Case Research Journal publishes outstanding field-research-based, decision focused teaching cases drawn from research in real organizations, dealing with issues in all administration-related disciplines. Occasionally, the Journal publishes papers concerning case research, case writing or case teaching. All manuscripts are double-blind refereed by Editorial Board members and ad hoc reviewers.

The journal publishes four issues a year and has an acceptance rate of approximately 20 percent. Cases published in the CRJ are distributed directly to libraries and subscribers and online through NACRA's publishing partners, including Harvard, Ivey, The Case Centre, McGraw-Hill Create, Pearson Collections, and Study.net. Authors should review the CRJ submission guidelines by visiting NACRA's web page <https://www.nacra.net/case-research-journal/>.

Authors may contact the editor, Eric Dolansky at edolansky@brocku.ca if they have questions.

WCA 2025 ACCEPTED CASE SYNOPSIS

Case synopses have been edited for length and format. WCA authors retain all rights to their intellectual work product; please contact the author(s) for permission to reproduce or use a case.

Ally Pharmacy: Delivering Reliable Healthcare Solutions Across Africa **Vanessa Kwakye**

This case examines Ally Pharmacy, a pharmaceutical retailer based in Accra, Ghana and its strategic expansion challenge as it seeks to enter a new high-growth market in Africa. With a mission to enhance access to affordable and quality healthcare, Ally Pharmacy evaluates Nigeria and South Africa as potential expansion destinations. The analysis provides a detailed assessment of opportunities and threats in the pharmaceutical industries of both countries, alongside Ally Pharmacy's strengths that can be leveraged to meet market demands. The recommended strategy involves expanding into one of these countries through a detailed implementation plan to establish a strong market presence. This case provides an opportunity to explore market entry strategies, competitive analysis, and implementation planning within the retail pharmaceutical industry in parts of Africa.

Aptus Staffing Solutions: Meeting the Ever-Changing Workforce Needs **Craig R. Seal, San Bernardino, Di Fan, Shammi Gandhi, Thomas J. Norman, Kristal Rawls, Sharonda Bishop, & Cinthya Vodanovich**

Aptus Staffing Solutions is a small, regional, and specialized K-12 educational staffing firm in the County of Los Angeles (LA County). Aptus would like to scale up their services, doubling the number of clients served and employees placed within the next five years to maintain their momentum and cover the investments in their existing infrastructure. The challenge is that while they have invested in new technology and staff to facilitate scaling up their services, they need a plan as to how best to leverage their key capabilities into sustained growth while being mindful of their limited working capital. Toward that end, they did complete an earlier SWOT analysis but translating that analysis into action is the next step.

Binners' Project – Sustain or Grow? **Melanie Reed, Scott Rankin & Salvador Barragan**

Sean Miles, Director of the Binners' Project, a Vancouver, British Columbia, Canada inner-city Social Enterprise that organizes marginalized residents to provide income opportunities sorting waste and recycling, faces a difficult decision on an expansion opportunity. The contract on offer would represent growth of approximately 20% all at once and would provide a major step forward towards financial self-sufficiency, but it also carries risks. The risks include being unable to find enough reliable binners for the increased work commitment on the one hand or the risk of having to compromise the values and mission at the heart of their success to deliver on the contract on the other hand.

This case study provides an overview of the history and activity of the Binners' Project, a unique and successful Social Enterprise in the heart of the Downtown Eastside in Vancouver. It illustrates the human capital challenges any organization faces when considering expansion, but also highlights the heightened complexity faced by a values-based organization where fit is foremost ahead of other considerations as it grows. In addition to telling the story of an

organization that is making its world better, it also provides an example of the dangers of drift, the tendency for social mission-based organizations to stray from their mission in pursuit of resources needed for stability and growth.

Greenside Greed: Staff Fraud at the Whispering Oaks Golf Course
Jeff Kent

This case explored the suspicion of theft by Sally Rubini, a seasonal beverage cart employee at Whispering Oaks Golf Course. John Knight, the General Manager, suspected Sally may have misappropriated funds or facilitated liquor violations after learning of her dismissal from another job for theft. John implemented strict inventory controls, such as mandatory staff verification of inventory counts during loading, refilling, and unloading the beverage cart. Despite these measures, discrepancies in alcohol sales and Sally's behavior, such as storing patrons outside beverages in the cart, raised red flags.

The case highlighted the importance of robust internal controls and employee accountability in managing financial health at seasonal businesses. Students were asked to identify and assess the internal controls surrounding the beverage cart operations at Whispering Oaks. Additionally, students were asked to provide suggestions to improve internal controls. This novel case on internal controls dealt with a real-world case on theft of sales rather than inventory.

Kyivstar: A Telecommunications Company in the Face of an Invasion
Jack Jamroz

CEO of Kyivstar, Oleksandr Komarov, faced the challenge of trying to remain operational while providing support to those afflicted by the Russian invasion of Ukraine over the course of 2022-2024 (ongoing). Kyivstar had been the largest provider of network, telecommunication, and data services to Ukraine at this time despite hindering the company's profitability. The heightened threat of uncertainty in Ukraine demanded Kyivstar consider diversifying its revenue stream by expanding to another country. If not, the company might fail to meet the CEO's goal of rebuilding the Ukrainian infrastructure as well as helping afflicted Ukrainians, all while suffering further decreases in profit. A decision on what globalization of markets strategy to pursue had to be made in the imminent future to ensure the company's profitability and sustainability in the face of war and uncertainty.

Much Ado About Nothing? Overcoming Industry Norms and Culture in Women's Soccer
Myleen Leary, Scott Bryant, & Virginia Bratton

Much ado about nothing? Overcoming industry norms and culture in women's soccer is a two-part teaching case study that explores leadership and culture in the context of a women's soccer team. While the team in the case is fictional, it is based on the events of the Spanish Women's National Team after the 2023 World Cup. The fictional owner in the case must respond to internal and external questions about how he is going to address recently revealed information about an inappropriate kiss from the coach to a player. Learning objectives for the case include learning about culture in an organization and actions to support the stated culture, the impact of a shadow culture on organizational decisions, leadership, and ethical decision-making. Within the context of discussing culture, there is also the opportunity to explicitly address Masculinity Contest Cultures, a specific cultural form that creates a hostile working environment for all employees but especially impacts women and minorities in organizations.

Nova Poshta: Expansion into West Europe **Iryna Colon**

The strategic challenge faced by Nova Poshta revolves around identifying a new growth expansion plan within the European market. Facing the drive to expand due to the displacement of its Ukrainian customer base in the wake of recent conflicts, Nova Poshta seeks to leverage its logistical acumen to secure a foothold in new territories. In this analysis, we evaluate several promising European candidates and recommend a market to enter, the mode of entry, and the implementation plan. This analysis evaluates several promising European candidates, examining market opportunities, threats, and alignment with Nova Poshta's operational strengths. By assessing the unique opportunities presented by Spain and France, the analysis outlines a market entry strategy and implementation plan that aligns with Nova Poshta's strategic goals.

Preparing to 'Soar': How a Charity Dedicated to Brain Injury from Domestic Abuse Intimate Partner Violence Looked to Expand into Social Enterprise **Teagan Milligan & Kyleen Myrah**

In October 2024, Supporting Survivors of Abuse and Brain Injury through Research (SOAR) had just finished its first strategic planning session. From an initial idea in 2016, SOAR recently achieved charitable status, had a full active board membership and six engaged team members, and was now armed with a clear strategic direction for the next three years. Karen Mason and Dr. Paul van Donkelaar had co-founded SOAR when they discovered the research that approximately 75% of women who experienced intimate partner violence (IPV) sustained a brain injury (BI); yet less than 1% of those who sought medical care for IPV were screened for such injuries. SOAR was one of the first organizations to work on both IPV and BI as an interconnected experience, and the only one in Canada with this singular focus.

The case introduces students to the important issues of IPV-BI and how organizations such as SOAR are working to advance research, increase education, influence policies and empower survivors and those working in this field to provide better supports and services. Students are exposed to the nonprofit environment, how organizations are funded and reasons why these entities may consider independent forms of revenues, as SOAR recognizes the challenges of operating solely focused on grant-based funding. The case provides several social enterprise opportunities the SOAR's team is considering; students, taking on the role of executive director, Mason, must determine how to evaluate and recommend which options the board should approve. This decision requires students to understand how to assess for fit with SOAR's social mission, values, skills, leadership, and viability, requiring a double-bottom line assessment that differs from more traditional for-profit organizations.

Samsung Electronics: Smartphone Business Faces a Strategic Dilemma **Won-Yong Oh**

DJ Koh, CEO of Samsung Electronics' IM (IT & Mobile Communications) Division, is grappling with the uncertain positioning of the company's smartphone business. Despite Samsung's historically strong standing in the global smartphone industry, rising competition has triggered a growing sense of crisis. Samsung's market share in the 5G smartphone segment has declined, placing the company fourth behind Apple, Oppo, and Vivo. To navigate this challenging environment, Samsung has adopted a multi-track strategy. The company targets high-end consumers with premium smartphones designed for those seeking innovation while offering mid-to-low-end devices to attract budget-conscious buyers. However, the effectiveness of this strategy remains uncertain. In the high-end market, Samsung continues to lose ground to Apple, while low-cost producers like Oppo and Vivo increasingly threaten its position in the budget segment.

Samsung has struggled to achieve the same level of differentiation as Apple, which benefits from its proprietary OS ecosystem. Furthermore, Samsung is often criticized for lacking the price competitiveness and low-cost structure of rivals like Oppo and Vivo. This raises two critical questions: Is Samsung's smartphone business caught in a "stuck-in-the-middle" dilemma? Could its multi-brand strategy be the key to overcoming this challenge?

The Sit 'n Sleep Story - An Iconic Regional Retailer Stays Awake to Stay Relevant in a Rapidly Changing Industry
Edan Epstein

Co-founding his first store in 1980, Larry Miller built Sit 'n Sleep into the largest mattress retail business in Southern California with 36 stores and over \$130 million in annual revenues, as of 2023.

Although mattresses seem to be a stable durable good, the industry has gone through volatile, even disruptive changes since the firm's inception, from product innovation to on-line sales and marketing, to new competition, to the impacts of several significant economic disturbances. Throughout the last four decades Sit 'n Sleep has adapted significantly to grow and sustain its competitive advantage. Despite the changes, Miller has stayed the course to differentiate his brand based upon value and personalized in-store service, with just a touch of celebrity and fun as well. A major question facing SNS is whether and how to expand their retail brand outside of Southern California, something that may be challenging for them to do.

The US Postal Service (2024): Disruptive Change and Divisive Politics
Nicholas Dew & Kathryn Aten

In May 2020 Louis DeJoy was appointed the 75th Postmaster General and Chief Executive Officer of the United States Postal Service (USPS). DeJoy came to the USPS role after a successful business career in which he grew New Breed Logistics from a 10-employee family trucking business to a 10,000-person logistics operator with Boeing, Disney, Verizon, the Department of Defense and USPS as clients. Possibly the most famous Postmaster General since Benjamin Franklin, DeJoy was engulfed by partisan political issues in the first year of his tenure. Since that time, he turned to the business problems of an organization widely viewed as facing very significant challenges (see Exhibits 1 & 2 for USPS' financial data). His mission, he says, is to make USPS more efficient and eventually profitable so it might survive against the existential threats posed by the switch away from letter mail and the competitive dominance of the parcel delivery business by private delivery firms UPS and FedEx. Doing so, he has discovered, may require one of the greatest corporate turnarounds in history. The case asks students to assess the changes in the external environment, consider stakeholder perspectives and make recommendations for DeJoy and the USPS.

NOTES