ISSN 1554-7752

INTERNATIONAL JOURNAL OF CASE METHOD RESEARCH & APPLICATION



Volume XXXII, Issue No. 1 March 2020

Volume XVII-XXXI, 2005 - present International Journal of Case Method Research & Application Volume I-XVI, 1988 - 2003 Selected Papers on Case Method Research & Application

THE JOURNAL OF THE WORLD ASSOCIATION FOR CASE METHOD RESEARCH & APPLICATION www.wacra.org

INTERNATIONAL JOURNAL OF CASE METHOD RESEARCH & APPLICATION

Editor-in-Chief

Hans E Klein, WACRA, Needham (Boston), Massachusetts, U.S.A.

wacra@rcn.com

Editorial Board

Lanna Andrews, University of San Francisco, Walnut Creek, California, U.S.A. Lars Bengtsson, Blekinge Institute of Technology, Ronneby, Sweden Mateo Casado-Baena, Northern Arizona University, Flagstaff, Arizona, U.S.A. Audrey Cohen, Kingsborough Community College, Brooklyn, New York, U.S.A. Mark D'Antonio, Northern Virginia Community College, Woodbridge, Virginia, U.S.A. Ana Gil Garcia, Northeast Illinois University, Chicago, Illinois, U.S.A. Robert Hendersen, Grand Valley State University, Allendale, Michigan, U.S.A., Samuel Henry, Portland State University, Portland, Oregon, U.S.A. Stephen Hundley, Indiana University-Purdue University, Indianapolis, Indiana, U.S.A. Jane Jackson, Chinese University of Hong Kong, Hong Kong, CHINA Louis Mancuso, Xavier University, New Orleans, Louisiana, U.S.A. Pierre Mora, KEDGE Business School, Bordeaux, FRANCE Al Rosenbloom, Dominican University, Chicago, Illinois, U.S.A. Douglas Ross, Towson University, Towson, Maryland, U.S.A. Alfonso Vargas Sanchez, University of Huelva, Huelva, SPAIN John Walsh, University of Guelph-Humber, Toronto, Ontario, Canada

Andrews@usfca.edu lars.bengtsson@bth.se matt.casado@nau.edu acohen@kingsborough.edu mdantonio@nvcc.edu a-serafin@neiu.edu hendersr@gvsu.edu henry@pdx.edu shundley@iupui.edu jjackson@cuhk.edu.hk Imancuso@xula.edu pierre.mora@kedgebs.com right2al@comcast.net dross@towson.edu vargas@uhu.es jonwalsh@uoguelph.ca

Statement of Editorial Policy

The International Journal of Case Method Research and Application (IJCRA) solicits and welcomes research across the entire range of topics encompassing the domain of case method research and application and interactive teaching methodologies. The journal's scope includes case writing and interactive teaching and learning, continuing and distance education that cross national, cultural and disciplinary boundaries.

IJCRA welcomes theoretical and empirical papers that advance social scientific research on teaching and learning. The International Journal of Case Method Research and Application is a methodologically pluralistic journal. Conceptual and theory-development papers, empirical hypothesis-testing papers, mathematical modeling papers and case studies are especially welcome. IJCRA has special interest in research addressing important issues that transcend the boundaries of single academic disciplines and corporate managerial functions. Therefore, IJCRA welcomes interdisciplinary scholarship and commentaries that challenge the paradigms and assumptions of single disciplines or functions. IJCRA solicits and accepts manuscripts on teaching materials and methods. Experimental, developmental work and book reviews will also be considered.

Circulation Notice

The International Journal of Case Method Research & Application (ISSN 1554-7752) is published four times per year by WACRA ®, The World Association for Case Method Research and Application, 23 Mackintosh Ave, NEEDHAM (BOSTON), MA 02492-1218 U.S.A. Copyright © 2020 by WACRA®, The World Association for Case Method Research and Application. All rights reserved.

Subscriptions and Inquiries

Annual subscription rates for institutions, libraries and individuals are based on the current frequency. Prices quoted are in U.S. dollars and are subject to change without notice. Address changes and inquiries are to be addressed to:

ACT-WACRA® Conference Office 3817 Tonsley Place HIGH POINT, NC 27625-9278 Tel. +336-404-6256

Email: denise.smith@wacra.org

INTERNATIONAL JOURNAL OF CASE METHOD RESEARCH & APPLICATION

Volume XXXII, Issue No. 1, March 2020 www.wacra.org

Table of Contents	
EDITORIAL Letter from the Editor	6
ARTICLES	
INNOVATION 4 HEALTH HACKATHON Anita Lakra and Egan Hamill, University of Calgary, CALGARY, ALBERTA, CANADA	9
LESS IS MORE: PROCESS IMPROVEMENT AT SURGIPRO Patrick S. Lee, Fairfield University, FAIRFIELD, CONNECTICUT, U.S.A	16
HOW TO BUILD, DEVELOP AND SUPPORT A SUSTAINABLE POST-SECONDARY CASE COMPETITION PROGRAM Justin Medak, University of Guelph-Humber, TORONTO, ONTARIO, CANADA	21
MANAGEMENT STRATEGY AND THE BOTTOM OF THE PYRAMID: THE CASE OF THE MULTI-LATINA GRUPO FAMILIA E Claudia Vélez-Zapata, Juan Alejandro Cortés, Universidad Pontificia Bolivariana, MEDELLÍN, ANTIOQUIA, COLOMBIA, AI Rosenbloom, Dominican University CHICAGO, ILLINOIS, U.S.A.	34
KEY WORD INDEX	45
INSTRUCTIONS FOR AUTHORS – Policies, Submission of Manuscripts	46
SUBSCRIPTION RATES	54
FOUNDING AND SUPPORTING INSTITUTIONAL MEMBERS	55
WACRA – Mission, Objectives, WACRA Boards, Why you should join	56
LICEA ADDRESS AND CONTACT INFORMATION	50

Advertisements

Queensland University of Technology Bordeaux Ecole de Management University of Georgia St. Petersburg State University University of Guelph-Humber

Copyright © 2020 WACRA® - The World Association for Case Method Research & Application

Subscribing and supporting organizations are encouraged to copy and distribute this table of content to faculty, students and members of their institution for non-commercial purposes.