

## **GUIDELINES – PREPARING THE CASE SYNOPSIS FOR THE PROCEEDINGS**

The Proceedings of the North American Case Research Association’s annual meeting are prepared on a very tight schedule. The editors strive to create a high-quality publication that adds to the quality of your research. Therefore, your synopsis must adhere to the following format to be included in the proceedings. The editors have provided a checklist for this purpose:

1. \_\_\_\_\_ The synopsis is on one page.
2. \_\_\_\_\_ The margins—top, bottom, and sides—are one inch.
3. \_\_\_\_\_ The font is Times New Roman, 12-point (10-point in the unnumbered footnotes).
4. \_\_\_\_\_ The text is single-spaced and left justified.
5. \_\_\_\_\_ The title is centered, bolded, and fully capitalized. It can be on two lines if necessary.
6. \_\_\_\_\_ There is one space between the title and the authors names.
7. \_\_\_\_\_ The notation of authors includes the following:
  - a. \_\_\_\_\_ No titles, degree notations, etc. are used.
  - b. \_\_\_\_\_ Only authors and faculty supervisors are identified. Research or other assistance is not credited.
  - c. \_\_\_\_\_ The ampersand is used, not the word “and.”
  - d. \_\_\_\_\_ The replication of affiliations is avoided by grouping authors from the same institution. For example:

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8. \_\_\_\_\_ There are two spaces between the authors’ names and the first subtitle.
9. \_\_\_\_\_ There are only two subtitles (i.e., **Case Objectives and Use** and **Case Synopsis**).
10. \_\_\_\_\_ The two subtitles are centered, bolded, and underlined.
11. \_\_\_\_\_ There is one space between the subtitles and the following text.
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13. \_\_\_\_\_ Numbered, indented items use valuable space. If these are necessary, please use the format used here rather than other font choices (e.g., checks, circles, etc.). Align the number with the left margin, and indent the text ¼ of an inch.
14. \_\_\_\_\_ The line at the bottom of the page above the unnumbered footnotes is 2½ inches long. To set it, go to Format, Tabs, set Default tab stops at 2.5, OK, set U, and hit tab on keyboard.
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## **R-CALF USA – A QUESTION OF STRATEGY & VALUES**

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**Montana State University-Billings**

### **Case Objectives and Use**

The case shows how a group of dedicated people in the U.S. cattle industry formed a nonprofit corporation, R-CALF USA, gathered powerful political support in Washington, D.C., influenced legislation, and changed the course of an industry. This, despite opposition from the industry's leading marketing and trade association and the beef and grocery industries. R-CALF USA's CEO is asking, "*How do we maintain focus and momentum as the challenges increase?*" This is the strategy issue. The case also shows there are no value-free stakeholders. For example, was country-of-origin labeling (COOL) necessary to ensure food safety? In 2003, the U.S. consumer did not know the country of origin of the beef s/he purchased at the meat counter. Would COOL enable product differentiation, or was it simply protectionism? Was fair trade preferable to free trade? This is the values issue. The case was written for business school undergraduate courses in business strategy, international business, and/or business, government, and society.

### **Case Synopsis**

Bill Bullard was the CEO of the Ranchers-Cattlemen Action Legal Fund United Stockgrowers of America (R-CALF USA, [www.r-calfusa.com](http://www.r-calfusa.com)). Initiated in 1998 with the filing of anti-dumping and countervailing duty cases against Canada and Mexico, "R-CALF" was a small but rapidly growing nonprofit corporation addressing the market interests of U.S. cattle producers. In June 2003, it had 8,700 individual members in 43 states, more than 46 affiliated local and state cattle and farm organizations, and a budget of \$745,713. Its counterpart was the National Cattlemen's Beef Association (NCBA). Initiated in 1898, the NCBA had 230,000 members and a budget of \$65 million. R-CALF was challenging the conventional wisdom and the leadership of the cattle industry. This was a David and Goliath story.

R-CALF had led the effort to legislate mandatory country-of-origin labeling to take effect September 30, 2004. However, the proposed USDA regulations had triggered a fierce debate in the cattle, beef, and retail grocery industries. R-CALF was also leading the effort to curtail the meatpacking industry's use of supply chain management practices (e.g., "captive supplies") to reduce U.S. cattle prices. In addition, it was working to protect U.S. cattle producers' interests as the U.S. Trade Representative's Office negotiated free trade agreements with nations exporting and importing cattle and beef. As Bill reviewed the challenges, he thought, "*R-CALF is growing so rapidly! How do we maintain focus and momentum as the challenges increase?*"

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The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case, instructor's manual, and synopsis were anonymously peer reviewed and accepted by the North American Case Research Association (NACRA) for its annual meeting, New England Center, October 30-November 1, 2008. All rights are reserved to the authors and NACRA. © 2008 by Patricia Holman and Tom Hinthorne. Contact person: Patricia Holman, College of Business, Montana State University- Billings, 1500 University Drive, Billings, MT 59101-0298, 406-657-2035, [pholman@msubillings.edu](mailto:pholman@msubillings.edu)