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ICC 2026 PROCEEDINGS



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**Dr. Komiljon Karimov,
Rector, Westminster International
University in Tashkent**

Rector's Note

The International Case Conference 2026 represents a significant milestone in Westminster International University in Tashkent's ongoing pursuit of academic excellence, industry engagement, and applied research. By bringing together scholars, practitioners, and students on a shared platform, the conference exemplifies the University's commitment to bridge the gap between knowledge and practice through the case method. Case-based learning remains one of the most effective pedagogical tools for cultivating critical thinking, analytical reasoning, and leadership capability in future professionals. I commend the Business Case Center for its distinguished leadership in establishing this conference as a meaningful academic forum with a growing regional and international presence.



**Dr. Zohid Askarov,
Dean of WIUT Business School**

Dean's Note

The International Case Conference 2026 is, in many respects, a testament to what begins as a single idea as it was founded on little more than a conviction that case-based learning could take root and flourish in this region. What stands before us today is the realization of that vision. The breadth and quality of cases presented here reflect both the complexity of today's business environment and the intellectual rigour that case-based pedagogy demands of educators and students alike. That this conference now draws together scholars, practitioners, and institutions from across the region and beyond is a measure of how far that founding idea has travelled. Beyond academic exchange, the conference serves as a catalyst for sustained collaboration between higher education institutions and industry partners - an essential condition for curricula that are relevant, evidence-informed, and aligned with global standards. I extend my appreciation to all contributors for their commitment to advancing this agenda.



**Dr. Prabha Kiran,
Head of Business Case Center, WIUT
Business School**

Head of Business Case Center's Note

The International Case Conference 2026 embodies the Business Case Center's sustained commitment to fostering case development and case-based teaching across Central Asia and the wider academic community. This year's gathering brought together an engaged community of case writers, educators, and industry experts united by a shared dedication to applied and experiential learning. Through workshops, panel discussions, and case presentations, participants interrogated real-world challenges and examined innovative approaches to teaching and decision-making. The growing volume and quality of submissions is a source of considerable encouragement. It is our aspiration that the cases compiled in these proceedings will enrich classroom practice and serve as a foundation for further scholarly inquiry and collaboration.



Dr. Shailesh Pandey, Associate Professor, Jaipuria Institute of Management, Indore, India

Reviewer's Note

The review process for ICC 2026 was conducted with both rigour and care. Submissions reflected a commendable range of topics, methodological frameworks, and regional perspectives, attesting to the maturity and diversity of the case research community contributing to this conference. Each submission was assessed against criteria of clarity, originality, pedagogical value, and contextual relevance. The cases selected for these proceedings represent scholarly work of a high standard, offering substantive learning opportunities for students and practitioners. We express our sincere appreciation to all authors for their contributions and encourage continued engagement in case research and development.



**Mr. Zafar Khashimov,
Founder and Chairman of the Board,
Korzinka**

Keynote Speaker's Note

There is a truth in business education that has become increasingly difficult to overlook since the capacity to analyze complex situations, exercise sound judgement under uncertainty, and adapt with agility is not cultivated through theory alone. It demands direct engagement with the realities of practice. Case-based learning offers a principled and proven bridge between conceptual frameworks and applied decision-making, equipping students with the cognitive and professional dispositions that the modern business landscape demands. The growing momentum behind such initiatives and their contribution to talent development across the region are both encouraging and consequential. I extend my congratulations to WIUT and the Business Case Center for their leadership in advancing this important dimension of business education.



**Mr. Abid Malik, President, Acwa
Keynote Speaker's Note**

Across industries and geographies, organizations are navigating disruption, uncertainty, and transformation at a pace that conventional education has often struggled to match. Case-based learning, at its best, is one of the few pedagogical approaches genuinely equipped to meet that challenge. What strikes me most about this conference is not simply its ambition, but its location. Central Asia stands at a consequential crossroads economically, strategically, and intellectually, which is why the development of a rigorous case-writing culture in this region is both timely and significant. The work being done at WIUT and its Business Case Center positions the region as a contributor to global business education, not merely a recipient of it. I look forward to the ideas that will emerge from these proceedings and the scholars and practitioners who will carry them forward.



Ms. Kate Cook,

**Director of Training and Events,
The Case Centre, UK**

Keynote Speaker's Note

Case writing is the conversion of lived business experience into a structured opportunity for learning. It requires precision, judgement, and a deep understanding of what makes a decision genuinely difficult. It is therefore no small thing to see the case method gaining the kind of serious, sustained attention it is receiving in Central Asia today. The Case Centre has had the privilege of supporting case educators and writers across the world for decades, and one pattern is consistent: the regions that invest in developing their own cases, which are rooted in local context, local industries, and local challenges, produce richer, more resonant learning experiences for their students and the WIUT's Business Case Center is doing precisely that work, and this conference is evidence of its growing impact.

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01ICC2026: Microsoft Windows OS Ecosystem: Alienating Software Developers by Befriending Agentic AI

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Abstract:

Pavan Davuluri, the president of Windows OS, announced that Microsoft Windows 11 was undergoing a transformation to become an agentic OS. This move attempted to exploit Microsoft's massive investment in cloud infrastructure, as such infrastructure was vital for AI models, including agentic AI, and could protect Microsoft against other competitors, who were catching up quickly.

Although for Pavan, an agentic OS seemed like a natural choice, various actors in the Windows ecosystem did not receive the new strategic choice well. Users, particularly software developers, reacted strongly against the move. For years, Microsoft was criticized for Windows quality and its unsuccessful efforts to fix bugs and improve user experience. The integration of AI and the transformation of Windows into an agentic OS introduced additional challenges for software developers and sent a message towards the community that their views did not matter. For these reasons, the backlash towards Microsoft was very strong. Consequently, Pavan found himself in a position to decide what mattered the most for Microsoft and how to proceed. Were competition and investments more important than software developers?

Keywords:

Strategy, Ecosystems, Stakeholder Management, Software, Competing Priorities

Case Classification:

Teaching Case

Primary Discipline:

Strategy

Intended Audience:

Undergraduate / Postgraduate

Learning Objectives:

1. Identify the important actors in Windows OS ecosystems.
2. Appreciate the pressure from competition and users.
3. Appreciate how strategic choices can affect actors in ecosystems.
4. Evaluate the impact of strategic choices on actors in ecosystems.

02ICC2026: Scaling or Strengthening? The Growth Dilemma of Tim's Coffee Shop

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Abstract:

This case examines the growth dilemma faced by Timur Rakhmatkariev, founder of Tim's Coffee Shop, operating in Tashkent's rapidly expanding specialty coffee market. With 5 branches, 93 employees, and average daily revenues of approximately 50 million UZS, the business stands at a strategic crossroads. Despite growth opportunities, performance inconsistencies across outlets, varying formats (15 m² to 317 m²), and rising costs challenge scalability. Timur must decide how and where to grow: pursue market expansion, strengthen existing operations, or adopt a hybrid strategy. The dilemma aligns with the Ansoff Matrix, requiring choices between market penetration, development, or diversification. The case highlights strategic growth decisions in emerging markets and explores how operational readiness shapes sustainable expansion.

Keywords:

Growth Strategy, Ansoff Matrix, Emerging Markets, SME Scaling, Coffee Industry, Operations

Case Classification:

Teaching Case

Primary Discipline:

Strategy / Entrepreneurship / Operations

Intended Audience:

Undergraduate / Postgraduate

Learning Objectives:

1. Apply the Ansoff Matrix to real business growth decisions.
2. Evaluate trade-offs between expansion and operational consolidation.
3. Analyze challenges of scaling SMEs in emerging markets.
4. Develop strategic recommendations for sustainable growth under resource constraints.

03ICC2026: Competing in the US Market: Central American Garment Assemblers

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Abstract:

During the second half of the twentieth century, some United States' firms engaged in an offshoring strategy by sending their manufacturing plants or segments thereof to Mexico, Central America, China and other countries with lower labour and related operating costs. This followed Vernon's (1966) life cycle logic, wherein the maturity stage production costs are crucial for enterprise sustainability and competitiveness. This produced a hemispheric subdivision of labor consisting of Caribbean and Central American specialization in the labor-intensive and low value-added assembly of garments while relying on inputs of yarn, cloth and design from the USA and other industrialized countries. This paradigm faces an uncertain future, as witnessed by the commercial policy of the two Trump Administrations. By emphasizing the USA's return to protectionism, this case study posits a crossroads whereby a choice must be made by the Global South between returning to low value-added production sharing or pursuing something else.

Keywords:

Emerging Markets, Global Value Chains, Offshoring Strategy, Trade Policy, Industrial Development

Case Classification:

Research Case, Industry Case

Primary Discipline:

Interdisciplinary / Strategy

Intended Audience:

Postgraduate

Learning Objectives:

1. How do evolving political economy considerations affect the garment assembly industry in the Global South? ... in the Caribbean and Central America?
2. What steps can Caribbean and Central American garment assemblers in the Global South take to survive or thrive in the Trump administration's ongoing global trade negotiations?
3. What steps can be taken to transition from basic garment assembly to higher value-added production?

04ICC2026: Scaling Competency-Based Healthcare Management Reform in Uzbekistan: Balancing Quality and National Expansion

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Abstract:

In 2025, the Government of Uzbekistan launched a competency-based training reform for healthcare administrators following Presidential Decree No. PF-88 and Presidential Decree No. PP-185. Piloted across 15 districts, the hybrid program combined online learning with in-person training to address systemic gaps in financial management, digital literacy, and leadership. Post-program results showed measurable competency improvements, prompting plans for nationwide scaling. The central challenge is whether to maintain a strict 80% competency threshold or adapt implementation to regional disparities and institutional resistance. The case explores tensions between quality assurance, scalability, and organizational change within a centralized public system. It offers insights into hybrid education, KPI-driven governance, and reform sustainability in emerging economies, providing valuable lessons for public sector transformation and leadership development.

Keywords:

Public Sector Reform, Healthcare Management, Hybrid Learning, Competency-Based Training, Governance, Emerging Economies

Case Classification:

Teaching Case

Primary Discipline:

Interdisciplinary: Public Administration / Strategy / HR

Intended Audience:

Postgraduate / Executive Education / Professional Training

Learning Objectives:

1. Analyze challenges of scaling competency-based reforms in centralized public systems.
2. Evaluate trade-offs between quality standards and inclusiveness in national programs.
3. Assess strategies for integrating hybrid learning into public sector institutions.
4. Develop policy recommendations to manage resistance and ensure sustainable reform.

05ICC2026: Digital Sovereignty and Path Dependency: Strategic Innovation Choices in Uzbekistan and Kazakhstan

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Abstract:

This case examines digital transformation strategies in Central Asia through a comparative analysis of Uzbekistan and Kazakhstan. Both countries aim to develop innovation ecosystems and attract foreign investment; however, they adopt different governance models shaped by post-Soviet institutional legacies. The central dilemma focuses on how policymakers can balance digital sovereignty with global market integration. The case highlights key themes of strategic governance, innovation policy, and institutional capacity in emerging markets. It demonstrates how path dependency and state involvement influence reform outcomes and investor confidence. The case is highly relevant to contemporary business environments where digital transformation intersects with geopolitical and regulatory considerations. It is designed to support teaching in strategy and public policy by encouraging critical evaluation of trade-offs between control and openness in innovation-driven economies.

Keywords:

Digital Transformation, Innovation Strategy, Digital Sovereignty, Central Asia, Governance

Case Classification:

Teaching Case

Primary Discipline:

Strategy / Interdisciplinary

Intended Audience:

Postgraduate / Executive Education

Learning Objectives:

1. Analyze how institutional path dependency influences strategic decision-making.
2. Evaluate trade-offs between state-led and market-driven innovation models.
3. Understand the concept of digital sovereignty in emerging economies.
4. Apply comparative political economy frameworks to real-world cases.

06ICC2026: Winning the Bid Was the Easy Part: UzSpace and the Samarkand IAC 2028 Dilemma

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Abstract:

This case explores the strategic dilemma faced by Uzbekistan's national space agency, UzSpace, under the leadership of Ismoil Rasulov, following the successful bid to host the International Astronautical Congress (IAC) 2028 in Samarkand. Set against an emerging space industry and a tourism-driven city with limited large-scale infrastructure, the event is expected to attract over 6,000 delegates and generate USD 15–20 million in exposure, benchmarked against Sydney's USD 42 million impact. Rasulov must decide whether to prioritize operational excellence or ambitious nation branding. The dilemma is heightened by historical precedent: Uzbekistan previously secured a major international football event but failed to capitalize on it strategically. Will IAC 2028 follow the same trajectory? The case highlights governance, stakeholder coordination, and strategic prioritization in high-stakes public-sector projects.

Keywords:

Mega-events, Nation Branding, Public Sector Strategy, Governance, Emerging Markets, Space Industry

Case Classification:

Teaching Case

Primary Discipline:

Strategy / Operations / Interdisciplinary

Intended Audience:

Undergraduate

Learning Objectives:

1. Analyze trade-offs between operational excellence and nation branding in mega-events.
2. Evaluate governance structures in multi-stakeholder public-sector environments.
3. Assess risks of repeating historical strategic failures in national projects.
4. Develop strategic prioritization under time and capacity constraints.

07ICC2026: Implementing a Circular Economy in Agriculture: Combining LCA and Economic Assessment

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Abstract:

The case examines a situation in the agricultural sector where producers face growing demands for transparency in environmental supply chains from export markets, including cross-border carbon regulation mechanisms. The central managerial dilemma lies in choosing between a reactive strategy of waiting for regulatory requirements or the proactive implementation of a comprehensive assessment of environmental externalities. The case proposes a universal six-stage methodology for identifying, quantifying, and internalizing environmental effects at all stages of the product life cycle. Key themes include sustainable development, the circular economy, and environmental management. The case is timely given the tightening of climate regulations and the global transition toward a circular economy. Through case analysis, students will understand the relationship between environmental and economic assessments of environmental effects and learn to identify barriers to the implementation of green innovations at the enterprise level.

Keywords:

Circular Economy, Environmental Management, Life Cycle Assessment (LCA), Sustainable Development Economics, Agriculture, Internalization of Environmental Externalities

Case Classification:

Research Case

Primary Discipline:

Interdisciplinary: Sustainable Development Economics / Environmental Management / Strategy

Intended Audience:

Postgraduate / Executive Education

Learning Objectives:

1. Understand the six-stage methodology for identifying, quantifying, and internalizing environmental externalities throughout the product life cycle in the agricultural sector.
2. Analyze the strategic, economic, and technological barriers to implementing green innovations (internalization) using crop farming as a case study.
3. Examine the relationship between environmental and economic assessments of environmental effects for managerial decision-making.
4. Assess the role of digitalization and adapted methods (IPCC, GHG Protocol) in improving the accuracy of environmental accounting.

08ICC2026: Indigo in Crisis: Restoring Reliability without Losing its Edge

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Abstract:

During the winter season of late 2025, IndiGo began experiencing significant operational disruptions, accompanied by rising passenger complaints about flight delays, cancellations, poor communication, and an unreliable digital platform. These challenges were triggered by the Directorate General of Civil Aviation's regulatory constraints on crew rostering and revised flight-duty time limitations, which disrupted the airline's optimized scheduling model. Founded in 2006 under the leadership of Rahul Bhatia and Rajesh Gangwal, IndiGo was among the early adopters of the low-cost carrier model in India, which had built its strategic growth around reliability, affordability, and operational efficiency, eventually becoming India's largest airline by market share, which was operating high-frequency domestic and international routes. As customer dissatisfaction and reputational risks intensified while regulatory scrutiny intensified and competitors began capturing displaced demand, Chief Executive Officer Pieter Elbers faced a critical dilemma. Did the crisis represent a temporary operational disruption that could be managed within IndiGo's existing system, or had it revealed deeper structural limitations requiring a fundamental rethinking of how the airline balanced efficiency and reliability?

Keywords:

Capacity Management, System Design, Capacity Utilization, Process Efficiency, Operational Flexibility

Case Classification: Teaching Case

Primary Discipline:

Operations Management / Service Operations / Strategic Management

Intended Audience:

Postgraduate / Executive Education

Learning Objectives:

1. Understand how high-efficiency operating systems behave under constraints.
2. Examine the trade-off between efficiency and resilience in service operations.
3. Analyze how regulatory changes impact operational capacity and system performance.
4. Develop managerial judgment under conditions of ambiguity and incomplete information.

09ICC2026: Halal certification and Muslim-friendly tourism in Uzbekistan: Balancing trust, regulation and responsible consumption

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Abstract:

The case examines Uzbekistan's tourism and hospitality sector from an informal, trust-based halal system to a more standardized certification framework with recent government reforms. Positioned within the growing global halal tourism, the case also illustrates how Uzbekistan has been adapting to increasing demand from Muslim tourists with its Islamic heritage tourism in Samarkand and Bukhara. The central dilemma focuses on how industry stakeholders should respond, whether through full halal certification, a flexible Muslim-friendly approach, or tiered-models. Key themes include strategic positioning, service innovation, responsible consumption, and the balance between authenticity and inclusivity. The case is highly relevant in contemporary contexts of regulatory change and ethical tourism. The aim of this case is to enable students to evaluate initiatives and society, think about strategies, understand halal as both a religious and lifestyle concept, and assess implications for competitiveness, operations, and destination branding for Uzbekistan as an attractive destination for Muslim tourists.

Keywords:

Halal tourism, Tourism destination, Responsible consumption, Sustainability, Religion and Lifestyle

Case Classification:

Teaching Case

Primary Discipline:

Interdisciplinary: Marketing / Tourism

Intended Audience:

Undergraduate / Postgraduate / Executive Education / Professional Training

Learning Objectives:

1. Analyze impacts of formal halal certification.
 - Analyze and evaluate the strategic response to halal certification in tourism and hospitality – using case studies of Muslim-majority countries and/or leading halal/Muslim-friendly tourism, e.g. Malaysia, Indonesia, Thailand etc.
2. Explain halal as a religious and trust-based consumption system.
 - Examine the relationship between halal principles and responsible consumption and lifestyle – consumer perception & current trend (Evaluate socio-cultural trust vs. formal regulation in service).
3. Evaluate strategic responses to diverse tourist segments.
 - Distinguish between halal, Muslim-friendly, and/or tiered or hybrid models in tourism and hospitality (e.g., certified-halal food alongside vegetarian/vegan options) that accommodate diverse dietary and cultural expectations without diluting religious integrity.

4. Assess halal as a responsible consumption and lifestyle innovation framework.
 - Maintain religious authenticity + ensuring commercial inclusivity in destination.
 - Applying halal principles e.g. ethical sourcing, cleanliness, moderation, transparency, and respect for wellbeing and extend beyond religious obligation and associate with broader concepts of responsible consumption & lifestyle.
 - Find out how trust-based consumption systems, when formalised through certification, reshape tourist perceptions of authenticity, responsibility, and destination credibility.

10ICC2026: Navigating the Logistical Storm: Acwa's Sirdarya Dilemma

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Abstract:

This case examines Acwa's Sirdarya 1,500 MW CCGT power project in Uzbekistan, a flagship infrastructure investment within Central Asia's evolving energy market. The case focuses on a crisis triggered by the Russia–Ukraine war, when war-risk insurance for transporting critical out-of-gauge equipment was withdrawn, threatening logistics, lender disbursement, contractual risk limits, and project continuity. Students are asked to assess how Acwa's leadership should respond when conventional commercial mechanisms fail, and urgent operational decisions must be made under geopolitical uncertainty. Key themes include multi-party negotiation, risk allocation, project finance, logistics strategy, crisis leadership, and government–business relations. The case is highly relevant to contemporary business environments because it shows how global shocks can rapidly destabilize infrastructure projects in emerging markets. Its pedagogical value lies in developing students' ability to apply BATNA, ZOPA, stakeholder mapping, and crisis-sequencing logic.

Keywords:

Geopolitical Risk; Multi-Party Negotiation; Project Finance; Infrastructure Strategy; Emerging Markets; Crisis Leadership

Case Classification: Teaching Case

Primary Discipline:

Interdisciplinary: Strategy / Operations / Project Management / Negotiation and Conflict Management

Intended Audience:

This case is designed for undergraduate and graduate-level students, particularly in:

1. Negotiation and Conflict Management
2. Project and Contract Management
3. Risk Management in Emerging Markets, and
4. Crisis Leadership and Stakeholder Strategy.

Learning Objectives:

1. Develop and apply negotiation skills in high-stakes, multi-party crises, especially when interests conflict, information is incomplete, and time pressure is intense. Focus on shifting from positions ("we need coverage now") to interests ("we need bankable risk allocation").

2. Use BATNA reasoning to assess viable alternatives under time constraints and estimate “walk-away” costs.
3. Identify how geopolitical disruptions lead to risks, financing failures, and operational failures.
4. Understand how “hidden options” can surface through stakeholder dialogue and negotiation, particularly when formal contracts and markets break down.
5. Examine conflict dynamics in which stakeholders have misaligned incentives, such as those between insurers, project sponsors, lenders, and governments.

11ICC2026: EVOS at a Crossroads: From Local Champion to Global Contender

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Abstract:

This case explores a critical strategic decision faced by EVOS, a leading quick-service restaurant (QSR) chain in Uzbekistan, as the domestic market becomes increasingly competitive and globally integrated. Rapid industry growth—reaching approximately 133 trillion UZS in turnover and over 25,800 enterprises—has been accompanied by the entry of international brands and ongoing trade liberalization. While EVOS has built a strong market position through localization and customer loyalty, it now faces a strategic dilemma: whether to consolidate its domestic leadership or pursue international expansion. The case examines key themes of competitive strategy, internationalization, and market entry modes in an emerging market context. It offers valuable insights into how firms navigate growth under uncertainty and provides a platform for applying strategic frameworks to real world decision-making.

Keywords:

Internationalization, Competitive Strategy, Emerging Markets, QSR Industry, Market Entry Modes,
Strategic Decision-Making

Case Classification:

Teaching Case

Primary Discipline:

Strategy / International Business

Intended Audience:

Postgraduate

Learning Objectives:

1. Evaluate the timing and strategic rationale for international expansion for a domestic market leader under increasing competitive pressure.
2. Compare regional versus global market selection strategies, considering cultural, geographic, and operational distance
3. Assess entry mode choices, including franchising and company-owned expansion, in emerging market contexts.
4. Analyze the impact of trade liberalization and foreign competition on firm strategy.

12ICC2026: Chortoq Mineral Water Company: Bottling Beyond Borders, but Does the Brand Keep Up?

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Abstract:

This case examines the strategic inflection point faced by Chortoq Mineral Water Company (CMWC), an Uzbekistan-based producer of naturally sourced premium mineral water. Having expanded into over 14 international markets through a distributor-led model, CMWC achieved rapid global reach with minimal capital investment. However, this growth has exposed critical weaknesses: inconsistent brand positioning, price fragmentation, limited shelf visibility, and weak control over marketing execution across markets. Meanwhile, intensifying competition from established premium brands such as Evian, Borjomi, and Fiji amplifies the urgency of strategic recalibration. The case challenges students to evaluate whether CMWC should deepen its distributor-led expansion, consolidate in high-potential regional markets, or transition toward a brand-centric, hybrid internationalization model — balancing scale, control, and brand integrity as an emerging-market premium brand competing on the global stage.

Keywords:

International Marketing, Brand Management, Emerging Markets, Distribution Strategy, Bottled Water Industry, Internationalization

Case Classification: Teaching Case

Primary Discipline:

Marketing / Strategy / International Business

Intended Audience:

Postgraduate / Executive Education

Learning Objectives:

1. Evaluate the trade-offs between distributor-led international expansion and brand-controlled market entry strategies for emerging-market firms.
2. Analyse how inconsistent brand positioning across multiple markets undermines long-term brand equity and premium pricing power.
3. Apply international marketing frameworks to recommend a market prioritisation and brand management strategy for CMWC.

Assess the role of digital presence, distributor relationships, and logistical infrastructure in sustaining global brand growth from a landlocked emerging market.

13ICC2026: When the Partner Pulls the Plug: HUMANS Uzbekistan and the Collapse of a Fintech-Telecom Ecosystem

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Abstract:

This case examines the collapse of HUMANS Uzbekistan, a fintech-telecom super-app that reached 2.3 million users by 2024 by operating as a Mobile Virtual Network Operator (MVNO) and relying on third-party partnerships for both telecom infrastructure and payment processing. In June 2025, Octobank suspended services for HUMANS-issued Visa cards due to unpaid debts, leaving thousands of customers without access to their funds and triggering a cascade of regulatory scrutiny, reputational damage, and legal proceedings. The case reveals how rapid growth without internal controls, risk management, or governance structures can transform partner dependency into an existential crisis. Set against active bankruptcy proceedings and a court-imposed liquidation deadline of July 2026, it challenges students to diagnose root causes versus symptoms, and to evaluate competing strategic alternatives under uncertainty and incomplete information.

Keywords:

Fintech; Corporate Governance, Strategic Crisis Management, Super-App, Emerging Markets, Partner Dependency

Case Classification:

Teaching Case

Primary Discipline:

Strategy / Interdisciplinary (Telecommunications & Financial Technology)

Intended Audience:

Undergraduate / Postgraduate / Executive Education

Learning Objectives:

1. Apply PESTLE and Porter's Five Forces to analyze a hybrid telecom-fintech business model.
2. Use VRIO and financial ratio analysis to distinguish symptoms from root causes in a corporate crisis.
3. Evaluate strategic alternatives under uncertainty with competing stakeholder interests.
4. Develop decision-making skills in a crisis context with incomplete information and binding deadlines.

14ICC2026: Lost in Unawareness: Neo Insurance's Breakthrough in Uzbekistan's insurance market

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Abstract:

Set against the backdrop of Uzbekistan's evolving insurance sector, this case explores the journey of Neo Insurance, a "rookie player" challenged by entering a traditional and stagnant market. The context highlights a transition from established industry roles to a brand-new venture operating in a "sleepy backwater" industry characterized by extreme consumer skepticism and low market penetration. The core challenge focuses on establishing a huge local brand in an environment where the population lacks awareness and traditionally favours long-established companies. Key themes explored include digitalization, strategic positioning and innovation, specifically how a digital-first approach acts as a catalyst for growth. The case is highly relevant to contemporary business environments, illustrating the impact of insurtech and the complexities of regulatory compliance in emerging markets. Learning outcomes are as follows: tasking students to evaluate market entry strategies; brainstorming through strategies to overcome cultural and institutional obstacles.

Keywords:

Uzbekistan's Insurance Market, Insurtech, Low Awareness, Strategy, Digitalization, Competitive

Advantage, Customer Trust.

Case Classification: Teaching Case, Industry Case

Primary Discipline:

Interdisciplinary

Intended Audience:

Undergraduate / Postgraduate / Executive Education / Professional Training

Learning Objectives:

1. To evaluate strategies to enter underdeveloped markets.
2. To train problem-solving skills, by presenting core and other minor challenges the company face.
3. To assess the importance and impact of digitalization on company's performance.

15ICC2026: The Countdown at UzAuto Motors: Refinancing a Corporate Bond During Market Liberalization

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Abstract:

This teaching case examines the strategic challenges facing UzAuto Motors, which is a state-owned automotive manufacturer in Uzbekistan, following the July 2023 government decision to eliminate import tariffs on small-engine vehicles. Based entirely on publicly available information - this includes published financial statements, government decrees, news reports, and rating agency disclosures - the case documents the changes in the company's market position, customer prepayment levels, debt structure, and profit margins between 2022 and 2025. A corporate bond, which was issued by the company, is scheduled to mature in May 2026. The Chief Financial Officer must prepare a recommendation for the board of directors regarding what the company's strategic direction should be. Available options include maintaining the current course, pursuing a technology partnership, or investing in product line transformation. The case may be of particular interest to students who are exploring state-owned enterprises in liberalizing markets.

Keywords:

Debt Refinancing, Market Liberalization, Automotive Industry, State-Owned Enterprise

Case Classification:

Teaching Case

Primary Discipline:

Finance

Intended Audience:

Undergraduate / Postgraduate

Learning Objectives:

1. Analyze how regulatory policy changes affect an incumbent firm's competitive position and financial structure using publicly available evidence.
2. Evaluate strategic alternatives under capital constraints and fixed refinancing deadlines.
3. Synthesize financial statements, market data, and regulatory documents into a board-level recommendation.

16ICC2026: The Swoosh in Freefall: Elliott Hill and Nike's Innovation-or-Efficiency Dilemma

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Abstract:

In FY 2025, Nike Inc., the world's leading athletic footwear and apparel company operating in the highly competitive global sportswear market, faced its worst financial crisis in recent history. Following a strategic pivot under former CEO John Donahoe that aggressively prioritized Direct-to-Consumer channels over product innovation, Nike experienced severe revenue decline, market share erosion, and a stock price collapse to five-year lows. The company's innovation stagnation allowed competitors to gain ground, particularly in Greater China where local brands surpassed Nike's market leadership. New CEO Elliott Hill must now decide how to reverse the downturn: rebuild wholesale partnerships, revitalize product innovation, or pursue a high-risk hybrid approach. Reflecting broader industry debates about DTC strategies and the innovation-efficiency trade-off facing mature brands, this case explores strategic decision-making under pressure, examining the unintended consequences of channel strategy, the balance between distribution efficiency and brand differentiation, and the challenges of executing corporate turnarounds in competitive oligopolistic markets.

Keywords:

Sportswear, Distribution Strategy, Product Innovation, Direct-to-Consumer, Market Share Erosion, Competitive Positioning

Case Classification: Teaching Case

Primary Discipline:

Interdisciplinary: Strategy / Marketing / Operations

Intended Audience: Undergraduate / Postgraduate

Learning Objectives:

1. Develop root cause analysis skills to distinguish strategic decisions from symptomatic outcomes in corporate performance decline.
2. Evaluate alternative strategic responses and their trade-offs when facing dual challenges of distribution and innovation.
3. Interpret financial metrics (revenue trends, margins, market share) to understand the real-world impact of strategic choices.
4. Navigate decision-making ambiguity by assessing incomplete information and justifying strategic recommendations under uncertainty.

17ICC2026: TBC Bank Uzbekistan: Integrating Payme in a Rapidly Growing Fintech Market

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Abstract:

This case examines TBC Bank Uzbekistan's strategic decision following the full acquisition of Payme in 2023 within Uzbekistan's rapidly expanding fintech sector. The market is characterized by strong digital transformation, rising financial inclusion, and intensifying competition between traditional banks and fintech platforms. The central challenge focuses on how to integrate Payme into TBC Bank's operations while balancing efficiency, governance, and innovation. The case explores three strategic alternatives - full integration, independent operation, and a hybrid model - each presenting trade-offs between operational control and flexibility. Key themes include strategy, digital transformation, and innovation management in emerging markets. The case is highly relevant to contemporary business environments where firms must adapt to fast technological change. It aims to develop students' ability to evaluate strategic decisions, analyze trade-offs, and apply frameworks to real-world fintech integration challenges.

Keywords:

Fintech Integration, Digital Transformation, Strategy, Emerging Markets, Innovation, Financial Services

Case Classification:

Teaching Case

Primary Discipline:

Strategy / Finance / Interdisciplinary

Intended Audience:

Undergraduate / Postgraduate

Learning Objectives:

1. Analyze strategic decision-making in fintech integration.
2. Evaluate trade-offs between innovation and operational efficiency.
3. Distinguish between symptoms and root problems in complex business environments
4. Apply strategic frameworks to real-world digital transformation cases.





