

Case Study

Case Synopsis

Parout Stores, a chain of super centers known as one of the largest retailers in the nation, was struggling with its public image after bad press on its now improved labor practices. The national office instructed local branches to begin conspicuous local community service initiatives to help the company in rebuilding its reputation at the community level. Robert McClelland, the manager of a Parout branch in a small Texas border town with a largely Hispanic population, stumbled across an opportunity to serve the Hispanic community nation-wide. The idea evolved from a brief conversation between McClelland and the founder of MatchJulia.org, a non-profit organization dedicated to registering more minorities on the National Marrow Donor Registry so that minority cancer patients have a better chance of finding a match for marrow transplants. Villanueva, the founder of MatchJulia.org, was willing to fly to the community and publicly thank any organization that recruits over 1,000 donors. One major problem was that Villanueva was scheduled to travel abroad within four weeks. Hence, McClelland only had a month to achieve this feat. He needed to strategically plan a community outreach program to register 1,000 donors in less than a month as well as convince his team that this opportunity was worth all the extra hours needed to plan and execute this project on such short notice.

Case Description

It was a beautiful March evening in Austin, Texas. The air was pleasantly crisp and the wind rustled gently through the trees. Although Robert McClelland was from the hot, humid area of South Texas and normally would have treasured this change of scene, he was oblivious to the beautiful weather. A million things ran around in his mind as he excitedly marched out of a social networking gathering after having a few drinks with the retail world's movers and shakers from across the nation. Parout Stores, a chain of super centers known as one of the largest retailers in the nation, hired McClelland a year ago to expand its business into a small, growing city on the Texas-Mexico Border. McClelland moved to the border town and opened the store a year ago, shortly before the company began receiving bad press from local and national media on its purported labor practices. Since then, Parout Stores had changed several of its policies to assuage the complaints, successfully fixing the problems. However, Parout's image was still reeling from the months of bad press, the effects of which were painfully obvious in the company's bottom line. At a national meeting last month, the company decided that it needed to take action to counter the bad taste in its consumers' mouths. The leaders noted that trends toward Corporate Social Responsibility were taking the country by storm and that Parout Stores was lagging behind in that area. In order to gain back the community's trust as well as keep up with the Joneses, Parout decided to develop highly publicized local community service initiatives at each of its branches. Since the local companies would be more able to identify local needs, the order was handed down a few weeks ago for the local branches to identify community needs and to develop conspicuous community service programs right away. McClelland had been racking his brains for weeks for community service projects that would make a splash and win over the hearts of his local clients. He could not come up with anything grand enough to turn things around, until that evening in Austin.

While mingling with CEO's, managers of various organizations, members of the press, and government officials at the networking social, he ran into Stephen Wenkul, another manager of a retail store from a small border town in Arizona. When McClelland mentioned his concern of finding community service opportunities, Wenkul introduced him to Jorge Villanueva, the founder and president of MatchJulia.org, a nationally recognized non-profit organization based in New Jersey that is dedicated to recruiting minorities into the National Marrow Donor Registry. Wenkul told Villanueva that McClelland might be interested in what MatchJulia.org does. Over the hum of the party's chatter, Villanueva told McClelland what his organization was all about. He explained that cancer patients who need a bone marrow transplant refer to the National Marrow Donor Registry to find a match. A match has to be from the same ethnic background, and the chances of finding a match on the registry can be as low as 1/100,000. The situation is especially bad for minorities like Hispanics, for example, because only 10 percent of the potential donors listed on the registry are Hispanic. In other words, since minority donors are so underrepresented in the registry, the chances of minority patients finding a life-saving match are much slimmer than non-minority patients. So, MatchJulia.org's mission is to address the need for more minorities on the registry by holding bone marrow drives to register more minorities as donors. Villanueva explained the painless process of getting on to the registry: filling out a form and a simple swab for inner cheek cells. And if someone is a match, gone are the days of painful spinal taps to donate marrow; instead, the new method of drawing marrow is a virtually painless process very similar to donating blood. Given that it is so simple to become the source of life for a dying cancer patient, Villanueva expressed his regret that so few minorities were on the registry and emphasized the urgency of his work. He explained that MatchJulia.org is looking for organizations located in minority-rich communities that are willing to hold bone marrow drives to help MatchJulia.org reach its goal of making marrow transplants for minority cancer patients more of a possibility. Villanueva even had the policy of flying down to the communities personally and publicly congratulating and thanking any organization that helped to register more than 1,000 people.

Question

Using the information of the Project described in “Case Study Background – Part I”, create a Stakeholder register using the “Stakeholder Register” Tool.

Answer

Stakeholder Register

Project Name:	Parout CSR
Project Phase:	Inception

Date:	Mar 01
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Stakeholder Identification & Analysis

Name of Stakeholder	Designation	Department	Role in Project	Type of Stakeholder	Type of Communication	Expectations	Interests	Influence on Project Outcome
Robert McClelland	Manager	-	Sponsor	Internal	Formal & Informal	To register 1000 donors within 4 weeks	High Interest	Decision Maker
<Unknown>	Project Manager	-	Project Manager	Internal	-	-	-	-
<To be identified>	-	-	Core Team/Other team members	Internal				
Stephen Wenkul	Manager	-	Not known (May be an advisor)	Internal	-	-	Very low interest	-
Jorge Villanueva	-	-	Advisor	External	-	To register 1000 donors within 4 weeks	Low interest	-
MatchJulia.org	-	-	Advisor	External	-	To register 1000 donors within 4 weeks	Low interest	-
Hispanic Community	-	-	Donors	External	-	-	-	-

