

DECISION LINE

PRESIDENT'S LETTER

2016–2017 Board Objectives: Re-energizing the Institute



Funda Sahin, University of Houston

Dear Colleagues and Friends, First of all, I'm very grateful for your support in electing me as the new DSI president. DSI has been instrumental in my professional and personal growth throughout my academic career. It is an honor to serve as the President of the Institute to further its development so that others can also enjoy the many benefits that our organization has provided me over the years.

The DSI Executive Committee and the Board of Directors are working very hard to position DSI as a premier organization for advancing the science and practice of decision sciences. This is the driving force behind the objectives that the Board of Directors have for the year 2016-2017. In this letter, I would like to share some of the 2016-2017 DSI Board objectives and initiatives. These address some of the issues that have been hindered DSI's development, along with identifying new opportunities that will advance the Institute.

First and perhaps the most important task facing the Institute involves evaluating and aligning the organizational and governance structure of the Institute so that they support DSI Mission and Strategies mirroring year 2020 realities. We recently engaged a professional non-profit organization auditor to evaluate DSI's organizational structure, operations and related issues. The auditor's report along with findings and recommendations were discussed at the DSI Board of Directors April 2016 meeting. The major finding of the report highlights the lack of a clear strategy, which supports the mission and vision of the Institute. It also identifies limitations and potential remedies of the current governance structure in accommodating the realities of 2016. As a result of the discussions, the

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DECISION LINE

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Vision Statement

The Decision Sciences Institute is dedicated to excellence in fostering and disseminating knowledge pertinent to decision making.

Mission Statement

The Decision Sciences Institute advances the science and practice of decision making. We are an international professional association with an inclusive and cross-disciplinary philosophy. We are guided by the core values of high quality, responsiveness and professional development.

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- **Western**
John Bell, *University of Tennessee*



From PRESIDENT'S LETTER, page 1

Board of Directors will hold a facilitated Strategic Planning Meeting in June 2016 to address the following strategic issues:

- What is the role of DSI as an academic professional organization in the 21st Century?
- What value proposition should DSI offer to its membership given the global context of how the profession has evolved?
- Where can better clarity be achieved within the governance of the Institute to:
 - reflect currently accepted nonprofit best practices and legal requirements
 - reflect the reality of the times
 - ensure transparency and legitimacy
 - function in the best interest of the broader membership
- Finding the best Sustainability Paradigm and the Development of a Strategic Plan
- Structuring the leadership team so that it more effectively responds to current and future challenges.

One of the most important outcomes we hope to obtain from the Strategic Meeting is defining and establishing ways for the Institute and its regional subdivisions to work more closely towards common goals, which support the missions of the Institute and the regions. While the relationships between the Institute and its regional subdivisions have not always been the most productive, it is important to clarify these relationships in order to establish mutual goals that benefit all stakeholders and leverage the strategic contributions of the regions.

A second strategic issue facing the Institute relates to DSI's journal portfolio, which currently includes DSJ as the flagship research journal and DSJIE as the

teaching oriented journal. The Institute's journal portfolio is critical for the strategic positioning of the Institute. Many believe that improving the quality of the current journals and expanding the breadth of the Institute's journal portfolio would attract more members and a number of high quality scholars to the Institute. However, composition of DSI's journal portfolio must be carefully considered. The Publications Committee is charged with evaluating DSI's current journal portfolio and proposing an "Ideal 2020" journal portfolio considering the impact on the society's scholarly reputation, revenue streams, enhanced opportunities for membership's professional development and membership growth. The committee will also recommend specific objectives for each journal.

Third objective is related to the limitations of our current information technology (IT) systems, including its complexity, cost and lack of adequate integration. An ad-hoc IT Committee chaired by VP of IT, Bob McQuaid, is reviewing the existing system and potential alternatives to identify (and if necessary implement) more effective solutions that can evolve to meet DSI's changing needs.

The fourth objective seeks to expand the Institute's global membership base by better understanding the needs of our current members and exploring creative ways to attract new members, thought leaders and eminent scholars. Last year, the Marketing Committee initiated efforts for launching a marketing campaign with the objective of reaching out to past and prospective members. These efforts will continue this year and will be led by the VP of Membership, Kaushik Sengupta with assistance from VP of Member Services, Kathryn Zuckweiler and VP of Global Affairs, Eldon Li.

The fifth objective involves establishing new colleges. Last year, the Board approved the creation of colleges of focused areas. The proposed constitutional

amendment required to establish colleges will soon be presented to the membership for a vote of approval. Assuming that the membership votes in favor of establishing the colleges, they will soon become a reality.

Aside from the strategic initiatives, I would like to also update you on a couple of other important activities that are under way. First, we will begin the search for a full-time Executive Director to provide leadership continuity. The Home Office has been providing very good support and responsiveness to the Institute's needs under the Interim Executive Director, Johnny Rungtusanatham's guidance. Johnny has graciously taken on the interim role and has been very effective in overseeing the Home Office operations and we are grateful for all his hard work. We hope to fill the Executive Director position this summer.

We are also seeking nominations for the DSJIE Editor-In-Chief. We are very thankful for the leadership effort that Vijay Kannan, the Editor-In-Chief of DSJIE, has provided for the journal over the years. Vijay has been a great Editor and a very active DSI member. He recently informed us of his intentions to step down this summer as the Editor-in-Chief due to the new administrative responsibilities he will be assuming soon. We appreciate all his contributions and wish him the best in his new role. A search for an Editor-In-Chief for DSJIE is currently in place. VP of Publications, Anand Nair is chairing the search effort. I encourage all DSI members to participate in the search by helping identify outstanding candidates for the position.

I will keep the membership updated on the Institute's progress. I want to emphasize that the DSI leadership team is committed to working hard to elevate DSI to the next level. However, this is only possible if we capitalize on our strengths

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Past President's Letter



Morgan Swink, Texas Christian University

Dear DSI,
 Many thanks to all of you who have worked so hard to improve our Institute over this year. As I pass the presidency baton into the capable hands of Funda Sahin, I'm gratified to know that we have made substantial progress on a number of fronts, and I'm confident that this progress will continue under Funda's leadership. In short, I'll first note that our home office continues to ramp-up in both efficiency and effectiveness, as they continue to improve processes and work with systems. I feel confident that the Decision Sciences journal is in good shape and progressing nicely under the editorship of Cheri Speier-Pero. We had a great conference last year that included a number of fun innovations. As a board we have made substantial progress in developing needed proposals for constitutional changes – you will likely be seeing some of these proposals this summer. Importantly, I think we have begun to develop and clarify relationships between regional and national DSI organizations, and are on our way to defining increasingly supportive collaborations.

I am thankful and honored to have had the opportunity to serve as president of DSI. I hope that you all will join me in making the DSI your first choice as an academic society, and will continue to contribute to its success.

Cheers!
 Morgan Swink ■

Election Results

Members of DSI:

As the Interim Executive Director, appointed by the Board of Directors for the Decision Sciences Institute (DSI) on February 1, 2015, I want to take this opportunity to congratulate the newly-elected 2016 officers.

Many qualified individuals stood for elections to these positions. The Decision Sciences Institute is grateful and appreciates the continued involvement and support of its members.

The newly-elected officers and directors will begin their term in April 2016. The Decision Sciences Institute looks forward to their guidance and leadership.

2016 Election Process

For this election, the Decision Sciences Institute contracted with Simply Voting, a web-based online voting system (<https://www.simplyvoting.com/>), to manage the voting process and certify the voting results. This allowed voting to be conducted "blind" to the Home Office and in a secure fashion that prevents tampering.

Voting opened on February 1, 2016 at 8:00 am CST and closed on Monday, February 29, at 5:00 pm CST. According to Simply Voting:

- 787 DSI members voted (52.3% of DSI members).
- 42 of the 787 DSI members who voted were identified as members of the European Division. Only these 42 members were eligible to vote for the VP – European Division.

Sincerely,
 M. Johnny Rungtusanatham
 Interim Executive Director ■



Jatinder (Jeet) N. D. Gupta
 (University of Alabama in Huntsville)
 2016 President-Elect



Joy Field
 (Boston College)
 2016 Treasurer



Markku Kuula
 (Aalto University)
 2016 VP – European Division



Soumen Ghosh
 (Georgia Institute of Technology)
 2016 VP Professional Development



Kathy Zuckweiler
 (University of Nebraska at Kearney)
 2016 VP Member Services



Eldon Li
 (National Chengchi University)
 2016 VP Global Activities

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published in scientific journals

and proceedings. Most of his work focuses on various
issues of quality in both service and manufacturing
companies. He received his PhD in business admin-
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journals, including *Journal of Quality Manage-
ment*, *Journal of Operations Management*, and
International Journal of Production Research.

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In this issue DL welcomes the new DSI President, Professor Funda Sahin. You will read the first letter from the President where she discusses what the DSI Board is planning to accomplish in 2016-2017. She outlines strategic initiatives that the board is undertaking with specific strategic questions that need to be answered. The President and the board identified five strategic priorities that will be the focus of DSI Board this year. We wish the President and the Board much needed luck to accomplish their goals.

Morgan Swink in his last letter as the president of DSI provides a brief description of the state of DSI and progress made during his presidency. We thank Morgan for a job well done.

The elected officers have been already hard at work. Their names and pictures are presented to you. They have already started their work on your behalf. In fact, you will see a picture of them at the April DSI Board meeting.

The Western DSI is looking for a capable individual who can take over the *Journal of Business Management*. Please read the short article for more information. If you are interested to edit a journal here is your chance.

If you are a junior faculty, please ask a colleague or your doctoral mentor to nominate you for the prestigious Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar. If you are a mentor or know of young and upcoming scholars, please nominate them for this award. The section on Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar describes the process and dateline for applications and nominations to be sent to the DSI Home Office.

The Information Technology Feature is presented to you by Ken Kendall. In this article he discusses "How We Can Learn about Support from the Online Game Community." He summarizes his discussion with three points that we all can learn from the Online Game Community.

I am sure you find his presentation very interesting.

The feature editor for "From the Bookshelf," Kirsten Rosacker presents to you a very interesting take on the "Quench Your Own Thirst Business Lesson's Learned over a Beer or Two," a book authored by Jim Koch who is a pioneer in the craft beer industry. After reading this book review you may find out the only way you can quench your thirst is actually reading the entire book.

In the News From Region, you can read a summary of SWDSI Annual Conference that was held recently in Oklahoma City.

The Program chair for the 2016 conference invites you to join him in Austin in November. Sri Talluri, Program Chair of 2016 is putting together a very strong and interesting program and invites us all to join him for this year's DSI Annual Conference and to participate in various paper presentation sessions and other activities that has been planned for the conference.

As always, I encourage you, our reader, to share your opinions, ideas with us by writing and sending it to me at mebrahimpour@uri.edu, or you may send it to the feature editors as shown in this section.

I am looking forward to reading your articles for inclusion in Decision Line.

Maling Ebrahimpour, PhD
Editor ■

“DSI welcomed its latest Board Members during the Board of Directors Meeting in April”

Here is the order of the room from left to right: Funda Sahin, President (University of Houston); Markku Kuula, VP European Division (Aalto University); Jeet Gupta, President-Elect (University of Alabama-Huntsville); Soumen Ghosh, VP Professional Development (Georgia Institute of Technology); Anand Nair, VP Publications (Michigan State University); Kathy Zuckweiler, VP Member Services (University of Nebraska at Kearney); Morgan Swink, Immediate Past-President (Texas Christian University); Bob McQuiad, VP Technology (Pepperdine University); Joy Field, Treasurer (Boston College); and Madeline Apperson, DSI Home Office. ■



Editor Search for Western Decision Sciences Institute Journal of Business Management



The Western Decision Sciences Institute is inviting proposals to edit and publish the *Journal of Business Management*. The primary objective of JBM is to provide a forum for the dissemination of theory and research in all areas of business, management, and organizational decisions which would be of interest to academics and practitioners. The editors are requested to increase the audience and dissemination of the journal, listing it in important indexes and Cabell's

Directory. This will be an online only journal starting with 2 issues per year and building to 4 issues per year over a 3 year period. The editor /publishing contract will be for 5 years. To receive a copy of the Request for Proposal please contact John Bell at bell@utk.edu, Sheldon Smith at smithsh@uvu.edu, or Debbie Gilliard at gilliard@msudenver.edu. Proposals should be submitted to Sheldon Smith by June 15, 2016. ■

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and by the involvement of our membership. Your involvement is very important. Please join me in positioning DSI as a premier organization by increasing your engagement; publish in our journals, volunteer to serve as reviewers, serve on the Editorial Boards of our journals in various capacities, attend our conferences, volunteer for leadership roles, participate as committee members, participate in the conferences, and by all means help us grow by reaching out to new members, thought leaders and eminent scholars into the DSI fold. The ways you can get involved are numerous. It is important to remember that this is your society and it can only get better with your participation. Also, your suggestions are always welcome.

Best Wishes,
Funda Sahin
2016-2017 Decision Sciences Institute
President ■

Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar

Award Information

Award is presented during at the DSI Annual Meeting in November to an early career scholar in the Decision Sciences field who has served the Institute and its goals over the past year(s). The recipient will receive a plaque and a \$500.00 Scholarship..

Eligibility

The applicant must be nominated by a faculty member or academic administrator.

Nominators must submit a nomination letter describing the basis for the recommendation along with the candidate's curriculum vita.

Submissions

Electronic Submissions should be sent to info@decisionsciences.org with Carol Latta Memorial Award in the subject line (preferred method of submission).

Paper Submissions should be sent to:

Decision Sciences Institute
334 Melcher Hall, Suite 325

Houston, Texas 77204-6021.
Attention: Dana Evans, Program Director, regarding Carol Latta Memorial Award

Deadline

All nominations must be received by October 19, 2016.

The Committee

The selection committee chair is com-

posed of the following DSI Board of Directors:

- Immediate Past President
- VP of Member Services
- VP of Professional Development
- VP for Global Activities
- Recipient of the previous year's award.

Award Criteria

- Awarded to an emerging scholar in the decision sciences disciplines who has earned his or her terminal degree (e.g. PhD, DBA, etc.) within the previous five (5) years.
- Evidence of excellence in research, teaching, and/or service to DSI (may be provided as an appendix to the recommendation letter- **limited to five pages**)
- Documentation regarding Institute-related professional service such as
 - Serving on DSI committees, reviewing committees, as session chair, track chair, etc,
 - Teaching performance (teaching award, new course development, etc.),
 - Scholarly research (publications in Decision Sciences, Decision Sciences Journal of Innovative Education, and other highly-regarded journals in the decision sciences field and presentations at DSI meetings).
- Please do not include full journal articles
- Must be a member of the Institute in good standing. ■

How We Can Learn about Support from the Online Game Community

by Kenneth E. Kendall, Rutgers University, Feature Editor

When you find yourself in a situation with a software application, you try to turn to any number of ways to help you out of a jam. Lately, none of these methods have worked well for me. An application's Help Menu is topic oriented, but not concept oriented. Using Google to find an answer to a problem brings up the wrong devices or solutions to old operating systems. Blogging sites are listed, but are usually poorly organized. There are some good support sides, but they appear as community sites for online games. I believe we can learn something from the world of computer games and their support groups, so in this month's article I present what I feel is a great example of user support.

The smartphone / tablet game The Simpsons™ Tapped Out is supported by The Simpsons™: Tapped Out Addicts (TSTO) website and it is a worthy example of an online game support website. The addicts' website hosts daily blog posts containing information about the game that may be helpful or may be of interest to those playing the game. It is not part of the game's developers called EA mobile, Fox Network, or *The Simpsons* TV show. The website tries to answer questions, tell visitors how to contact EA mobile, and explain how to reload or restore a game. It explains the basics of the game to newcomers and helps experienced players make decisions concerning their purchases (The Simpsons™: Tapped Out is a freemium game that has premium content for purchase).

31 prime-time Emmy awards, and is still being produced.

Figure 1 shows a screenshot from a The Simpsons™: Tapped Out game in winter. Like most other games it has various types of in-game currency including special event (temporary) currency that allows the user to win event prizes. The main types of currency are in-game dollars and donuts (Homer's favorite). Users can purchase (for real money) additional donuts to buy unique buildings and characters or speed up an activity. Players begin with an empty city (in this case one that Homer destroyed by causing a meltdown at the nuclear plant where he works). Users slowly build up the city, building-by-building, character-by-character for a virtually infinite amount of time. The game began in March 2012 and is adding new content weekly.

The game became complex, rapidly generating a need for support. EA mobile has its own support site (<https://help.ea.com/en/the-simpsons/the-simpsons-tapped-out/>) but numerous avid players deemed that insufficient.

The TSTO Addicts site was created in 2013 by three individuals, Alissa



Kenneth E. Kendall

is a Distinguished Professor of Management in the School of Business-Camden, Rutgers University. He is one of the founders of the International Conference on Information Systems (ICIS) and a Fellow of the Decision Sciences

*Institute. He is a past president of DSI and was awarded the Silver Core from IFIP. He was named Educator of the Year in IS for 2010 by the Association for Information Technology Professionals. His textbook *Systems Analysis and Design* is now in its 9th Edition. Ken was awarded the 2014 Dennis E. Grawoig Distinguished Service Award from DSI.*

The Simpsons™: Tapped Out is a freemium city-building game based on the successful TV series *The Simpsons*. It is developed by EA mobile and playable on smartphones and tablets. *The Simpsons* TV episodes began as a series of animated shorts embedded into *The Tracey Ullman Show*, then became a standalone half-hour TV show in the 1989-1990 season. It is the longest running animated series in the US, has won



Figure 1. *The Simpsons Tapped Out City of Springfield in the Winter*

(a Rutgers grad), Bunny, and Wookiee who all live in different parts of the country and who still maintain parts of the site, which can be found <http://www.tstoaddicts.com>.

Within six months the site had 55,000 hits per day and averaged 60 comments posted to the blog. Visitors from 150 countries came to the site. Surprisingly only 4 troll comments had to be trashed in 6 months. (<https://tstoaddicts.com/2014/02/14/the-little-blog-that-could-by-the-numbers/>)

On May 10, 2016, the TSTO team celebrated their 1000th day of existence. To date the site has had over 70 million hits.

The home page opens to the latest blog by one of the three creators of the site. On a given day there are usually a number of postings (in the first six months 823 posts were made by the moderators (<https://tstoaddicts.com/2014/02/14/the-little-blog-that-could-by-the-numbers>)). Similar in style to other blogs, there is a scrolling list of topics. Visitors have the option to dig deeper by clicking a “Continue Reading” link. In addition users can click on the comments link and hear from bloggers

or can add comments as they see fit.

Types of Information Conveyed on the Support Website

Figure 2 is an example of a special event page from TSTO Addicts. At the top of the page, you may notice the Addicts banner which changes depending on the event that is occurring in the game. Above it is a menu of main topics that are applicable at all times. Note that I have removed the ads from the page. Ads are a source of revenue for the creators of the site.

There are numerous links on this page. An introduction to a new event is offered in the “Wild West Is Live!” link along with an update. The Act 1 calendar guides the players by setting targets for daily progress. The next section has four links with advice on how to achieve certain goals by performing daily tasks, and the next section introduces walkthroughs, which are a step-by-step listing of “questlines,” game activities that include characters, dialog, and completing certain tasks. The dialog is usually humorous (see Figure 3) and the creators of the TSTO Addicts Website does its best at adding their own humor in their blogs and community blog commentary.

Because of the complexity, these walkthroughs help the players keep resources (characters) clear so that they can perform the questline activities at the proper time and in the proper sequence.

The section entitled “What Should I Spend Donuts On” helps players determine whether some characters or houses are worthwhile purchasing for donuts, which in turn are purchased using real money (typical of most other freemium games).

After the section on prizes comes the section entitled “Where Did THAT Come From?” (WDTCF). This feature looks at game characters and buildings and reveals to the players where these items appear in *The Simpsons* TV episodes. While it doesn’t provide players with any meaningful help with the game, it engages players, making them want to return to the site to find out some information that interests them. In ecommerce we refer to the phenomenon of visitors being pulled back into a site often as “stickiness.” This WDTCF feature does that well.

Another feature that provides stickiness is the “Wild West Caption This” link. Visitors to the site are encouraged to caption a screen capture from the game. At other times, the TSTO Addicts site asks the visitors to upload screen shots showing examples of cities or areas that correspond to an event. At times actual prizes are given to players who have been deemed as winners.

I have interviewed Alissa, Bunny, and Wookiee and even attended a TSTO live event with them, and rest assured they have their secrets! We don’t know exactly *how* they get their information ahead of other users. They may have source code available, may have access to the beta version of the game, or may set their iPad clocks to New Zealand time and get the game 16 hours before the East Coast. Whatever the subtleties are of how they get their insights, they are providing information to their websites visitors in a timely fashion in their blog postings.

Need for Organized Support in Business Applications

When Microsoft® Word and Excel were in their early stages, they came with four-color, hard cover books. They were beautifully produced. But I had a friend who tried to learn how to use these programs by starting off reading the first page of the first chapter. Before the end of the first chapter they were bored and didn't really have any knowledge about using the program except how to install the software. There needed to be a way to search the book by concept (not by topics that you would find in the index) so that users could jump to something they were curious about.

Then Microsoft stopped giving out books with its software. However, there was still a need for books, so books like *Office: the Missing Manual*, *Microsoft Office Plain and Simple*, *Teach Yourself VISUALLY Office*, and *Office for Dummies* were born. Microsoft®, through its help menu, would provide an improved method of support. After all, it could be updated as needed and could be searched. One problem, though, was that users didn't know what to search for.

Blogs began to spring up for computer applications, but these blogs had not necessarily been well organized. Aggregator sites like Office Blogs (<https://blogs.office.com>) haven't developed to their full potential yet. In the past decade or so, researchers have begun exploring the role, use, and performance of blogs more broadly in organizations (Bellamy and Thomas, 2007; Dennis, Minas, & Lockwood, 2016; Jackson, Yates, & Orlikowski, 2007; Nath and Singh, 2010, and Sundar, Cheg & Mirchandi, 2009), but there is still a lack of guidance for those specifically wishing to develop blogs for computer applications.

One research team aptly noted that blogs could become "A social platform for appreciative expression that forges communities of niche interests for the common good," (Lenarcic and Sarkar, 2008, p. 433). Blogs for communities of application users are no exception.



Figure 2. The Simpsons Tapped Out Addicts Website is a Support System Blog

What We Can Learn from sites like TSTO Addicts

TSTO Addicts is a website that has thought out a series of categories and concepts that make sense to visitors. They are not part of any software manufacturer or content provider and receive no support from those companies for producing the website.

Still, the TSTO Addicts blogs add enormous value to the product (in this case to The Simpsons™: Tapped Out game.) It may be difficult to measure precisely, but I am sure they increase the number of gamers, especially premium players, and keep the interest of players' high (through stickiness) thereby increasing revenue to the developers at EA Mobile. I am surprised they don't garner more support from them.

In 1986 I realized the need for organized support for system and application users, and proposed a system called FOLKLORE that allowed and encouraged users of a system to collaborate in order to help other users. The categories my coauthor and I set up were based on traditional folklore including customs, tales, sayings, and art forms (flowcharts and diagrams). We successfully attracted users to contribute to the system documentation. Later Kendall and Kerola (1993) showed the differences between Microsoft Office help informational systems and collaborative systems like FOLKLORE.

Today we have blogs, but most computer application support blogs are not well organized. That's why I wrote about the TSTO Addicts website.

- 1. It maintains categories of concepts (not



Figure 3. Example of Dialog from a Questline in *The Simpsons Tapped Out*

topics).

2. It is continuous, produced daily except for an open thread on Sundays.
3. It exhibits stickiness using stories and examples about interesting features that are not directly related to support, but which encourage the visitor to keep returning to the site often.

All of us users will be better off if more organized blogs about computer applications are developed.

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Wild West Is Live!
4/20 In Game Update- Patch

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
17	18	19	20	21	22	23
		START OF ACT 1	1968	3936	5904	7872
24	25	26	27	28	29	30
9840	11808	13776	15744	17712	19680	21648
1	2	3	4	5	6	7
23616	25584	END OF ACT 1				

TSTOADDICTS.COM WILD WEST 2016

Act 1 Calendar

How-To's And What the Heck is Going on:

- [Addicts Question Corner: Act 1](#)
- [Addicts 101: Neighbor Visits \(Act 1\)](#)
- [Addicts 101: General Store](#)
- [Addicts 101: Town Plaza Leveling Up \(Act 1\)](#)

Walkthroughs:

[Turbo Tappin' Act 1](#)

Should I Spend Donuts On?:

- [Deputy Sheriff Credentials](#)
- [Wild West Film Set & Buck McCoy](#)
- [Frink's Mechano Spider](#)

Prizes:

- Act 1**
- [Gummy Joe](#)
- [Stage Coach](#)
- Cowboy Homer

Where Did THAT Come From? (WDTCP)

Glitches and Other Issues:

Addicts Fun:

[Wild West Caption This \(4/25\)](#)

Figure 4. The TSTO Addicts Site Offers Different Ways to Help or Engage Users

Book Review: Quench Your Own Thirst Business Lesson's Learned over a Beer or Two

by Kirsten M. Rosacker, PhD, CPA, CMA, Minnesota State University-Mankato - Feature Editor

The United States has a long, convoluted, and intriguing history with alcoholic beverages. One need only consider prohibition, from the considerable efforts of the suffragettes through constitutional amendment, criminal enterprise, and ultimately the predictable repeal. Within this framework it is possible to better understand the divergent interests surrounding restricting or enabling the consumption of such beverages of choice. More recently, the lowering of blood alcohol levels to better align them with responsible consumption with respect to vehicular operation along with manufacturer campaigns focusing on encouraging more acceptable behavior, have served to highlight the truly conflicting feelings that surround the issues associated with alcohol.

Nonetheless, it is clear that a select group of alcohol consumers have very strong preferences towards their chosen beverage—beer. This has, of course, always been true. From my earliest exposure to beer, it was very apparent that certain lines of product were considered to be the “true” beer by many connoisseurs while other offerings were often described in very unflattering, perhaps even vulgar terms. A Bud person would only drink that brand seeing all others (including Bud Light) as products that could never and certainly should never be consumed. Foreign beer drinkers would only partake in a dark beer that served only to wholly confuse the Bud drinker. Yet times change, new consumers

emerge and as with all such migrations a business opportunity presents itself and entrepreneurs jump to fill the void. During the later years of the 20th century, micro-breweries and specialty beers have thoroughly re-written the landscape of the brewery industry. Consumers have demanded more choices and widely varying flavors leading to a plethora of product offerings. Confusing as this metamorphosis has been and continues to be for the traditional beer drinker—my brother being the absolute paradigm—it is the foundation for the beer industry today and the focus of the book reviewed here.

“Quench Your Own Thirst Business Lesson's Learned over a Beer or Two” written by Jim Koch, a true pioneer in the modern craft beer industry offers an entertaining and insightful inside view of the massive changes surrounding the brewing industry. In 1984, at a time when entrepreneurs weren't high profile (p. 14), Jim Koch left a secure consulting position with the Boston Consulting Group to start The Boston Beer Company with Rhonda Kallman. Using his own money and borrowed funds from friends to begin this endeavor, Jim adapted his great, great grandfather's authentic German beer recipe into Samuel Adams Boston Lager.

Throughout the book, Koch describes the challenges of starting and building a novel and unique business. Koch's first “greatest challenge...was figuring out how to take our nineteenth-century recipe and adapt it to twentieth-century brewing



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*Assistant Professor of Accounting and Business Law
Minnesota State University-Mankato*

Kirsten teaches individual taxation and corporate taxation.

Her current research interest focus on tax complexity, corporate governance and project management.

equipment and ingredients (p. 35).” His initial efforts at home brewing (which had been legalized in 1978 under President Carter) generated mixed success. The most important thing in launching The Boston Beer Company was identifying the right brew master. Success is built upon good people and this person is the most critical in brewing beer. “It’s vital that you get the very best person in the world to mentor you and help you achieve...You need a Yoda (p. 37).” After much persuasion, which most certainly involved the consumption of various beer products, Dr. Joe Owades agreed to become Boston Beer Company’s consulting brew master. The company was short on capital, as is almost always true for entrepreneurs, so they rented time from established breweries. Contract brewing enabled the company to maintain lean operations and conserve capital while concurrently creating a high quality beer (p. 26). The initial sales effort involved Koch and Kallman personally calling on nearly 100 bars across the Boston area working to convince the bars to carry Samuel Adams. Again, as with any true entrepreneur, one must fill many shoes and work long hours in order to provide the platform necessary for success.

By 1990, The Boston Beer Company employed thirty employees and “claimed about 30 percent market share among America’s 150 craft breweries (p. 110).” Koch attributes this successful acquisition of market share to the organization’s modest growth strategy, maintaining the organization’s culture, delegating work to others, partnering with good people, and hiring employees only when they can pay for themselves (p. 113). He wisely advises “anyone who has started a company and is experiencing some initial success, to keep it skinny as you grow (p. 114).”

Success brings competition and by 1990 over 250 commercial breweries were operating in the United States (p. 115). Success also can bring criticism as The Boston Brewing Company experienced in the 1990’s. They were criticized for using

contract brewing with critics claiming this practice decreased the quality of the beer. At the same time, Jim Koch was crediting contract brewing for enhancing the quality of Boston Beer Company. Others accused Boston Beer Company “of falsely advertising [their] accomplishments (p. 117).” While it was tempting for Koch to fight these various false accusations, he chose instead to immerse himself into expanding the product lines of Boston Brewing; expanding partnerships with other businesses; improving his business processes; and giving back to the community.

In 1995, The Boston Beer Company had grown to the point that they could participate in an initial public offering. The company went to great lengths to insure its consumers, those largely responsible for their success, had an opportunity to buy stock in the company. “With the Internet and changes to securities law, it’s easier than ever to make IPOs truly public (p. 161).” While many entrepreneurs can forget the important role their customers played in their journey, it is clear that The Boston Beer Company founders understood this synergistic relationship which certainly provided a strong foundation for future success and growth.

This is a short light-hearted book which describes the entertaining and informative story of an entrepreneur within the craft beer industry during the rise of this industry over the past 30 years. It incorporates many aspects of successful business operations (funding, supply chain, quality control, human resources, marketing, sales, and strategic planning) while providing important lessons for anyone who may seek to be or to understand an entrepreneurial state of mind. All authors must make compromises to limited length and at times this book lacks detailed information that would be informative. However, this small void can be easily filled as detailed information about The Boston Brew Company is readily available in the organization’s annual reports providing easy access for those

who may wish to expand their knowledge of this successful enterprise.

The book (ISBN-13: 978-1250070500) is published by Flatiron Books (April 12, 2016), contains 272 pages and costs approximately \$18. ■

Southwest Decision Sciences Institute (SWDSI) 2016 Conference in Oklahoma City

SWDSI held its 45th meeting March 9-12, 2016 in Oklahoma City, Oklahoma with 121 SWDSI members present. Program Chair, Dr. Mohan Rao from Texas A&M University- Corpus Christi reported that papers were presented in 21 tracks with the Innovative Education track having the most papers submitted. It was closely followed by the Management Information Systems, Management and Organizational Behavior, and Marketing tracks. While a large majority of the authors came from the United States and specifically from the Southwest region of the United States, the 198 authors came from 10 other countries - Australia, China, France, Kuwait, Lebanon, Poland, Qatar, Taiwan, United Kingdom and Viet Nam.

Highlights of the meeting included a “Business Analytics Workshop using SAP Predictive Analytics ” by Nitin Kale, University of Southern California. Three panels were included and well attended. They included a Journal Editors’ Panel, a panel on Explosion of Analytics in University Curricula, and a Doctoral



Past SWDSI Presidents Thomas W. Jones 1983-1984, Michael Hanna (1993-1994), and Robert Pavur (1997-1998). Tom also served as DSI president 2002-2003. Mike is the current chair of the SWDSI Strategic Planning Committee. Robert is the current DSI VP-Americas Division.

Consortium for doctoral students organized by VP - Student Liaison, Dr. Victor Prybutok from the University of North Texas.

Several awards were presented at the meeting. The 2016 McGraw – Hill Education Distinguished Paper Award for “Managing Expatriate Adjustment through Meta-Analysis: An Integration of Expatriate-related, Family-related, and Social Capital Perspective” was received by Li-Yueh Lee, Kun Shan University and Alfiyatul Qomariyah, Chinese Culture University both of whom joined us in person to receive the award. The recipient of the 2016 SWDSI Outstanding Educator Award was Dr. June Wei from the University of West Florida. The recipient of the SWDSI 2016 Distinguished Service Award was Dr. Vivek Shah from Texas State University.



Six past SWDSI presidents, current SWDSI president, 3 (or more!) future SWDSI presidents, and other officers at the Annual SWDSI Business Meeting

SWDSI recognizes up to three best student papers with a \$300.00 check to each paper. The recipients of the 2016 Best Student Paper Awards were:

- “Linear Regression Applied to Race Car Performance Predictions” Dwight Southerland, University of Central Arkansas
- “Dominance Analysis: A Necessity of Paying Attention to Relative Importance of Predictors in Decision Making Problems” Seyede Yasaman



Some of the Doctoral Consortium participants

Amirkiaee, University of North Texas

- “An Exploratory Study of the Relationships Among Proactive Personality, Environmental Social Responsibility Attitudes and Beliefs, and Intention to Work at ‘Green’ Companies” Lu Xu, University of North Texas

At the annual business meeting, Dr. Hong Qin from the University of Texas–Rio Grande Valley became and serves as the current SWDSI President. You are invited to join us in Little Rock, Arkansas for our next meeting March 8-11, 2017. The program chair is Dr. Mark McMurtrey from the University of Central Arkansas. If you are interested in becoming more involved with SWDSI and would be interested in a Council position, please contact SWDSI Past-President and chair of nominations, Peggy Lane at plane3@missouriwestern.edu ■

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MWDSI- Tentative 2017 Annual Conference Information

Location: Grand Valley State University, Grand Rapids, MI Date: April 6 - 8, 2017.

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	Ireland	Italy	Barbados	Ecuador	Lesotho	Philippines	Tokelau
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			Colombia	Honduras	Mozambique	Slovakia	Zambia
			Comoros	Hungary	Namibia	Solomon Islands	Zimbabwe
				India	Nauru	Somalia	
				Indonesia	Nepal		
				Iran			