**Case Study Option 1**

**Jamal:** When I started as one of the data analysts in a small but growing company, Jaechap Advisors, it took me a long time to learn the sophisticated analytic software program my department uses. Now, though, I easily use the software to complete all the essential functions of my work.

However, my manager, Maria, wants our department to switch to a new software program. This would be a huge undertaking, and it could take a long time to learn a different system. I would not be able to perform my job nearly as well with unfamiliar software, nor would my teammates, and this would negatively affect our clients. Why change something that has been working so well?

**Maria:** I understand that Jamal wants to continue using the software program. It would be easier for the team in the short run, and none of them, including Jamal, wants work quality or efficiency to suffer while learning a new system. In fact, it could take them months to become as skilled with a new program as they are with the current one.

However, the CEO has made it clear that I need to keep my department up to date on the most advanced analytic tools available. This new software can do everything our current program can, plus it has cutting-edge features and capabilities our clients will love.

Jamal is right about one important thing, though: How can the team maintain its current level of productivity while learning a whole new system?

**Pat:** As CEO of Jaechap, it's my job to keep us competitive, especially as we are a small company trying to gain market share. We must not only meet our clients' current needs, but we also have to anticipate their future needs. If we are using outdated software, we may not have the best possible information and projections. And if we can't give our clients the best possible business advice, somebody else will.

While our level of service meets the expectations of our clients for now, eventually they will demand more. We need to get ahead of their demands, not simply react to them. This new software program provides more accurate and precise data projections and analysis.

To compete with larger and more established firms, we need to distinguish ourselves by taking advantage of enhanced features of new programs as soon as they're available. So why is it so hard to get the data analytics team to adopt new and improved software instead of continuing to use something that's becoming outdated?

**Focusing statement:** What is the best way for Jaechap Advisors to remain competitive now and in the future?

**Case Study Option 2**

**Interviewer:** I am here with George Jimenez, CEO of Allcome Healthcare Network. George and I will be discussing some big changes that are being made in one of AHN’s hospitals. George, will you start by giving our audience some background for the changes at James Memorial Hospital?

**Jimenez:** Sure. We at AHN are very aware of the healthcare concerns in the country today. The cost of a hospital stay has risen dramatically—and is still rising—with no end in sight. We're trying something new at James Memorial to see if we can cut costs while keeping a high standard of care and patient comfort and satisfaction. We're pretty excited about it.

**Interviewer:** Don't hold out on us, George. What is this innovation you're trying at James?

**Jimenez:** We are using artificial intelligence to perform tasks, wherever it seems appropriate. We think this idea is going to make a great difference in the cost of a hospital stay.

**Interviewer:** Let’s be clear. By artificial intelligence, you mean robots; isn’t that right?

**Jimenez:** Yes. They can be called robots, but please don't begin thinking of R2D2 or the Terminator. These are machines that perform specific, limited tasks, traditionally done by human employees. As you know, employees are expensive. So, using these robots, as you term them, we save a great deal of money and in no way affect the quality of patient care and services.

**Interviewer:** How do patients feel about this experiment of yours? In other words, how has James Memorial been affected by this change?

**Jimenez:** That’s difficult to answer in a few words. As people have heard that we are using robots—successfully, I might add—we are concerned that they appear to be turning away from James. Frankly, I'm pleased to have this conversation with you so I can allay any fears that people might have. Patients will only benefit from the automation of these tasks and the associated cost reductions.

**Interviewer:** What kinds of jobs are being done by the robots in the hospital?

**Jimenez:** At this point, we are starting with very specific services. For example, James Memorial is using robots to clean floors and sanitize rooms, as well as to deliver meals and hygiene essentials to patients. We are beginning to use them in the kitchens, as well, to help with food preparation. They can clean vegetables and fruit, cook meat on grills, help with food-ordering and provide meal delivery to patients in their rooms. Additionally, we have a robotic dishwashing system which is working extremely well. Patient care is not, and will not be, adversely affected.

**Interviewer:** Thanks so much, George, for this interesting information. I look forward to learning more as James continues its experiment, and I hope you'll come back in a few months and update us all.

**Focusing statement:** What is the best way for Allcome Healthcare Network and James Memorial Hospital to use robots to perform appropriate tasks in order to remain competitive, both now and in the future?