

ABSTRACTS FOR NEWLY REGISTERED ASIAN CASES June 2010

9B10A001

ASIMCO Technologies: 2005

Xi (Lucy) Liu, Taehoo Kim, Liang Liu, Guangyu Nie, Wanhong Shao, Xiaotian Xie

Publication Date: 5/5/2010

Teaching Note: 8B10A01

In April 2005, the chairman of ASIMCO Technologies, a company headquartered in China and supplying automotive components to both Chinese and global clients, was trying to decide on his company's reaction to the Chinese government's latest regulations on auto emissions. Guo-san (National Standards III) was to take effect on August 1, 2008. By that date, automakers would not be allowed to supply the Chinese market with non-Guo-san-compliant products. ASIMCO's major diesel engine customers had already sent requests for upgraded engine components to ASIMCO as well as other suppliers. While three technologies seemed to provide the Chinese market with a solution, divergent views existed among the management team as to where ASIMCO should focus to enhance the fuel systems that it supplied. The case can be used in an international marketing course (in sessions on product strategy in developing market or customer relations in industrial marketing).

Disciplines : Marketing, International

Issue(s) : Automotive, Customer Relations, Product Strategy

Industry : Transportation Equipment

Setting : China, Large organization, 2005

Difficulty : 4 - Undergraduate/MBA

Length : 15 pages

9B10M019

Canadian Solar

Paul W. Beamish, Jordan Mitchell

Publication Date: 4/5/2010

Teaching Note: 8B10M19

In late September 2009, the CEO of the Nasdaq-traded solar cell and module manufacturer, Canadian Solar, was at an inflection point in the formation of its international strategy. The company had experienced dynamic growth during the past five years buoyed largely by aggressive incentive schemes to install solar photovoltaic (PV) technology in Germany and Spain. The credit crunch, coupled with changes in government incentive programs, caused a major decline in the demand for solar PV technology and analysts were predicting that full year 2009 sales would decline. Furthermore, competition in the industry was fierce with diverse players ranging from Japanese electronic giants to low-cost Chinese producers. Canadian Solar had decided to focus on 10 major markets in the next two to three years where strong

renewable policies existed. Students are challenged with deciding if any changes to the company's global strategy are necessary.

Disciplines : General Management, Entrepreneurship, International

Issue(s) : Growth Strategy, International Business, Internationalization, Global Product

Industry : Electric & Electronic Equipment Supplies

Setting : Canada;China, Medium organization, 2009

Difficulty : 4 - Undergraduate/MBA

Length : 26 pages

9B10M050

China's Economy 2010

David W. Conklin, Danielle Cadieux

Publication Date: 5/19/2010

By 2010, China's economy faced a series of challenges that could threaten its growth and trade balance. This case presents a structure for students to discuss China's economy in the context of these threats. Prior to this time, there had been general feeling that China could continue indefinitely with its exceptionally high growth rate of approximately 10 per cent annually. The substantial gap between wages in economically advanced nations and China might continue to attract huge volumes of foreign investment indefinitely. This optimism was being questioned by 2010.

Disciplines : General Management, International

Issue(s) : Government and Business, Growth Strategy, Growth , Globalization

Industry : Public Finance, Tax & Monetary Policy

Setting : China, 2010

Difficulty : 4 - Undergraduate/MBA

Length : 4 pages

9B10A007

Eureka Forbes Ltd: Growing the Water Purifier Business

Srinivas Sridharan, S.K. "Bal" Palekar, Ramasastry Chandrasekhar

Publication Date: 4/6/2010

In March 2007, the vice-chairman and managing director of Eureka Forbes Ltd. is reflecting upon 25 years of market leadership in the water purifier business in India, but is troubled by the very low penetration compared to potential. In 25 years, the company has undergone significant evolution in all of its key strategic levers - technology, brands and channels. Can the company use its vast market learning and experience to achieve a breakthrough in penetrating the mass market for water purifiers in India? Other external pressures also apply.

With climate concerns reaching a crescendo globally, water sustainability issues are in the spotlight, especially in large and rapidly industrializing countries such as India. This presents both enormous challenges and opportunities for Eureka Forbes. The vice-chairman and managing director is looking to his top 150 managers who will assemble at the company's annual strategic planning meeting to come up with fresh market strategies.

Disciplines : General Management, Marketing, International

Issue(s) : Marketing Channels, Branding, Emerging Markets, Water Sustainability

Industry : Electric & Electronic Equipment Supplies

Setting : India, Large organization, 2007

Difficulty : 4 - Undergraduate/MBA

Length : 26 pages

9B10M030

Franz Collection, Inc.: The Road From Subcontracting to Brand

Lien-Ti Bei, Shih-Fen Chen

Publication Date: 5/28/2010

The case describes the three-stage transformation of a Taiwanese company - from an original equipment manufacturer (OEM) of small gifts for Western European customers, to an original design manufacturer (ODM) providing design and production of home décor and gifts to customers in Europe and the United States, to an own brand manufacturing (OBM) company launching its brand of porcelain tableware targeted at the global market. The story of Franz Collection is a story of product outsourcing and international cooperation, where OEM subcontractors in Asia have tried to set up their own marketing channels and brand names to bypass their Western clients and appeal directly to consumers. This case describes the managerial dilemmas in establishing a global brand faced by manufacturers in Taiwan and the neighbouring countries.

Disciplines : General Management, Marketing, Entrepreneurship, International

Issue(s) : Subcontract Manufacture, Inter-firm Cooperation, Global Branding, MNEs From Emerging Markets

Industry : Stone, Clay, Glass and Concrete Products

Setting : Taiwan, Medium organization, 2009

Difficulty : 4 - Undergraduate/MBA

Length : 21 pages

9B10M041

GENICON: A Surgical Strike into Emerging Markets

Allen H. Kupetz, Adam P. Tindall, Gary Haberland

Publication Date: 5/5/2010

Teaching Note: 8B10M41

A critical question facing a company's ability to grow its business internationally is where it should go next. One company facing that decision was GENICON, a U.S.-based firm that manufactured and distributed medical instruments for laparoscopic surgeries. Although the minimally invasive surgical market in the United States had long been the largest in the world, international

markets were anticipated to grow at a much faster rate than the U.S. market for the foreseeable future. GENICON was already in over 40 international markets and was looking in particular at the rapidly emerging markets - Brazil, Russia, India and China - as potential new opportunities for growth. This case is appropriate for use in an international business course to introduce market selection strategy. It can also be used in sessions on international marketing, entrepreneurship and business strategy.

Disciplines : General Management, Marketing, Entrepreneurship, International

Issue(s) : International Business, Emerging Markets, Entrepreneurial Marketing, International Expansion

Industry : Miscellaneous Manufacturing Industries

Setting : Brazil;Russia;India;China, Small organization, 2010

Difficulty : 4 - Undergraduate/MBA

Length : 13 pages

9B10M017

Good Intentions Gone Awry at the National Kidney Foundation

Hwee Sing Khoo, Audrey Chia, Vivien K. G. Lim

Publication Date: 4/21/2010

Teaching Note: 8B10M17

This case illustrates the rise and fall of the former chief executive officer (CEO) of the National Kidney Foundation (NKF) Singapore, T.T. Durai. In June 2007, Durai was charged with corruption and sentenced to three months in jail. Just less than two years prior, he had been the prolific CEO who had transformed the NKF from a small foundation into Singapore's largest charity, with 21 dialysis centres. Durai spent 37 years of his life volunteering and working with the NKF, and initiated research, marketing and fund-raising strategies for the charity. Under Durai's helm, the charity's revenue grew from \$17 million to \$116 million. Dialysis centres in other parts of the world sought Durai's expertise to improve their dialysis programs. This case documents the unfolding events that led to surprising revelations in court. These include Durai's leadership style, controversial decisions, bountiful entitlements and debatable actions taken to achieve his aims. In all, the case provides a perceptive insight into how differing perceptions of responsible leadership affected the stakeholders of the NKF, and encourages readers to analyze and propose how things could be improved, or could have turned out differently.

Disciplines : General Management, Human Resource Management, International

Issue(s) : Ethical Issues, Non-Profit Organization, Health Administration, Transformational Leadership

Industry : Health Services

Setting : Singapore, Large organization, 2006

Difficulty : 4 - Undergraduate/MBA

Length : 14 pages

9B10M004

Hopax (A)

Jean-Louis Schaan, Yung-Chien Lou

Publication Date: 3/22/2010

Version Date : 3/26/2010

Teaching Note: 8B10M04

The three-case series is about how a medium-sized Taiwanese company approached competition with 3M in global markets. The series covers a 14-year period. The A case starts in 1994, when 3M decides to launch a lawsuit against companies (including Hopax) selling repositionable notes that compete with 3M's highly successful Post-It notes in the United States. How should Hopax respond? The B case explains that, unlike the other players, Hopax decides to fight in court. Staples, Hopax's largest customer in the United States, decides to cancel its contract. What should Hopax do now? The C case recounts the events that follow until 2008 and explains how the company applies principles of "judo strategy" to become the second largest supplier of repositionable notes in the world. The series allows students to explore options to smaller innovative companies as they try to compete in global markets with large, resource-rich, players who do not hesitate to use courts to try to eliminate their smaller competitors.

Disciplines : General Management, Entrepreneurship, International

Issue(s) : Competitive Strategy, Global Strategy, Judo Strategy, Intellectual Property Litigation

Industry : Miscellaneous Retail

Setting : Taiwan, Medium organization, 2008

Difficulty : 4 - Undergraduate/MBA

Length : 12 pages

9B10M005

Hopax (B)

Jean-Louis Schaan, Yung-Chien Lou

Publication Date: 3/22/2010

Version Date : 3/31/2010

Teaching Note: 8B10M04 (8 pages)

This supplement to Hopax (A), product number 9B10M004, explains that, unlike the other players, Hopax decides to fight in court after Staples, Hopax's largest customer in the United States, decides to cancel its contract.

Disciplines : General Management, Entrepreneurship, International

Issue(s) : Competitive Strategy, Global Strategy, Judo Strategy, Intellectual Property Litigation

Industry : Miscellaneous Retail

Setting : Taiwan, Medium organization, 2008

Difficulty : 4 - Undergraduate/MBA

Length : 1 pages

9B10M006

Hopax (C)

Jean-Louis Schaan, Yung-Chien Lou

Publication Date: 3/22/2010

Version Date : 3/31/2010

Teaching Note: 8B10M04 (8 pages)

This supplement to Hopax (A), product number 9B10M004, recounts the events that followed until 2008 and explains how the company applied principles of "judo strategy" to become the second largest supplier of repositionable notes in the world.

Disciplines : General Management, Entrepreneurship, International

Issue(s) : Competitive Strategy, Global Strategy, Judo Strategy, Intellectual Property Litigation

Industry : Miscellaneous Retail

Setting : Taiwan, Medium organization, 2008

Difficulty : 4 - Undergraduate/MBA

Length : 9 pages

9B10M021

Mobile Language Learning: Praxis Makes Perfect in China

Ilan Alon, Allen H. Kupetz

Publication Date: 4/21/2010

Teaching Note: 8B10M21

Praxis Language is a small company in China started by three non-Chinese entrepreneurs. Originally focused on teaching Chinese to native English speakers using podcasting and other online tools, Praxis has also developed content to teach English to native Chinese speakers, which the company perceives as a much bigger market. The case describes the challenges facing the co-founder of Praxis as he navigates emerging mobile technology (hardware and software), the complexities of doing business in China, and the consequences of explosive growth.

Disciplines : General Management, Management Science and Information Systems, Marketing, Entrepreneurship, International

Issue(s) : International Business, Marketing Management, Technological Change, Entrepreneurial Marketing

Industry : Educational Services

Setting : China, Small organization, 2009

Difficulty : 4 - Undergraduate/MBA

Length : 8 pages

9B10M007

RBC Financial Group - Entering India

Jean-Louis Schaan, Ramasastry Chandrasekhar

Publication Date: 4/19/2010

In January 2007, the managing director of Global Financial Institutions (GFI), a business unit within the Capital Markets group of RBC Financial Group (RBC), was facing dilemmas at two levels: personal and organizational. He had been mandated by RBC to lead an expansion project with the goal to open a representative's office in Mumbai, India. GFI had already established a revenue pipeline from India through relationships it developed with Indian financial institutions, yet the managing director had concerns. He determined that the financial upside of expansion was limited in the short-run. His own boss, the head of RBC Capital Markets, was unwilling to have a presence in India and the managing director was worried that his career was being placed at risk for GFI's limited financial gain should the market entry occur. He wondered how to steer the bank's managers towards making an informed decision on entering the Indian market without the support of interim sponsorship from the business groups. He had to focus on the big picture while safeguarding the financial interests of GFI as the sole sponsor and of his own as a career professional.

Disciplines : General Management, International
Issue(s) : Internationalization, Organizational Structure, Strategy Formulation
Industry : Banking
Setting : Canada;India, Large organization, 2007
Difficulty : 4 - Undergraduate/MBA
Length : 17 pages

9B10C007

Sara Tsien

Jeffrey Gandz, Elizabeth Spracklin

Publication Date: 4/15/2010

Sara Tsien must decide what performance assessment to give one of her employees who has, uncharacteristically, failed to meet one of her key objectives for the year. The situation is difficult for several reasons; the causes of the unacceptable performance are not clear; the employee has previously received excellent appraisals, including a recent one by the vice-president; and the employee was absent for a good part of the year on maternity leave. The various factors that influence sustained performance (ability, motivation, resources, role clarity, reinforcement) are examined, as well as steps leaders can take in improving performance of those for whom they are responsible.

Disciplines : Human Resource Management
Issue(s) : Management Performance, Management Behaviour, Motivation, Performance Evaluation
Industry : Executive, Legislative & General Gov.
Setting : Asia-Pacific, Large organization, 2010
Difficulty : 4 - Undergraduate/MBA
Length : 7 pages

9B10N007

SZLN: Acquiring PEM

James E. Hatch, Lifan Wu, Xingyun Liu

Publication Date: 5/21/2010

Teaching Note: 8B10N07

Shenzhen Zhongjin Lingnan Nonfemet Co. (SZLN) is a Chinese company that is contemplating the purchase of an Australian mining company. The management of SZLN must assess the merits of the acquisition, the offer to be made, how it is to be financed and the political implications of the purchase for both the governments of China and Australia.

Disciplines : Finance, International
Issue(s) : Acquisitions, Political Environment
Industry : Mining - Miscellaneous
Setting : China, Large organization, 2008
Difficulty : 4 - Undergraduate/MBA
Length : 21 pages

9B09E021

Taiwan Taxi's iCall System: Realizing the Value of GPS-Dispatch Systems

Deborah Compeau, Rueylin Hsiao, Sheng-Tsung Hou

Publication Date: 4/8/2010

Teaching Note: 8B09E21

The chief executive officer (CEO) of Taiwan Taxi must assess the adoption of iCall by the firm's taxi drivers. When originally conceived, iCall was supposed to be the

basis for substantial growth in the number of taxi drivers signing up with Taiwan Taxi. But even after many years, adoption still lags behind the plan. The CEO must assess the reasons for the slower adoption of iCall and make recommendations on whether to revise the goal or improve adoption in order to meet it. The case demonstrates the many complexities involved in realizing business value from the adoption of information technology.

Disciplines : Management Science and Information Systems

Issue(s) : Technological Change, Innovation, Management Information Systems

Industry : Local & Suburban Transportation

Setting : Taiwan, Medium organization, 2009

Difficulty : 4 - Undergraduate/MBA

Length : 21 pages

9B10M025

Tata: Leadership With Trust

Oana Branzei

Publication Date: 5/11/2010

The case illustrates the opportunities, challenges and trade-offs involved in the design, evolution and institutionalization of corporate social responsibility (CSR) and corporate sustainability (CS) within the Tata Group – an India-based indigenous multinational enterprise (MNE) with a unique 140-year old commitment to the community as the key stakeholder of business. Despite the 2008-2009 global recession, the Tata Group topped the economic value creation charts. In 2008-2009, the Group had grossed US\$70.8 billion in revenues; 64.7 per cent of the Group's revenues were now coming from outside India. Its 96 independent companies spanned seven sectors: information systems and communications, engineering, materials, services, energy, consumer products and chemicals. Economic turbulence had put a break on social and environmental investing for many other companies, but renewed Tata Group's commitment: the Group had recently revised its charitable giving, adopted a group-wide climate change policy, and separated its mandatory and voluntary initiatives. The case deals with the intricate connections between the Group's profitability and competitiveness on the one hand and its long-standing tradition of social responsibility on the other. It explores value-creation, leadership, ethics and sustainable development on the backdrop of rapid internationalizations and shifting stakeholders' expectations for corporate social responsibility.

Disciplines : General Management, Human Resource Management, Marketing, International

Issue(s) : Ethical Issues, Leadership, Value Analysis, Sustainable Development, Emerging Markets, Corporate Social Responsibility

Industry : Holdings and other Investment Companies, Business Services, Social Services, Non-Profit Organizations

Setting : India, Large organization, 2010

Difficulty : 4 - Undergraduate/MBA

Length : 31 pages

9B10M013

Tata Power: Corporate Social Responsibility and Sustainability

Rama Deshmukh, Atanu Adhikari

Publication Date: 5/5/2010

Teaching Note: 8B10M13

The case describes the strategic dilemma involved in making a decision on the method of operation of the corporate social responsibility (CSR) department for one of the leading Indian multinational corporations, Tata Power Company (TPC) from Tata Group of Companies. TPC had undertaken the CSR activities for decades, reflecting the company's commitment towards sustainable energy generation without undue compromise to human and environmental development. These activities were undertaken as a voluntary initiative by the employees of TPC, and there was no separate CSR department. However, with large scale expansion, the need to have CSR as a separate entity was felt. The dilemma for the decision manager was whether to create a separate CSR department or continue with the existing set up. Other related issues needed to be addressed strategically as well as tactically to maintain a balance between shareholders' interest and other stakeholders.

Disciplines : General Management, Entrepreneurship, International

Issue(s) : Opportunity Recognition, Strategy, Sustainability, Corporate Social Responsibility, Stakeholders

Industry : Electric, Gas and Sanitary Services

Setting : India, Large organization, 2008

Difficulty : 5 - MBA/Postgraduate

Length : 18 pages

9B10E003

Unimicron Technology Corporation

Deborah Compeau , Eugenia Huang

Publication Date: 5/21/2010

The president of Unimicron must evaluate the degree to which the company's information systems support its business strategy. The case provides an extensive review of the company's history, its strategy and its key competitive and organizational moves. The case reviews the way in which information systems are used in the company, and challenges students to assess the degree of fit between strategy, organization and technology.

Disciplines : Management Science and Information Systems, International

Issue(s) : Information Systems, Management Information Systems

Industry : Electric & Electronic Equipment Supplies

Setting : Taiwan, Large organization, 2009

Difficulty : 4 - Undergraduate/MBA

Length : 18 pages