

December 1999; Number 2, Volume 3

Season's Greetings

All of us at the Asian Management Institute wish you and your families a joyous holiday season and all the best in the New Year.

A Fond Farewell & A Warm Welcome

Students, staff, alumni and friends of Ivey gathered in Hong Kong on December 6th to share some special moments as we said good bye to Joe DiStefano. On behalf of the School, Dean Larry Tapp thanked Joe for his 32 years of dedication to Ivey - in Canada and in Hong Kong. To thank Joe for making possible their educational dreams, a special presentation was made by the HK EMBA classes of 2000 and 2001. Shody Chow, Chair of the HK Steering Committee, also announced the Joe DiStefano Scholarship Fund, which will support future students of the HK Executive MBA program.



Larry Wynant, Joe DiStefano, Larry Tapp (L to R)

A warm welcome was extended to Larry Wynant who steps forward to take on the leadership of Ivey/Asia in Hong Kong in the New Year. Larry will certainly take Ivey and the Cheng Yu Tung Management

Institute to new heights in its next phase of development.

New Book Announcements

International Management: Text and Cases (Chinese edition)

Authors:
PW Beamish, Chen Xiaoyue, AJ Morrison and PM Rosenzweig

Publisher:
China Machine Press/ Multi-Lingua Publishing International

This is intended to be an "international" international-management book with a Chinese audience in mind. It is based on an earlier book which, in its three editions, was used in over 200 universities and colleges in over 20 countries. Although the book focuses on issues of international management common to businesspeople everywhere, this edition is unique in terms of the high proportion of case studies involving the China market, and its Chinese co-author. This is the first of its kind.

North American Firms in East Asia *HSBC Bank Canada Papers on Asia, Volume 5*

Editors:
PW Beamish, AE Safarian
Publisher:
University of Toronto Press

This volume examines how foreign firms, which are entering or operating in various Asian countries, have responded to the obstacles and

opportunities which were identified in the preceding volumes of this series. There is an overview chapter and eight Ivey case studies of Canadian and American-based businesses.

The studies cover a variety of sectors such as finance, telecommunication, and engineering services. The authors highlight a range of issues that have to be resolved when operating in particular countries. The outcome of the bargaining process on entry into another country, for example, or the approach taken in personnel relations, can be critical to success or failure.

HK EMBA Family Members Taste the Program

Family members and friends of the Hong Kong Class of 2001 had a taste of the EMBA program at the Cheng Yu Tung Management Institute on Sunday, November 28th. After the two communication exercises for the group, Professor Joe DiStefano reported, "The challenge was a lot bigger than I anticipated. The spread in age from 2.5 to 87.5 of this group was more than I've ever experienced in one class!" Children of the EMBA participants enjoyed sitting in their parents' seats in class and watched through the study room windows as their parents met in groups before attending Professor Peter Newson's Management Information Technology class.

Faculty and Students Take Home Awards

Congratulations to Professor Neil Jones who took first place in the case competition for the case titled *Industrie Pininfarina: The New Customer Decision* at the Decision Science Institute Conference in New Orleans. Professor Rob Klassen's case, *Longxi Machinery Works: Quality Improvement* was among the three finalists and received honorable mention.

Jacky Chan, Hong Kong EMBA2000 student, is the recipient of the 1999 Consumer Product Designer Award by the Federation of Hong Kong Industries. The product VWeb, with a Chinese online organizer, is a two in one multimedia device for the Information Appliance market around the world.

Making Our Case

Visit www.ivey.uwo.ca/cases for more details on our recent Asia-Pacific cases.

998D005 INDUSTRIE PININFARINA: THE NEW CUSTOMER DECISION

Jones NR

Teaching Note: 898D05

A renowned manufacturer and designer of niche vehicles for major automobile companies has traditionally competed on flexibility using a highly skilled design and manufacturing workforce and low levels of automation. However, the European auto market is threatened with a shakeout. The director of operations

must decide whether to accept an offer from Mitsubishi to become the exclusive European manufacturer of a sport utility vehicle. The order would more than double the company's manufacturing volume and relieve pressure to replace models currently in production. However, the fit of the order with existing manufacturing strategy is poor, and major changes in facilities and equipment as well as people and systems would be required. The case is suitable for use in an operations class to introduce or apply basic concepts in operations strategy or to discuss operations capability and strategy with executives.

Industry: Transportation Equipment
Issues: Process Design/Change, Automotive, Strategic Change, Globalization
Setting: Italy/Japan, Small organization, 1996
Level of Difficulty: MBA/ Post Graduate, Undergraduate
Length: 22 pages

999M033 FIRST PACIFIC (A): RESPONDING TO THE ASIAN CRISIS

Delios A

Teaching Note: 899M33

In late 1997, Mr. Manuel V. Pangilinan, the Managing Director of First Pacific Company Limited, was reviewing the performance of the large Hong Kong-based conglomerate. In the first few months since the onset of the Asian Economic Crisis, the company's financial performance had been hit hard. Mr. Pangilinan, concerned about First Pacific's performance, was working with the company's directors to

formulate a restructuring plan for the company. This case is part of the First Pacific case series. The other two cases in the series are First Pacific (B): *Restructuring After Crisis* and First Pacific (C): *The Indofood Acquisition*.

Industry: Conglomerate
Issues: Corporate Strategy, Crisis and Change, Strategy Formulation, Strategy Implementation
Setting: Hong Kong, Large organization, 1997
Level of Difficulty: MBA/Post Graduate, Undergraduate
Length: 23 pages

999M028 TROJAN TECHNOLOGIES INC: THE CHINA OPPORTUNITY

Bansal P ; Beamish PW ; Jiang R
Teaching Note: 899M28

The senior market associate of Trojan Technologies reflected on the water shortages anticipated in developing countries created by their explosive economic growth. Trojan sold water disinfection equipment, and the senior market associate's job was to find new areas for growth. China was particularly intriguing because it had as much water as Canada, but 40 times the population, and its economic boom would further stress current water resources. Trojan had set growth hurdles of 30 per cent per year, and it needed new markets to reach that objective. The task in new market development was to determine if Trojan should enter China, and if so, when, where and how. The associate knew little of China: how decisions were made for water disinfection

equipment, whether Trojan's patents would be protected, and what level of resources would be required. The vice-president of new business development wanted to see recommendations within the month.

Industry: Electric, Gas and Sanitary Services
Issues: International Business, Environment, General Management, Strategic Planning
Setting: China, Medium organization, 1999
Level of Difficulty: MBA/ Post Graduate, Undergraduate
Length: 19 pages

Asian Influence – Ivey Business Journal

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West Meets East: The New Chinese Contract Law (#9A9TE03)

by *Hafliði K. Larusson and David J. Sharp*

China's new Unified Contract law is a big step toward modernizing the country's legal system.

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