

December 2001; Number 2, Volume 5

## Case Efforts – Success in Singapore

"I often think about how lucky I am to be able to travel and meet incredible people who are willing to discuss interesting and often difficult business challenges," says Tom Gleave about case writing in Asia.

Gleave, Ivey MBA'97, is the Ivey-Nanyang case writer resident in Singapore. Working with faculty from both institutions, Gleave has been involved in over 30 Ivey cases.

One thing case writers inevitably encounter is the time pressure of the people they deal with. "But I often get calls from our alumni asking 'when can we set up our next meeting?'" Gleave says. With the support of the Lee Foundation, and as Ivey and Nanyang grow their roots in the region even further, Gleave is confident that the alumni of both schools will make the job of tomorrow's case writers exceptionally pleasant and rewarding.

AsiaCase.com – the Asian Business Case Centre at Nanyang Business School has distributed over 10,000 copies of Ivey cases to the three major business schools in Singapore located at the Nanyang Technological University, the National University of Singapore, and the Singapore Management University.



(L-R) Dr. Rey Pagtakhan (Canada's Secretary of State for Asia Pacific), Dr. John Weibe (President and CEO, Asia Pacific Foundation of Canada), Jim Feir (Senior Trade Commissioner, Canadian Consulate General in Hong Kong)

## Ivey wins 2001 Entrepreneur Award

The Richard Ivey School of Business Cheng Yu Tung Management Institute, was recently awarded the 2001 Entrepreneur Award by the Canadian Chamber of Commerce in Hong Kong. The award recognizes the achievements of small or medium-sized Canadian companies that have exhibited exemplary entrepreneurial success in Greater China. It is one of four awards presented annually by the Hong Kong chapter. The other categories are the Green Award, i-Business Award, and the Business Excellence Award. Nominated by an anonymous customer, Ivey won out over 7 other nominees.

"The team at the Hong Kong campus of Ivey has worked very hard over the past four years to build our EMBA and executive programs and to reach out to our alumni in the Hong Kong corporate community," stated Larry Wynant,

Associate Dean, Ivey/ Asia. "We take great pride in winning this award. It is gratifying that Ivey's commitment to Asia, Hong Kong in particular, is recognized."

## PECC Conference

Ivey/Asia in Hong Kong had the honor of hosting the Canadian delegation to the Pacific Economic Cooperation Council (PECC) Conference at the opening event hosted by Dr. Rey Pagtakhan, Canada's Secretary of State for Asia Pacific. Professor Larry Wynant, Associate Dean – Ivey/Asia, was among the 27 selected delegates which included Canadian representatives from government, industry, and academia. The 14th General Meeting of the PECC was focused on managing globalization in the 21st century. 1,000 business leaders, senior government officials and academics from 25 bodies were in attendance.

## Making Our Case

Visit [www.ivey.uwo.ca/cases](http://www.ivey.uwo.ca/cases) for more details on Ivey cases

9B01M056

### TIME WARNER INC. AND THE ORC PATENTS

*Adamson J ; Beamish PW*

Teaching Note: 8B01M56

In early July 1992 John Adamson, President of Optical Recording Corporation (ORC), was second guessing his Company's decision to sue Time Warner Inc. for patent infringement. An in-house patent counsel from the U.S. Philips Corporation, whose parent firm developed and licensed the Compact Disc technology in partnership with Sony Corporation, had just finished his testimony in the Wilmington, Delaware courtroom.

Given that Time Warner had mounted a very credible defense, and that ORC's entire licensing program might be at risk, Adamson needed to decide whether he should make a modest settlement with Time Warner, just to save the licensing program.

**Industry:** Electric & Electronic Equipment Supplies, Amusement and Recreation Services

**Issues:** Licensing, Patents, Business Law, Intellectual Capital

**Setting:** North America/ Japan/Europe, large organization, 1992

**Level of Difficulty:** MBA and Undergraduate

**Length:** 20 page(s)

This case is part of **The John Adamson Japan Case Series** which includes the following case studies previously developed by Ivey faculty:

**KAMI CORPORATION**

*Lecraw DJ*

**MABUCHI MOTOR CO., LTD.**

*Beamish PW ; Goerzen A*

**MEGA CORPORATION**

*Lecraw DJ*

**PACIFIC WESTERN BREWING COMPANY - GOING ORGANIC**

*Kennedy JR ; Gleave T*

## New Book on Japanese Subsidiaries

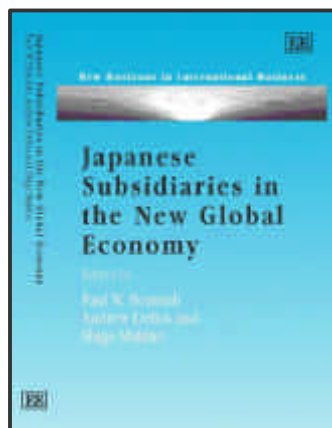
An earlier book titled *Multinationals in the Global Economy* introduced the Toyo Keizai database to the academic community, suggesting dozens of issues and problems which could now be addressed using this data. Since then, the original authors, Paul Beamish and Andrew Delios, along with Shige Makino, have undertaken a large volume of quality research on various dimensions of Japanese Foreign Direct Investment.

The resulting book is divided into four sections:

1. Why Internationalize?
2. Entry Mode Choice and Performance
3. Joint Ventures
4. Management Strategy

It is available from Edward Elgar Publishing Inc.

ISBN: 1-84064-735-3



## Asia-Pacific Cases among Best Selling Cases at Ivey

At the last Council meeting, Paul Beamish, Associate Dean – Research, credited the hard work of Ivey faculty and staff in boosting our total number of best selling cases from 15 two years ago to 34 this year! The top selling case sold 6000 copies externally. Among the top ten are:

- Samsung China: The Introduction of Color TV
- Nora-Sakari: A Proposed Joint Venture in Malaysia
- Ellen Moore (A): Living and Working in Korea

## International Theme Dinners

On top of case analyses and study group meetings, some of our Canadian MBA students were guests to a true international experience during a series of theme dinners organized by MBA program director, Murray Bryant.

International students from Korea and Singapore hosted their Canadian counterparts and talked about who they are and how unique their culture is over dinner. "The School is doing a good job in integrating international students into the Ivey community," said an MBA 2 student originally from Korea. It is another informal chance for all to appreciate diversity and the benefits that comes of it. Dinners with other cultural themes are planned for the New Year.

Currently, 43 per cent of MBA students at Ivey in Canada are international.

**WISHING YOU  
AND  
YOUR FAMILY**

**MERRY  
CHRISTMAS  
AND  
HAPPY NEW  
YEAR**

**FROM THE  
DIRECTORS  
AND  
STAFF OF  
IVEY/ASIA**

