

December 2006; Number 2, Volume 10

## Ivey Coca-Cola China Case Competition

The championship round of the second annual Ivey China case competition was successfully held in Shanghai on November 12.

The Ivey Cup trophy went to the finalist team from Southwest University of Finance & Economics from Chengdu. The team from Fudan University won the Best Question and Answer award, and the team from East China Normal University won the Best Presentation award.

536 teams, a total of more than 2100 Chinese undergraduate students from 19 universities in 11 cities across China participated in the initial on-line submission round of the competition. The six finalist teams were:

- Shanghai Jiaotong University - team "6 sigma"
- Fudan University – team "Cxyz"
- Southwest University of Finance & Economics - team "Eureka"
- Xiamen University – team "Monk"
- Peking University – team "Nova"
- East China Normal University – team "Protégé"

This event was sponsored by the Richard Ivey School of Business and Coca-Cola China Ltd, organized by Ivey alumni in China led by Mark Brown, President of the Ivey Alumni Chapter (Shanghai), and supported by the Ivey China offices in Beijing and Shanghai.



① Championship team - Southwest University of Finance & Economics  
② (L to R) Fudan Professor Li Yuanxu, four-judge panel: Weiwen Han, Manager, Bain & Company; Kathleen Slaughter, Associate Dean, Ivey/Asia; Kevin Ma, Marketing Director, Coca-Cola; Austin Lu, China Marketing Director, GE Plastic; and Amy Cao, MBA 2006

## Western's 287th Convocation in Hong Kong

Friends and family of our graduates watched their loved ones receiving their degrees on stage in full gown and glory at The University of Western Ontario's 287th Convocation Ceremony in Hong Kong on Sunday, November 5.

Graduates from the London Canada campus and graduates of the Executive MBA (EMBA) and MBA program from the Richard Ivey School of Business (Asia) received their degrees in Hong Kong.

Dr. Fred Longstaffe (University's Acting Chancellor), Mr. Ted Garrard (Vice-President External), Dr. Brian Timney (Dean of the Faculty of Social Science), and Ms. Carol Stephenson (Dean of the Richard Ivey School of Business) officiated the special ceremony in Hong Kong.

Dr. Chack Fan Lee, Pro-Vice Chancellor and a Chair Professor in Geotechnical Engineering at the University of Hong Kong was honored by conferment of an honorary Doctor of Laws degree.



Western alumnus Chack Fan Lee speaks to graduates with Ivey Dean Carol Stephenson and Western Provost and Vice-President (Academic) Fred Longstaffe seated in the background. (Photo courtesy of Western News).

## Emerging Markets Conference

On November 16, over 300 students, faculty and staff at Ivey and Western as well as the general public heard about the importance of engaging emerging markets and that Canadian companies are not doing enough to engage emerging economies.

Speakers at the conference included Shyamala Cowsik, High Commissioner of India, Valdemar Carneiro Leão, Ambassador of Brazil, Weidong Zhang, Minister Counsellor of China and Yuen Pau Woo, President & Co-CEO, Asia-Pacific Foundation of Canada.

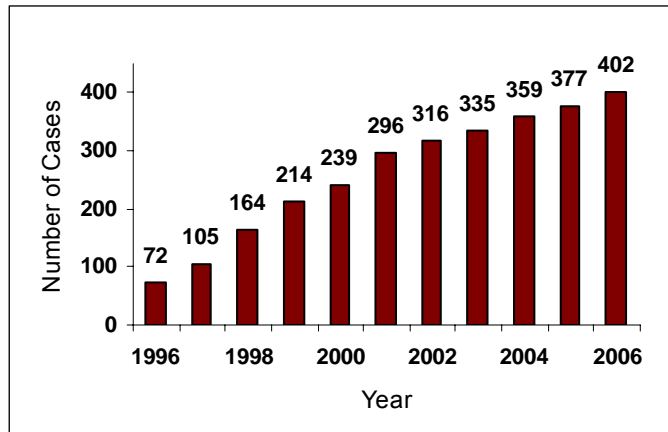
For presentation handouts and keynote speech on *Why do Emerging Markets Matter?* follow the Engaging Emerging Markets – Outreach – Conferences link here: [www.ivey.ca/cel/centres.htm](http://www.ivey.ca/cel/centres.htm)

The conference, part of the “Mobilizing Minds for a Better Ontario” was initiated by the Council of Ontario Universities.

The Engaging Emerging Markets Centre is one of the four Cross-Enterprise Leadership™ Research Centres established in September 2005 when Ivey launched the revolutionary CEL approach in business research and education.

## Making Our Case

A glance at Ivey's Asian case writing efforts in the last ten years...



### 9B06D020 **FOREFRONT MANUFACTURING: PRODUCTION PROCESSES AND CHANGE MANAGEMENT IN MAINLAND CHINA**

*Chris J. Piper, Nigel Goodwin*

Teaching Note: 8B06D20

ForeFront Wood Products produces high quality wooden door-sets. The company faces capacity constraints and inefficiencies resulting from its processes and culture.

As a consequence, it struggles to be profitable. ForeFront's parent company, ForeFront Holdings, plans an initial public offering in 2007. It has recently hired a new operations manager with the mandate to turn the factory around. As the operations manager begins his job he tours the manufacturing facilities to gather information on production processes and factors affecting capacity, cost and conformance.

The case describes the firm's manufacturing and managerial processes. Many issues are described, including high costs, low yields, unreported defects and equipment that fails to operate near its rated capacity. Organizational and change management challenges, including high employee turnover, excessive use of overtime and failure of supervisors to observe or report employee errors are also described.

**Disciplines:** Production and Operations Management, Entrepreneurship, International

**Issue(s):** Automation, Organizational Behaviour, Production Management/Control, Bottlenecks

**Industry:** Lumber and Wood Products

**Setting:** China, Medium organization, 2005

**Length:** 15 pages

## Did You Know...

► New! TEACHING NOTES NOW AVAILABLE ONLINE!  
[www.ivey.uwo.ca/cases](http://www.ivey.uwo.ca/cases)

Authorized teaching faculty at academic institutions can download FREE examination copies of our cases and now ... teaching notes!

The Ivey case collection consists of over 2,200 current case studies in nine functional areas, over 80% of which have teaching notes.

► A group of Ivey HBA and Western Engineering students (David Armstrong, Ali Nensi, Sebastian Neelamkavil, Anuroop Dugall) won the 2006 Citigroup International Case Competition hosted by the Hong Kong University of Science and Technology.

The competition attracted 17 teams from Canada, Hong Kong, Mainland China, Mexico, New Zealand, Singapore, Spain, Sweden, Thailand and the United States to compete for the coveted championship.

*The staff and faculty at Ivey would like to wish all of our readers a safe and happy holiday season.*



*Best wishes for a successful and prosperous new year.*

