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Ivey and Taiwan University Celebrate Partnership



(l to r) CNCCU Professors Anne Wu, Joseph Yu, Yung-Chien Lou, Associate Dean Wei-Chi Tsai, Ivey Professor Shih-Fen Chen, Shacom.com Chairman Yung-Sung Chien, CNCCU Professor Edward Chow. (photo courtesy of CNCCU)

A Joint-Case Development and Case Distribution Opening Ceremony was held at the College of Commerce at the National Chengchi University (CNCCU) of Taipei, Taiwan on November 11. It marked the completion of the first year of a three-year collaboration between the two schools that will result in the publication of 25 case studies focusing on Taiwan businesses. To date, six cases have already been completed.

- Synnex International: Transforming Distribution of High-tech Products
- Shacom.com Inc.
- Lee and Li, Attorneys-at-Law and the Embezzlement of NT\$3 Billion by Eddie Liu (A) and (B)
- Fortune Motors (Taiwan): Implementing Strategy Change Using the Balanced Scorecard (A)
- Polaris 2008
(case abstracts and downloads available at www.iveycases.com)

Representing Ivey at the press conference, Prof. Shih-Fen Chen noted that the case development partnership will add to the wealth of knowledge about business practices in Taiwan, and will provide valuable tools for educating today's business students about global markets. The case distribution partnership will provide easier access in Taiwan to the hundreds of Asian cases Ivey has produced over the years, many of which are available in Chinese translations.

Visit the Regional Ivey Case Distribution Centre at CNCCU:
www.iveycases.nccu.edu.tw E-Mail: perdo@nccu.edu.tw

Access India: Your company's next move?

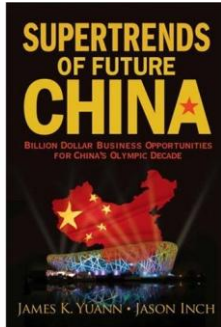
Join us on January 22, 2009 at Ivey's Toronto campus, the ING Leadership Centre, for a breakfast panel session with Professor Charles Dhanaraj, Gary M. Comerford (MBA '75), Senior Vice President, International, Sun Life Financial Inc., Canada, and Hari Panday, President Wealth Management, North America Region and President and CEO, ICICI Wealth Management Inc., Canada.

Get answers to the challenges and opportunities facing companies engaging in or looking to enter the Indian marketplace. Hear the success of Indian companies in Canada and how Canadian companies are operating in India.

For tickets and event details, visit **The Ivey Idea Forum** at www.ivey.uwo.ca/Toronto/theiveyideaforum.htm – A Cross-Enterprise Leadership™ research and speaker series aimed at giving executives the tools to tackle today's critical business problems.



Practitioner Book



This book of China opportunities co-authored by Ivey MBA grad **Jason Inch** presents the latest information and analysis from a positive and objective angle, focusing on the potential for business success rather than finger-pointing and fear-mongering.

The Foreword by Howard Balloch, former Canadian Ambassador to China, notes "The Trends and drivers that James Yuann and Jason Inch talk about in this book are key to understanding the way China is being internally transformed and the way that transformation is changing global consumption and demand. They get it."

It is a book written by businesspeople for businesspeople which will also appeal to general readers interested in China's social, economic, and environmental development.

Publisher:
World Scientific
www.worldscientific.com

Making Our Case

Join the over 80,000 academics already registered with IVEY PUBLISHING to preview inspection copies of Ivey cases at www.iveycases.com

Top 6 Downloaded Asian Cases

- Mattel and the Toy Recalls (A) & (B)
- Hong Kong Disneyland
- Google in China
- Samsung Electronics (A): Entering India
- The 2006 World Cup: Mobile Marketing at adidas (A)

9B08M078

Scotts Miracle-Gro: The Spreader Sourcing Decision

John Gray, Michael Leiblei, Shyam Karunakaran
Teaching Note: 8B08M78

The Scotts Miracle-Gro company is the world's largest marketer of branded consumer lawn and garden products, and is headquartered in Marysville, Ohio. The case describes a series of decisions regarding the ownership and organization of the assets used to manufacture fertilizer spreaders. This case is intended to illustrate the application of and tradeoffs between financial, strategic and operations perspectives in a relatively straightforward manufacturing "make-buy" decision. The case involves a well-known, easily-described product that most students would assume is made overseas. Sufficient information is provided to roughly estimate the direct financial cost associated with internal (domestic) production, offshored (non-domestic) production and outsourced production. In addition, information is included that may be used to estimate potential transaction costs as well as costs associated with foreign exchange risk.

Disciplines: General Management, International
Issue(s): Human Resources Management, Operations Management, Outsourcing, Globalization, Supply Chain Management, Operations Strategy
Industry: Rubber & Miscellaneous Plastics Products, Miscellaneous Manufacturing Industries
Setting: United States, China, 2007
Length: 11 pages

9B08M054

The Ascendancy of AirAsia: Building a Successful Budget Airline in Asia

Thomas Lawton, Jonathan Doh
Teaching Note: 8B08M54

In September 2001, Tony Fernandes left his job as vice president and head of Warner Music's Southeast Asian operations. He reportedly cashed in his stock options, took out a mortgage on his house, and lined up investors to take control of AirAsia, a struggling Malaysian airline. Three days later, terrorists destroyed the World Trade Center. Despite the negative aftermath of the 9-11 attacks, by 2003, AirAsia had demonstrated that the low-fare model had great potential in the Asian marketplace. Now, Fernandes had to make plans to ensure that AirAsia maintained its momentum while considering the influx of new entrants into the low-fare segment of the airline industry in Asia.

Disciplines: General Management, Entrepreneurship, International

Issue(s): International Business, Strategic Positioning, Entrepreneurial Business Growth, Competitive Strategy
Industry: Air Transportation
Setting: Asia, 2001-2008
Length: 15 pages

Did You Know...

- ▶ IAA Shanghai Chapter welcomes new committee:
 - Sunny Guan (MBA'01) – President
 - Vincent Zheng (MBA'06) – Vice President
 - James Gu (MBA'06) – Treasurer
 - Michael Zhang (MBA'04) – Webmaster
 - Project Managers: Andy Huang (HBA'06) Colin Bogar (MBA'08, HBA'05) Wayne Cai (MBA'02) Sonny Deng (MBA'06) Yang Zhao (MBA'06) June Zhang (MBA'04) James Cheng (MBA'06)
- ▶ Ivey welcomes new visiting scholars from China:
 - LI Hao David, Assistant Professor from Dongbei University of Finance and Economics, is a guest of the Leading Cross-Enterprise Research Centre. He has a keen interest in research on organizational learning and knowledge management.
 - XIA Xumei, Associate Professor from Xi'an University of Finance and Economics is sponsored by Ivey Professor Oana Branzei. Her research interests focus on business ethics and culture, and human resources management.