

## Round 3 of Case Translation & Publication Project Successfully Completed

Ivey's Case Translation and Publication Project (CTPP), one of AMI's key initiatives, successfully finished its 3<sup>rd</sup> Round in December 2012. 113 student volunteers participated in this round and 106 cases were translated.

More than 260 cases have now been translated by student volunteers under the project initiated last fall by Michelle Han, the Associate Director of AMI. Considering that each case would cost about \$1,000 to translate, the project has reduced Ivey Publishing's costs substantially. With a growing roster of Chinese-translated cases, Ivey Publishing now is also expanding its sale of site licences to business schools in China – with several dozen sold in the past six months and another 50 or more expected to be sold in the coming year.

"In the past year, we have been very much proving the model of volunteer translators with good quality control and high quantity. We're using this as the basis to sell a lot more [site licences] across the country." said Paul Beamish, the Executive Director of AMI and Ivey Publishing.

## CTPP recognized by Ivey, Western University and major media. See some of the media reports below:

From Inside@Ivey:

<http://sites.ivey.ca/blog/2012/11/16/student-case-translators-and-ivey-publishing-help-boost-management-education-in-china/>

From Western News:

[http://communications.uwo.ca/western\\_news/stories/2012/November/student\\_translators\\_help\\_boost\\_management\\_education\\_in\\_china.html](http://communications.uwo.ca/western_news/stories/2012/November/student_translators_help_boost_management_education_in_china.html)

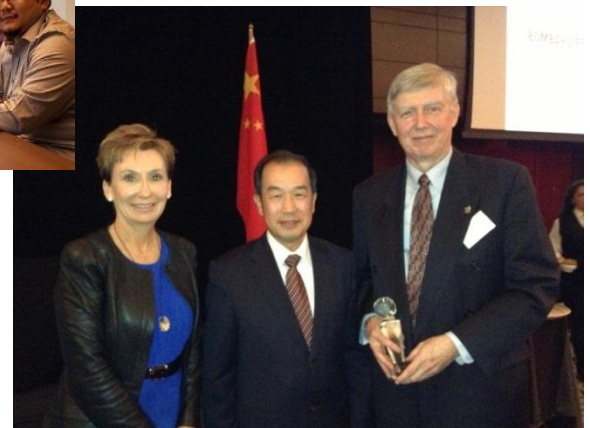
From the Globe and Mail:

<http://www.theglobeandmail.com/report-on-business/careers/business-education/ivey-recruits-chinese-students-to-help-export-its-famous-product/article6363634/>

## Education Excellence Award from the Canada China Business Council

Ivey has received the inaugural Education Excellence Award from the Canada China Business Council (CCBC) for outstanding achievements in expanding Canada's relationship with China through education, research, alumni relations and student/faculty exchanges.

Ivey was unanimously chosen by independent judges to receive the Gold Award in the education category. The award was presented by His Excellency Zhang Junsai, Ambassador of the People's Republic of China to Canada at a gala event in Montreal. Paul Beamish, Director of Ivey's Asia Management Institute and Engaging Emerging Markets Centre, and Jan De Silva, Associate Dean, Ivey Asia, accepted the award on behalf of the School at the awards ceremony and CCBC AGM and Policy Conference in Montreal. The event was attended by David Johnston, Governor General of Canada, as well as other dignitaries.



## China Delegation Visited Western University

On November 12<sup>th</sup> 2012, a seven-person delegation from Chongqing government and industry visited Western University to discuss opportunities for cooperation on research, programs, business, etc. People attending the meeting included:

### Western Attendees:

Dr. David Sylvester- Principal, King's University College; Dan Sinai- Associate Vice President Research; Rob Esselment, Director of Government Relations; Lise Laporte, Manager of International Learning; Eric Morse, Ivey Associate Dean – Programs; Michelle Han – Associate Director, Asian Management Institute & Engaging Emerging Markets Research Centre.

### Community Attendees:

Hon. Joe Fontana, Mayor of the City of London; Hon. Deb Matthews, Member of Provincial Parliament and Minister of Health for Ontario; Gerry McCartney, CEO Chamber of Commerce; Joaquim Balles, Past President- Chamber of Commerce and Chair of the Asian Opportunities Committee; George Baran, Vice-Chairman, Trudell Medical Group.

### Chongqing Delegation:

Mr. Chen Yatang-Vice-Chairman, Standing Committee of Chongqing People's Congress; Mr. Song Yu-Vice-Chairman, Education, Science, Culture & Health-Care Committee of Chongqing People's Congress; Mr. Li Tianan-Deputy Director-General, Chongqing Science and Technology Commission; Mr. Zhang Haiqing-Deputy Director-General, Chongqing Foreign and Overseas Chinese Affairs Office; Mr. Zhang Zaikun-Member of the Standing Committee of Chongqing People's Congress, Vice-President, Chongqing Iron & Steel (Group) Co., Ltd; Mr. Liu Qiang-President, YaoPharma Co., Ltd; Ms. Shi Tingting, Translator from Chongqing Foreign and Overseas Chinese Affairs Office.

## Asian Business Cases

In the Asia Pacific Foundation of Canada's Asian Business Cases December 2012 issue, Derek Lehmberg – Ivey PhD graduate and Assistant Professor at North Dakota State University presented cases on Doing Business in Japan.

For more detail, visit the website at: <http://www.asiapacific.ca/asia-business-cases>

## Ivey PhD. Graduate receives 2013 Journal of International Business Studies Decade Award

Dr. Carl F. Fey, Dean and Professor of International Business, Nottingham University Business School, China won the 2013 Journal of International Business Studies (JIBS) Decade Award.

The article is:

Minbaeva, D., Pedersen, T., Björkman, I., Fey, C. F., & Park, H. J. 2003. MNC knowledge transfer, subsidiary absorptive capacity and HRM. *Journal of International Business Studies*, 34(6): 586-599.





9B12M103

### Tianlong Company and the Toxic Capsule Scandal

Lili Dong , Paul W. Beamish

This case presents the perspective of a Chinese company, Zhejiang Tianlong Capsule Co. Ltd. (Tianlong), and its experiences with the negative impact of an industry scandal. On April 15, 2012, China Central Television disclosed that several capsule producers in Ru'ao had illegally used industrial-grade gelatin to produce medical capsules. The capsules were found to contain excessive chromium, a heavy metal harmful to human health.

Tianlong was not on the list of guilty companies, but the scandal threatened to ruin the reputation of all capsule firms located in Ru'ao. Most pharmacy companies immediately avoided Ru'ao after such a nationwide scandal. The director of Tianlong must decide how to address customers' concerns and keep Tianlong's good reputation from being damaged as a result of the current scandal. The director was also annoyed by the local government's requirement to suspend production. Some gelatin material had already been melted; suspending production would result in a direct financial loss. How should he respond to the supervision agency's order?

[www.iveycases.com](http://www.iveycases.com)

9B12M106

### Sony PlayStation: Security Breach

Jana Seijts , Paul Bigus

In April 2011, Sony's PlayStation and Qriocity services were attacked

by an illegal and unauthorized intrusion into the company network, compromising user account information. For five days, the corporation turned off both its PlayStation Network and Qriocity services while it conducted a full and complete investigation with the help of an external security firm. Although brief statements about the issue were posted on the PlayStation blog site, Sony did not publicly disclose the full extent of the security breach or the expected date when network services might return to normal, leaving many people speculating if personal or financial information had been illegally obtained. The timing was complicated by the imminent announcement of the launch of Sony's first tablet computer. With its public statement, Sony intended to communicate key points of information about, explanations of and solutions to the network interruption. With over 70 million PlayStation Network and Qriocity service user accounts worldwide, customers, industry analysts, investors, consumer protection groups and government officials were all waiting for answers.

[www.iveycases.com](http://www.iveycases.com)

9B12D014

### Purchasing Consortium for the BMS Industry in Singapore

Mei Qi , Siew Hwa Ong

Since November 2011, the director and chief scientist for Acumen Research Laboratories (ARL) had been conferring with Spring Singapore — a government agency devoted to the city-state's economic growth — on ways to improve the current procurement practices of the biomedical science (BMS) industry in

Singapore. As a senior chief scientist and the founder of ARL, she saw and experienced tremendous purchasing inefficiency and quality problems in the existing procurement practice in sourcing supplies and equipment. She believed that a centralized procurement structure and process among all members of the BMS industry in Singapore would be more efficient and was in April 2012 finalizing a proposal to Spring Singapore for initial funding to set up such a purchasing consortium. This consortium would be a new line of business for ARL.

[www.iveycases.com](http://www.iveycases.com)

9B12M089

### Vietnam Handicraft Initiative: Moving Toward Sustainable Operations

Sarah Easter , Mary Conway Dato-on

A recent MBA graduate has just received a one-year business assignment as a business development and marketing advisor to work with the Vietnam Handicraft Initiative (VHI), a vocational training and employment center for people with disabilities, located in Central Vietnam. Her job is to assist the VHI to increase its productivity, become sustainable and strengthen the capacity of the organization through improved business and marketing plans. Within the first four weeks of her arrival, she needs to detail her assessment of the VHI and provide key recommendations and focused work objectives for the remaining 11 months of her placement. She expects that the many cultural differences encountered along the way will provide a real challenge in accurately assessing the VHI and developing a detailed work plan.

[www.iveycases.com](http://www.iveycases.com)

## Did You Know...

**88 new Asian cases have been added to Ivey 's case inventory for world-wide distribution since June 2012: 39 cases from Asia-Pacific and 49 from Central Asia and India Subcontinent. See full list below:**

- 7 DAYS INN: OPERATIONS STRATEGY
- AGILE ELECTRIC: QUALITY ISSUES IN A GLOBAL SUPPLY CHAIN
- AIB NAGOYA CONFERENCE 2011: AFTER THE MARCH 11 EARTHQUAKE AND TSUNAMI
- APPLE IPAD IN INDIA: WAS THERE A WAY OUT?
- AUSTRALIAN MINERS AND THE RESOURSE SUPER PROFIT TAX
- BBC PVT. LTD. AND WORKING CAPITAL CHALLENGES
- BOOTS PLC: JAPAN MARKET ENTRY
- CAPRO GROUP: A GROWTH STORY
- CENTURYPLY: DEVELOPING A POWERBRAND IN A COMMODITIZED MARKET
- COLLISION COURSE: SELLING EUROPEAN HIGH PERFORMANCE MOTORCYCLES IN JAPAN
- COLOPLAST: TEN YEARS OF GLOBAL OPERATIONS
- COMPASSION WEB
- DATAVAST INC.: THE TARGET SEGMENT DECISION
- DHL SUPPLY CHAIN
- DIGITAL PUBLISHING: POTH.COM
- FAMILY BUSINESS SUCCESSION IN ASIA
- FILLING INSTITUTIONAL VOIDS IN INDONESIA: JABABEKA'S FORAY INTO INFRASTRUCTURE
- FROZEN FOOD PRODUCTS: COST OF CAPITAL
- GLOBAL SOURCING AT ANHEUSER-BUSCH INBEV: TAPPING (BEER) INTO THE CHINESE SUPPLIER MARKET
- GREEN HILLS HOSPITAL: LEADING CHANGE MANAGEMENT
- GROWTH STRATEGIES AT SVC BANK
- HARLEY-DAVIDSON INDIA
- HCL TECHNOLOGIES
- HDFC LIFE INSURANCE: BUILDING A SERVICE BRAND
- HIDESIGN: LEATHER HERITAGE OR LIFESTYLE BRAND?
- HIGH-TECH METAL COMPONENTS: FINDING LOCAL SUPPLIERS
- HIMALAYA FACE WASH: BRAND ASSOCIATIONS AND LIFESTYLES
- HON CHUAN GROUP: IN-HOUSE SUPPLIER OF BEVERAGE PACKAGING MATERIALS
- IDEAFORGE: MECHANICAL CHARGER
- INTERNAL COMPETITION - A CURSE FOR TEAM PERFORMANCE
- I-STAR: EXPANDING IN NORTH AMERICA
- JAYPEE CEMENT: AMALGAMATION OF TWO BRANDS
- KT&G OF SOUTH KOREA: ANALYSES CONCERNING PRIVATIZATION
- LAN-RAY GLOBAL PAYMENT SERVICES
- LAXMI PROTEIN PRODUCTS
- LEAN IMPLEMENTATION AT SIEMENS' KALWA PLANT
- LIVELIHOOD ADVANCEMENT BUSINESS SCHOOL
- LOW-COST CARRIERS IN INDIA: SPICEJET'S PERSPECTIVE
- MATERIAL REQUIREMENTS PLANNING AT A-CAT CORP.
- MISSION HILLS: TAKING THE NEXT STEP
- MONSANTO INC. - DOING BUSINESS IN INDIA
- MORITA'S LEGACY AND INTERNATIONAL STRATEGY AT SONY
- MSPL LIMITED: CSR AND SUSTAINABILITY IN MINING
- NATIONAL PHARMACEUTICAL PRICING AUTHORITY (NPPA): INFLUENCING CUSTOMER BEHAVIOUR
- NOVO NORDISK: MANAGING SUSTAINABILITY AT HOME AND ABROAD
- NURTURING GREEN: VOWS AND WOES OF AN ENTREPRENEUR (A)
- NURTURING GREEN: VOWS AND WOES OF AN ENTREPRENEUR (B)
- PAK ELEKTRON LIMITED: CONVERTING SYSTEMS TO ERP
- PHASE SEPARATION SOLUTIONS (PS2): THE CHINA QUESTION
- PIXAR VERSUS DREAMWORKS: ANIMATING CREATIVE STRATEGIES
- PRADA: TO IPO OR NOT TO IPO: THAT IS THE QUESTION, AGAIN
- PURCHASING CONSORTIUM FOR THE BMS INDUSTRY IN SINGAPORE
- QANTAS AIRLINES: TWITTER NOSEDIVE
- QUALITY MANAGEMENT IN THE OIL INDUSTRY: HOW BP GREASES ITS MACHINERY FOR FRICTIONLESS SOURCING
- RANBAXY ACQUISITION BY DAIICHI SANKYO
- RECRUITING FOR A MULTINATIONAL ENTERPRISE IN CHINA
- REINVENTING THE SAN MIGUEL CORPORATION (B)
- RLEK: SURVIVAL WITH THE REAL BOTTOM LINE
- ROYAL BHUTAN AIRLINES - DRUKAIR
- SANATKADA: GIVING WINGS TO DREAMS
- SELECTING A PHARMACEUTICAL COMPANY FROM NORTHEAST ASIA FOR INVESTMENT
- SHANGHAI BAOLONG AUTOMOTIVE CORPORATION
- SIMBHAOLI SUGARS LIMITED: INNOVATING FARMER COMMUNICATION SERVICES
- SINYI CORPORATION EXPANSION STRATEGY IN CHINA
- SITARA: INDIAN MANAGEMENT STYLE - CAPTURING HEARTS AND MINDS
- SKS MICROFINANCE: THE SOUR TASTE OF SUCCESS
- SNEHALAYA
- SONY PLAYSTATION: SECURITY BREACH
- ST. MARY MATERNITY HOSPITAL: INTRODUCTION TO SPSS AND STATISTICAL ANALYSIS
- STRATEGIC SOURCING AT WHIRLPOOL CHINA: FINDING THE IDEAL SUPPLIER
- SUBPRIME TSUNAMI ON INDIAN SHORES: CRISIS HITS ICICI
- SUSTAINABILITY AT TETRA PARK: RECYCLING POST-CONSUMER CARTONS
- SUSTAINING A SOCIAL VENTURE: TRANSFORMATION OF ANNAPURNA MAHILA MANDAL INTO ANNAPURNA PARIWAR
- TELENOR'S DILEMMA: THE 2G SPECTRUM SCAM IN INDIA
- THE ART OF SOCIAL ENTREPRENEURSHIP: DAKSHINA CHITRA AND MADRAS CRAFTS FOUNDATION (MFC) IN INDIA
- THE CHRISTCHURCH EARTHQUAKE AND CRUSADERS RUGBY (A)
- THE CHRISTCHURCH EARTHQUAKE AND CRUSADERS RUGBY (B)
- THE CINNAMON CASE: SALES NEGOTIATION (ROLE PLAY) - (A) THE SELLER
- THE CINNAMON CASE: SALES NEGOTIATION (ROLE PLAY) - (B) THE BUYER
- THE DELHI LAND AND FINANCE IPO: TO BE OR NOT TO BE?
- THE GOLI VADA PAV - FAST FOOD OF INDIA (A)
- THE GOLI VADA PAV - FAST FOOD OF INDIA (B)
- THE WOWPRIME CORP.: THE OWNER OF MULTIPLE RESTAURANT BRANDS IN TAIWAN
- TIANLONG COMPANY AND THE TOXIC CAPSULE SCANDAL
- TRANSFORMING ICRISAT: THE LEADERSHIP OF DR. WILLIAMS DAR
- UPGRADING THE SUPPLY CHAIN MANAGEMENT STRATEGY AT SICHUAN TELECOM
- VIBHAVA CHEMICALS: PURSUIT OF A CLEANER SPACE
- VIETNAM HANDICRAFT INITIATIVE: MOVING TOWARD SUSTAINABLE OPERATIONS