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Ivey and CUPL Announce New Joint Programs

Following the AMI China Trip from December 2011 to January 2012 and Paul Beamish's initial meeting with the Dean and the Executive team from China University of Political Science and Law (CUPL), a new partnership was announced on May 25th 2012 between Ivey and CUPL. The joint programs arising from the partnership will be the first of its kind in China and will uniquely provide Chinese executives with real world, case based learning of leadership and legal practices in international business. As China makes the shift to a talent driven economy, it faces a severe shortage of internationally capable executives to lead multi-nationals in China as well as Chinese enterprises going global. As a result, Ivey and CUPL have partnered up in response to this need. The programs will leverage Ivey Asia's unique academic position in case teaching to provide a practical, real world learning experience. Utilizing Ivey's globally recognized case library, participants will be placed in the shoes of decision-makers facing actual business issues in markets around the world. Ivey's

case study method has proven to be highly effective in extending theory into real world understanding of international leadership practices and culture. Recognized as one of China's top law schools, CUPL will enhance the programs by providing case-based learning about the international legal framework impacting business in other parts of the world. The announcement event included a presentation on the need for leading organizations to develop efficient leaders who can operate globally and help expand China's and Hong Kong's economies. Speakers included Carol Stephenson, Dean of the Richard Ivey School of Business, Dr. Amit Chakma, President of Western University, Janet De Silva, Dean of IveyAsia as well as Sun Xuan Zhong, Dean of the Business school in CUPL.

Ivey Participates at The CUPL Legal-Business Management Forum 2012

Paul Beamish, the Director of Ivey's Asian Management Institute, Engaging Emerging Markets Research Centre and Ivey Publishing delivered a Keynote speech about "China's Internationalization Challenge: Combining Innovation, Global Integration, and the Legal-Business Interface" at the Business School's 10th Anniversary Conference and the Legal-Business Management Forum 2012 of CUPL. Michael Sartor, a part-time lecturer in general management at Ivey and the co-author of the newly published Legal - Business Management Cases" delivered a demo case class at the forum.



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Dialogue in the Dark, Hong Kong: A Role Model for Social Enterprises in the Making

Kevin Au, Anna Po Yung Tsui, Elsa Tsz Ying Chan

Dialogue in the Dark Hong Kong Limited (DiD HK) is a social enterprise founded in August 2008 with a vision of providing "insight for everyone". In line with the worldwide DiD, the core values of DiD HK are diversity, quality and sustainability. As a social enterprise, DiD HK aims to achieve both social and financial objectives. Although it has to raise the awareness of the public toward blind or visually impaired (VI) people and promote employment opportunities for them, DiD HK aims to achieve financial success, financial sustainability and dividend payout to investors. In the first two years of operation, DiD HK's innovations have attracted many participants, and more jobs are created for visually impaired employees. It made inroads toward a breakeven in 2010 through its unique ownership and business models. The startup team created many new programs unheard of in other franchises. Although DiD has franchises all over the world, none of them are sustainable and successful. Geared toward expanding to other parts of Asia, DiD HK was not without its problems. Its product range and market had room for improvement. There was a lack of repeat visitation. DiD HK also needed further financial capital, human resources and other resources. Thus, it is imperative for management to find ways to sustain its expansion and financial performance.

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9B12A020

Datavast Inc.: The Target Segment Decision

Michael Taylor, Maggie Hao

Datavast Inc., a product designer and manufacturer based in China, had just launched its new private cloud storage product, the Data Security Box. The general manager of Datavast Inc was faced with a dilemma of who to sell this product to. He determined that segmenting by size was the most effective method as customers in different industries and regions did not have very different needs or buying characteristics. However, SMEs (companies with 200 to 500 computers) and large companies (companies with over 1,000 computers) exhibited vastly different needs and purchasing behavior. The general manager had limited resources, so he faced the decision of focusing on either SMEs or large companies. Although Datavast did not have any direct competitors at the time, this decision was complicated by the current state and capabilities of Datavast and the data storage industry in China. Also, the general manager was hoping to retire within five years and was unwilling to make additional capital investments into the company. The company was operating at a loss and his goal was to bring the company into profitability within the next year. A net loss also meant that the company could not afford to be burdened with large additional expenses. Lastly, private cloud storage was a new technology in China and the market needed to be introduced to and educated about the concept.

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Did You Know...

The very first Legal-Business Management Cases and Legal Business Management Review book-set was published in May 2012. The Co-chief editors were Paul Beamish (the Director of Ivey's Asian Management Institute) and Sun Xuanzhong (Dean of Business School of CUPL). These two books, together with the upcoming series of Legal-business related case books, are expected to provide some of the case teaching materials for the Ivey-CUPL executive development program classes.

Asian Business Cases

In the Asia Pacific Foundation of Canada's Asian Business Cases July 2012 issue, Phd Candidate **Megan(Min) Zhang** presented cases on Canadian Retail in Asian countries. For more detailed content, visit website at:

<http://www.asiapacific.ca/asia-business-cases>

The newsletter of the
Asian Management Institute

Recent Japan Related Research from Ivey

2012, "Travel Time and the Liability of Distance in Foreign Direct Investment: Location Choice & Entry Mode", *Journal of International Business Studies*, June/July, 43(5): 525–535.

Abstract: Measures of geographic distance are often used to proxy for the impact of spatial separation on firm decisions and performance. We develop a construct, dyad travel time, to measure the friction of interacting and costs of uncertainty from ex post behavioral monitoring across non-located sites. We measure the actual time required to travel between 1171 parent–subsidiary dyads, and show that dyad travel time (but not geographic distance) has significant predictive power in firm governance and location decisions.

Kevin K Boeh: School of Business, Pacific Lutheran University and Paul W Beamish: Ivey.

<http://www.palgrave-journals.com/jibs/journal/v43/n5/full/jibs201210a.html>

2012, "The Influence of Firm Age and Intangible Resources on the Relationship between Entrepreneurial Orientation and Firm Growth among Japanese SMEs", *Journal of Business Venturing*, Forthcoming.

Abstract: Researchers are now delving with increased focus into the

contextual factors that change the nature of the relationship between Entrepreneurial Orientation (EO) and various manifestations of organizational performance. This study investigates the moderating influence of firm age and intangible resources on the EO-firm growth relationship among small to medium sized enterprises (SMEs) in Japan. Further, we propose a new model between EO, firm age, and intangible resources to better identify entrepreneurial configurations that promote superior SME growth.

Brian S. Anderson: Ivey and Yoshihiro Eshimab: Faculty of Business Administration, Osaka University of Economics.

<http://www.sciencedirect.com/science/article/pii/S0883902611000863>

2012, "Multi-Party International Joint Ventures and Multiple Post-Formation Change Processes", *Journal of World Business*, Forthcoming.

Abstract: This study investigates the evolving influences of multi-party IJV complexity on performance in a dynamic context where the multi-party IJV goes through multiple waves of structural change. Analyzing 2652 multi-party IJVs over a period of 17 years, we attempt to reconcile previous work by demonstrating that there is a threshold beyond which the negative impact of multi-party complexity on performance becomes salient.

Chris Changwha Chung: Korea University Business School and Paul W. Beamish: Ivey.

<http://www.sciencedirect.com/science/article/pii/S1090951611000757>

2012, "The liability of closeness: Business relatedness and foreign subsidiary performance", *Journal of World Business*, April, 47(2):288-296

Abstract: It is widely accepted that business relatedness, defined as the extent to which a foreign subsidiary is related to its parent's core business, has a positive effect on subsidiary performance. With a sample of 165 Japanese subsidiaries located in China, however, we found that modestly related subsidiaries, on average, outperformed both unrelated and closely related subsidiaries, and that closely related subsidiaries performed poorly especially when the parent had a heavy majority ownership in the subsidiary and the subsidiary was at its early stage of operating in the host market. Our results indicate that being too closely related to the parent could be potentially detrimental, suggesting a liability of closeness.

Jianyun Tang: Faculty of Business Administration, Memorial University of Newfoundland and W. Glenn Rowe: Ivey.

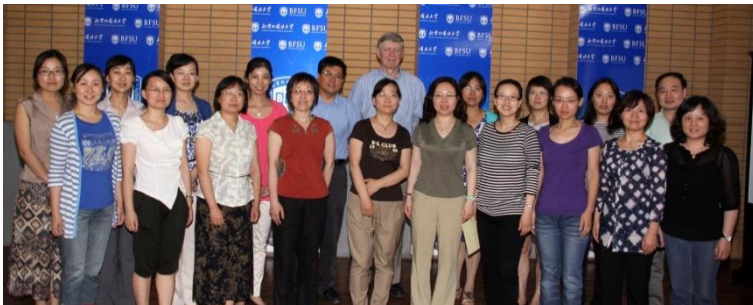
<http://www.sciencedirect.com/science/article/pii/S1090951611000423>

Ivey has played a major role in introducing the case method to Asian professors and business schools. With the growth in the number of Asian business schools and MBA programs, and their increased emphasis on the case method, the need has never been greater for our expertise.

Evidence to Date

- Annual 5-day interactive Case Method Workshop posted by Tsinghua University in Beijing China since 1998.
- Case Method Workshops led by Professors Paul Beamish, Shih-Fen Chen and Michael Sartor in China in 2012.
- Annual Case Method Workshops led by Professor Shih-Fen Chen in Taiwan.

**CASE TEACHING AND WRITING WORKSHOP – Paul Beamish
Beijing Foreign Studies University, May 18-19, 2012**



**CASE TEACHING AND WRITING WORKSHOP – Paul Beamish
Zhongnan University of Economics and Law, May 12-13, 2012**



**CASE TEACHING WORKSHOP – Shih-Fen Chen
Zhejiang University, May 15-16, 2012**



**CASE TEACHING WORKSHOP – Shih-Fen Chen
Shanghai Institute of Foreign Trade, May 8-9, 2012**



**CASE TEACHING WORKSHOP – Michael Sartor
China University of Political Science and Law, May 18, 2012**

For more information, please visit AMI webpage:
http://www.ivey.uwo.ca/ami/Case_Workshops/default.htm