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Executive Programs and New Partnerships in Asia

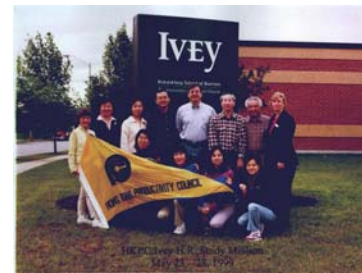
We set out to deliver high quality executive development programs with Asian relevance. Here is a glimpse of what has happened lately.

- A successful management development program, sponsored by the Canadian Pacific Railway (CPR), took place in March on Tsinghua University's campus in Beijing. Managers, provincial directors and President Guo Wen Chao of the China Railway Container Transport Center (CRCTC) attended the program led by Professor Joe DiStefano and faculty of Tsinghua.
- In March, Professor Niraj Dawar led a group of over 50 participants in a workshop entitled Brand Management in Hyper-Competitive Environment.
- Professors Jim Erskine and Joe DiStefano taught a Teaching with Cases workshop in March to 20 participants.
- 35 participants joined Professor Brian Golden at a seminar on Leading Change in the New Millennium in early May.
- Professor Allen Morrison led a workshop on Global Leadership co-sponsored

by Anderson Consulting. The workshop was well attended by senior executives of Fortune 100 companies.

- The Hong Kong Chapter of the Young Presidents' Organization held a videoconference meeting in May at the Cheng Yu Tung Management Institute.
- A group of senior HR executives from Hong Kong spent one week in May at Ivey's Mississauga campus in Canada on a study mission: *Improving Business Performance through Strategic Human Resource Management*.

Many of these activities arise from new partnerships such as the Hong Kong Productivity Council, the Young Presidents' Organization and others.



Participants of the *Study Mission: Improving Business Performance through Strategic Human Resource Management* (March 23-28, 1999) outside Ivey's J.J. Wettlaufer Executive Development Centre in Mississauga.



Participants of the CPR-CRCTC Beijing Management Development Program (March 1999) outside Tsinghua's School of Economics and Management. Fourth in from the left of first row: James Sullivan, Ivey MBA and CPR project consultant; Guo Wen Chao, President of CRCTC; William McEwen, CPR General Manager, International; Joseph DiStefano, Ivey Professor and Course Director; Zue Lei, Tsinghua's SEM Associate Dean; and far right, Hu Xinxin, SEM Director of In-Company Programs, Continuing Education Office.

Profile: Gigi Wong

Gigi Wong sat back in her chair and recalled her first meeting with Paul Beamish, Director of AMI. "I was very excited to hear Paul talk about the Ivey vision, the mandate of AMI and its commitment to Asia. I remember thinking to myself 'This is where the action is going to be and I want to be a part of it'."

Wong grew up in Hong Kong, came to Canada for high school and undergraduate studies, and returned to Hong Kong to work for educational institutions both in a teaching capacity and in administrative roles. In 1987 she returned to The University of Western Ontario and made Canada her home.

Fluent in Mandarin, Cantonese and other Chinese dialects, Wong is a perfect fit to her post as the Assistant Director of the Asian Management Institute. Wong spends a good portion of her time on the massive Asian case development project. She works with Ivey faculty, case writers and the Ivey Publishing services in expediting the registration of cases and teaching notes. "Since 1996 we've added close to 120 new Asia-Pacific cases to our collection. This is very rewarding to see happen." explains Wong.

Together with many others at Ivey, Wong continues to work towards raising the visibility of Ivey in Asia by raising the awareness of AMI-related initiatives to various constituencies. Through vehicles such as AMI's web site, newsletters, periodic case development and research updates, trade

organizations, corporate partners, alumni, friends and supporters of the school are kept abreast of what Ivey is doing in Asia.

You cannot be talking to Wong without hearing her mention the casebooks for China. "No other business school has done anything of this magnitude before." Wong explains. Ivey is committed to management education and this is just the beginning. According to Wong, the support of individuals, alumni, corporations and foundations made it all possible. "People believe in what we're doing in Asia. Ivey is there for the long haul."

Case Teaching / Writing Workshop in China - Another Go

At the request of China's National MBA Education Supervisory Committee, Ivey's professors will be packing their bags once again this summer for Beijing. During the week of August 16, Tsinghua University's School of Economics and Management will be temporary home to visiting scholars from 56 MBA programs throughout China for the one-week intensive workshop.

By training the trainers, we are already beginning to see the implications of multiplier effect. Inquiries of case teaching materials continue to stream in and the demand for up-to-date case studies with Asian relevance has never been as evident. The 32 MBA casebooks, 16 in English and 16 in Chinese, are now being used in the teaching of business management in the 56 MBA



Photo taken during Premier Zhu Rongji's visit to Toronto on April 17, 1999. Professor Paul Beamish presented Mr. Zhu, Premier of the State Council of the People's Republic of China, with 32 Ivey business casebooks, the largest collection ever produced for China.

programs and in universities throughout China.

Asian Influence Ivey Business Journal

Asian Influence is a regular department of the Ivey Business Journal. It offers a window through which individuals and organizations can view their international strategies and different perspectives that will help them meet the exciting challenge of integrating cultures and managing successfully in Asia. To order reprints of any of the following papers contact IBJ at ibj@ivey.uwo.ca

Equity Joint Ventures in China: Compensation and Motivation (#BQA98322) by Paul Beamish

When foreign companies engage in joint ventures with businesses in China, the issues of compensation and motivation can be problematic. Foreign companies are cautioned to be sensitive to the historical context of Chinese businesses.

Global Finance: Asian Financial Crisis (#BQA98213)

by William Shurniak
While recent events are serious, corrective measures are being taken that will eventually stabilize the Asian economies and lead to recovery.

SMEs: Smart Training Strategies (#9A99TA03) by Lorna Wright, David Barrows & Michael Hartmann

Canada's SMEs stare down the Asian economic crisis and see nothing but opportunities.

Japanese Investment in Canada (#9A99TB13) by Andrew Delios & Prescott C. Ensign

Japanese investment in Canada has grown dramatically, but there's a new style today.

Did you know:

- The case entitled "IPC Corporation, Singapore" by P.W. Beamish, C.H. Wee and C. Dhanaraj won the "Best Case" award at the 1999 Administrative Sciences Association of Canada Case Competition.
- Other Asia-Pacific cases, among the many Ivey cases accepted to be presented as part of the ASAC Case Track, include: Mabuchi Motor Co., Ltd., Palliser Furniture Ltd. and Royal Bank of Canada in Thailand.
- Ivey's 4 MBA students on the China Teaching Project have returned from their month long teaching in Beijing – another successful year!
- AMI welcomes Peter Yuan, MBA '99, joining us as one of our Asian casewriters and Donna Everatt, MBA '98, who continues to be a part of our family.

Making Our Case

Here are a few of our recent Asia-Pacific cases:

999M014 ASIASPORTS: HOCKEY NIGHT IN HONG KONG

Delios A

In early 1999, Tom Barnes, Executive Director of Asiasports Ltd., was evaluating several options for growth for the sports management company. Asiasports principal sports properties were the South China Ice Hockey League and the World Ice Hockey 5's tournament, both based in Hong Kong. Among the alternatives available: Barnes could develop hockey in other countries in Southeast Asia; he could acquire new sports properties; or he could expand into in-line hockey promotion in Hong Kong.

Industry: Amusement and Recreation Services

Issues: Sports, Entrepreneurship, Strategy Formulation, International Business

Setting: Hong Kong, Small organization, 1999

Level of Difficulty: MBA/Post Graduate, Undergraduate
Length: 20 pages

999M003 SELKIRK GROUP IN ASIA

Beamish PW; Karavis L

Selkirk Group is a family-owned brick manufacturer which has built an export business to Japan and other Asian markets from zero to 10% of its volume in seven years. This case examines the company's export strategy and organization in light of the recent Asian economic crisis and the

reasons for their competitive success both in Australia and Asia. Bernie Segrave, the Managing Director, is raising the question of whether it is time to change their regional export strategy and organizational structure.

Industry: Stone, Clay, Glass and Concrete Products

Issues: International Business, Exports, International Marketing, Organizational Structure
Setting: Australia and Asia, Medium organization, 1998

Level of Difficulty: MBA/Post Graduate, Undergraduate
Length: 19 pages

998M017 TAIWAN'S UNITED MICROELECTRONICS CORPORATION (UMC)

Frost TS ; Tsai T ; Cheng B; Zhou C

The case traces the history of Taiwan's United Microelectronics Corporation (UMC), one of the world's leading semiconductor foundries. It looks at how UMC pursued a strategy of vertical disintegration as part of the chairman's vision of turning UMC into a "pure-play" foundry. It also discusses the major technological and competitive forces affecting the industry and looks at UMC's restructuring through the eyes of the chairman. The case provides enough detail to engage the class in a discussion of the merits of UMC's vertical disintegration strategy and the possible pitfalls of this approach going forward.

Industry: Electric & Electrical Equipment Supplies

Issues: Vertical Integration, Joint Ventures, Competitiveness
Setting: Taiwan, Large organization, 1996

Level of Difficulty:

MBA/Post Graduate, Undergraduate
Length: 12 pages

9A98G013 MANULIFE FINANCIAL: ADJUSTING INTERNATIONAL STRATEGIES IN RESPONSE TO THE ASIAN CRISIS

Tsai T; Conklin D; Everatt D

Over the course of many decades, Manulife had created a thriving business in Hong Kong, and it had established a series of small operations in six other Asian countries. In the Fall of 1998, the Asian Financial Crisis was creating new expansion opportunities. Many companies that had never been for sale suddenly confronted substantial losses and were seeking investors. Asian governments, facing balance-of-payments problems, were relaxing foreign ownership restrictions and offering new licenses for companies wishing to set up insurance businesses. Meanwhile, Manulife's proposed demutualization would transfer policyholders into shareholders, and would give Manulife a new financial capacity to fund major acquisitions. Faced with these realities, management had to develop a strategy for Asia.

This case provides the opportunity for students to develop multiple action plans which take into account regional differences and diversity in the implementation of a multinational growth strategy. For each of the countries into which Manulife wants to expand, the manager must assess

the differences in the business environment and adjust her/his plans accordingly, while still operating within the vision of the parent company.

Industry: Insurance
Issues: Growth Strategy, Developing Countries, Strategic Planning, Management in a Global Environment
Setting: Southeast Asia, Large organization, 1998
Level of Difficulty: MBA/ Post Graduate, Undergraduate
Length: 33 page(s)

999A017 CARVEL ICE CREAM - DEVELOPING THE BEIJING MARKET

Vandenbosch M; Gleave T

Steven Wang, Manager of Business Development for Carvel Asia Limited, is trying to determine how best to increase ice cream cake sales. In doing so Wang needs to develop a complete marketing program which includes decisions about product offerings, pricing, placement (distribution) and promotion - the 4 P's.

Industry: Food and Kindred Products, Pricing, Distribution, Promotion
Issues: Product Offering
Setting: China, Medium organization, 1998
Level of Difficulty: MBA/Post Graduate, Undergraduate
Length: 14 pages

999A014 GREY CHINA

Hulland J; Everatt D

Grey China was a subsidiary of Grey Advertising, based in New York. Established in 1917, Grey Advertising offered a variety of marketing and corporate services through their 337 branches in 88 countries,

which employed 10,000 people.

The case provides an overview of how an advertising agency functions as well as timely advertising industry issues, such as specialization and globalization. The specific case decision involves Viveca Chan, Chairman and CEO of Grey China as the decision-maker. Chan was considering launching an interactive services department to capitalize on the potential for a first mover advantage. However, many marketing managers in Hong Kong and China were largely unaware of how interactive marketing could be integrated into their marketing communications programs, leaving Grey China the daunting task of building primary market demand for interactive marketing communications.

Industry: Business Services

Issues: Advertising, Market Analysis, Corporate Strategy, Market Mix

Setting: China and Hong Kong, Medium organization, 1999

Level of Difficulty:

MBA/Postgraduate and Undergraduate

Length: 21 page(s)

999E010
TECHNICAL NOTE ON VERY SMALL APERTURE TERMINALS (VSATS)
Enns H

This note is a supplement to Datacom: The Internet in Mongolia, case number 9A97E011, for case analysis purposes.

Industry: Communications

Issues: Computer Applications, Information Systems, Technological Change

Length: 8 page(s)

999C014
ALPHA GEARING SYSTEMS SHANGHAI CO., LTD.

Slaughter KE ; Jie Z; Everatt D

Alpha Gearing Systems Shanghai Co., Ltd. (Alpha Shanghai) was established in 1995 as a joint-venture between Alpha Gearing Systems and Kai Li Machine Systems (one of China's largest manufacturers of gearing systems for mopeds and motorcycles in China). Alpha Shanghai was a wholly-owned subsidiary of Alpha Gearing Systems, based in Illinois, U.S.A., a global player offering a full range of gearing products and services for producers of motorized vehicles, used in a myriad of industries throughout the world, with over 50,000 employees worldwide. The case takes place a year into the negotiations, after they had reached major difficulties after Alpha Shanghai had invested several millions of dollars in tooling, and valuable time of the senior design and production engineers, and top management. The general manager of Alpha Shanghai had made the decision that the next round of negotiations would either significantly advance, or sever, the relationship. The case examines the relationship between management at Alpha Shanghai and San Yu Mopeds, a large Chinese moped producer, and a customer which Alpha Shanghai had hoped would become one of their largest.

The case decision revolves around Alpha Shanghai's senior management perspectives, strategy and assumptions which affected the negotiating process, and specifically how their communication patterns

were effected by their experiences and culture. Specifically, the case focuses on the general manager's influence on the organization's communications strategy and the extent to which it was a departure from "typical" supplier relationships in China. The case poses the issue of to what extent the failure in the relationship was a function of the general manager's lack of exposure to doing business in China, and/or an insensitivity to local customs and business practices. By examining these issues, the students will learn to appreciate how culturally specific communication patterns are, as well as what societal and cultural assumptions affect the behaviour, attitudes, and communication patterns within the organization, and between the organization and its local partners, suppliers and strategic alliances.

Industry: Transportation Equipment

Issues: Negotiation, Interpersonal Relations, Communications, International Business

Setting: Shanghai, China, large organization, 1998

Level of Difficulty:

MBA/Postgraduate and Undergraduate

Length: 19 page(s)

999A016
ROUGEMONT FRUIT NECTAR - DISTRIBUTING IN CHINA

Beamish PW; Gleave T

Gervais Lavoie, Managing Director of Beijing Oasis High Nutrition Food Co., needs to decide what means of distribution is most appropriate for the company's newly developed fruit nectars. The decision is complicated by the fact

that different means of distribution have different implications for the ultimate pricing and promotion of the products.

Industry: Food and Kindred Products

Issues: Distribution, Pricing, Promotion, Segmentation
Setting: China, Small organization, 1995

Level of Difficulty:

MBA/Post Graduate, Undergraduate

Length: 17 pages

999C022
CHINA-CANADA LEAN SWINE PROJECT - CHANGING LOCAL HABITS

DiStefano JJ; Gleave T

David Wang must determine how to increase business development at the Xiangzhou feedmill. The challenge facing Wang is to have the feedmill's managers adopt attitudes and behaviors that are consistent with a market driven enterprise. This is no easy task considering that the feedmill is a former state-owned enterprise which did not strive to achieve independent profitability.

Industry: Agricultural Production - Livestock

Issues: Change Management, Reward Systems, Human Resource Training and Development

Setting: China, Small organization, 1995

Level of Difficulty:

MBA/Post Graduate, Undergraduate

Length: 15 pages