

June 2008; Number 4, Volume 11

## Ella Strong China Alumni MBA Scholarship

On February 13, at the retirement reception in honour of Ella Strong, a surprise gift was announced in recognition of Ella's 27 years of achievement and commitment to excellence at Ivey.

True to her motto "People make the difference!" Ella played an integral part in students' lives at Ivey, often before they even arrived in Canada. In her immediate past role as the Director, International Student Relations, we knew her as the go to person for all matters related to international students; from visa application to financial needs to adjusting to life in Canada.

The Chinese alumni are particularly indebted to Ella's devotion to promoting diversity at Ivey. Using funds raised by a team of Chinese alumni residing in China, Canada and the United States, the scholarship will be awarded annually to an Ivey MBA student based on academic achievement and demonstrated community leadership.

## EMBA Class of 2010 Welcome Reception

Date: June 20, 2008 (Friday)  
Time: 7:00 – 9:00 PM  
Venue: Ivey HK campus

All EMBA graduates and current program participants are invited to join us in welcoming our newest class to the Ivey community. To RSVP, email Clarence Li at [cli@ivey.com.hk](mailto:cli@ivey.com.hk)

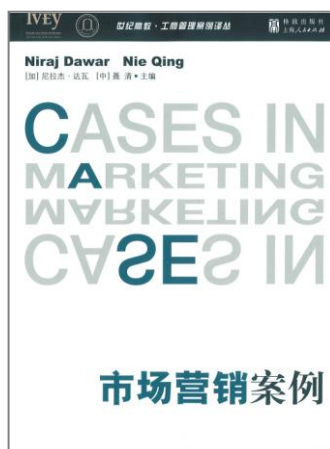
## 10 Years in Hong Kong

In a presentation on May 2 at the London campus, Associate Dean, Asia, Kathleen Slaughter spoke to students, faculty and staff about the need for Asian business case studies, the competition in the Asian market, the support of our alumni, and our great accomplishment of being the first North American school to build our own campus in Asia.

Come join us in Hong Kong on **November 5, 2008** to celebrate the **10<sup>th</sup> Anniversary of Ivey's Hong Kong Campus** and to recognize the contribution of the Cheng family to Ivey's success in Asia. Details to follow.

## Cases in Marketing

(Case Book in Simplified Chinese)



This book assembles a set of 16 Ivey case studies that tackles issues relevant to the challenges facing both domestic and international players. The cases are written from the perspective of both companies in China and companies elsewhere in the Asian

region that have faced similar challenges.

"These cases place the reader in the position of the decision-makers, steering companies, departments, and products through the rapidly evolving landscape of the market in China. The range of challenges faced by these companies provides a rigorous training ground for the managers of tomorrow," noted Ivey editor Prof. Niraj Dawar.

Each case has accompanying teaching notes available for instructors.

The case book is a joint publication of Ivey and the Shanghai Institute of Foreign Trade International Business School. We acknowledge the generous support of Dean Nie Qing, Professor Xi Hongmei, and the many professors and graduate students at SIFT who were involved in the selection and translations of the cases.

### Editors:

**Niraj Dawar**, Professor of Marketing at Ivey Business School  
**Nie Qing**, Dean of International Business School at Shanghai Institute of Foreign Trade

### Publisher:

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True and Wisdom Press, Shanghai  
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## Ivey Business Journal

### HOW TO MEET CHINA'S COST INNOVATION CHALLENGE

by Peter Williamson and Ming Zeng

It's a competitor's notion of the perfect storm – low-cost and value-added provider. These authors have valuable advice to help managers weather the storm.

Read more about this in the May/June 2008 IBJ at [www.iveybusinessjournal.com](http://www.iveybusinessjournal.com)

## Making Our Case

We welcome you to contact us for an inspection copy or visit [www.iveycases.com](http://www.iveycases.com) to download an inspection copy of our newest cases.

9B08M048

### Carrefour China, Building a Greener Store

Andreas Schotter, Paul W. Beamish, Robert Klassen  
Teaching Note: 8B08M48

Carrefour, the second largest retailer in the world, had just announced that it would open its first "Green Store" in Beijing before the 2008 Olympic Games. David Monaco, asset and construction director of Carrefour China, had little experience with green building, and was struggling with how to translate that announcement into specifications for store design and operations. Monaco has to evaluate the situation carefully both from ecological and economic perspectives. In addition, he must take the regulatory and infrastructure situation in

China into account, where no official green building standard exists and only few suppliers of energy saving equipment operate. He had already collected energy and cost data from several suppliers, and wondered how this could be used to decide among environmental technology options. Given that at least 150 additional company stores were scheduled for opening or renovation during the next three years in China, the project would have long term implications for Carrefour.

*Disciplines:* General Management, International  
*Issue(s):* Operations Management, Environmental Business Management, Strategy Implementation, Emerging Markets  
*Industry:* General Merchandise Stores, Miscellaneous Retail  
*Setting:* China, 2006  
*Length:* 19 pages

9B08M026

### Rehabilitation Alliance Hong Kong: Next Step Forward

Terence Tsai, Barbara Li  
Teaching Note: 8B08M26

The case describes the unique business model of Rehabilitation Alliance Hong Kong (RAHK) beginning with its strategic alliance with Dairy Farm to run 7-Eleven convenience stores, with an aim to create job opportunities for its disabled members. The two managers then try out other forms of business, but they are not commercially effective. The case explores the challenges of managing a cooperative relationship with a social conscience

and achieving social enterprise sustainability through innovation.

*Disciplines:* General Management, Entrepreneurship, International  
*Issue(s):* Human Resources Management, Joint Ventures, Marketing Management, Sustainable Development, Strategic Alliances, Social Marketing  
*Industry:* Social Services  
*Setting:* Hong Kong, 2007  
*Length:* 15 pages

9B08N001

### Tata Steel Limited: Convertible Alternative Reference Securities

Vasant Sivaraman, Adithya Anand  
Teaching Note: 8B08N01  
Supporting Spreadsheet: 7B08N001

Shortly after the acquisition of Corus in 2007, Tata Steel Limited entered the international markets with a convertible bond offering (CARS) that had distinct features. The offering of US\$875 million was the first of its kind from India. The successful issuance reflected investor confidence in the country and the company. This case covers a full analysis of the CARS with a scope that spans valuation, structuring of the financing instrument to suit the issuer's strategic imperatives and investment analysis.

*Disciplines:* Finance, International  
*Issue(s):* Convertible Bonds, Conversion Option, Differential Shares, Depositary Receipts  
*Industry:* Primary Metal Industries  
*Setting:* India, 2007  
*Length:* 17 pages

## Upcoming and Recent Asia Case Workshops

National Chengchi University, Taipei  
Date: July 20-22, 2008  
Instructor: Shih-Fen Chen

Shanghai Institute of Foreign Trade, Shanghai  
Date: July 21-23, 2008  
Instructor: Jim Erskine

Tsinghua University, Beijing  
Date: July 14-18, 2008  
Instructor: Shih-Fen Chen

Hong Kong Baptist University, Hong Kong  
Date: June 4-5, 2008  
Instructor: Jim Erskine

National Chengchi University, Taipei  
Date: May 14, 2008  
Instructor: Jim Hatch

## Did You Know...

► Shih-Fen Chen is the first recipient of the CEL Fellowship for the Engaging Emerging Markets Centre. A specialist in international business and global strategy, Chen's research focuses on foreign direct investment, and the institutional economics of branding. For details visit [www.ivey.uwo.ca/centres](http://www.ivey.uwo.ca/centres)

► On May 29 at the HK campus, Peter Yuen, Senior Director and Head of Investment (HK & Macau) from Savills (HK) Ltd. shared his views of the Hong Kong & Macau residential property market with our alumni.