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New India Partnership

On May 24, Ivey Dean Carol Stephenson, and **Indian Institute of Management Bangalore (IIMB)**

Director Pankaj Chandra signed a Memorandum of Understanding (MOU) launching a new initiative to create opportunities for collaborative research, expanded PhD training, India-focused business case development, and international conferences in India and Canada.

"Both IIMB and Ivey recognize the timely opportunity to collaborate on research, to develop India-based case materials, and to foster interactions between Ivey and IIMB faculty and doctorals to enhance business education in India and around the world", said Dean Stephenson. "As a global business school, and given India's rapid growth and economic ascendancy, it is imperative that we embrace the opportunities of this region."

Professor Chandra echoed, "Both Ivey and IIMB can leverage this opportunity to build on the complementary strengths of each institution."

This initiative follows a MOU signed in November with the Indian School of Business (ISB) for a case development centre. Both partnerships are critical for strengthening Ivey's international research network.



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Convocation in Hong Kong

Congratulations to the newest 34 HKEMBA graduates who joined the 20,000 strong Ivey Alumni community.

Speaking on behalf of the EMBA Class of 2010, valedictorian Alexander Jaeschke welcomed friends and families of

classmates from Germany, Canada, China, Australia, the United States, Iceland, UK, Bangladesh, Italy, Taiwan, and South Africa.

"Many times we were put into roles which made us think ethically, whether to cross the line, lines which in real life would challenge the integrity of oneself or our staff," noted Jaeschke who also thanked the world class Ivey faculty who always challenged the students to ask questions beyond the obvious. "As Professor Randy Kudar would say, 'I don't know - you tell me!'"

Dr. Brian Timney performed the duties of Chancellor at Western's Hong Kong Convocation on May 16.

Photos: ① HK EMBA Class of 2010. ② (l to r) Western VP External Kevin Goldthorp, Alumni Awards of Merit Professional Achievement Award recipient Prof. Yue-man Yeung, Mrs. Yeung, Dean Carol Stephenson. ③ Valedictorian Alexander Jaeschke. ④ (l to r) Kathleen Slaughter, distinguished speaker Dr. Allan Zeman, Chairman, Lan Kwai Fong Holdings Limited, Doreen Steidle, Canadian Consul General in Hong Kong, Ron Slaughter. ⑤ Dean Carol Stephenson and IIMB Director Pankaj Chandra signing MOU.

Ivey Coca-Cola China Case Competition

From March to May, 500 teams of Chinese students representing 18 universities across China competed in multiple initial round contests and regional semi-finals held in Guangzhou, Beijing and Shanghai. The 2010 Championship Round took place at the Canadian Pavilion of World Expo Shanghai on May 24. Zhejiang University won the championship with teams from Shanghai Jiaotong University and Shantou University taking home the Best Presentation Award and Best Q&A Award respectively. Read more at www.iveychinacasecompetition.com

Mr. Nadir Patel, Canadian Consulate General in Shanghai (*centre in photo*), in wishing the competition continued success for years to come noted, "This case competition is a good example of the collaboration between Canada's and China's education sectors. Hosting the event in the Canada Pavilion highlights the deep involvement and commitment of one of Canada's top business schools in developing China's future business leaders."



Making Our Case

Here's a look at a few recent cases developed with our partner schools:

9B10A001
ASIMCO Technologies: 2005
Xi (Lucy) Liu
Teaching Note: 8B10A01

In April 2005, the chairman of ASIMCO Technologies, a company headquartered in China and supplying automotive components to both Chinese and global clients, was trying to decide on his company's reaction to the Chinese government's latest regulations on auto emissions. Guo-san (National Standards III) was to take effect on August 1, 2008. By that date, automakers would not be allowed to supply the Chinese market with non-Guo-san-compliant products. ASIMCO's major diesel engine customers had already sent requests for upgraded engine components to ASIMCO as well as other suppliers. While three technologies seemed to provide the Chinese market with a solution, divergent views existed among the management team as to where ASIMCO should focus to enhance the fuel systems that it supplied.

The case can be used in an international marketing course (in sessions on product strategy in developing market, or customer relations in industrial marketing).

Disciplines: Marketing, International
Issue(s): Automotive, Customer Relations, Product Strategy
Industry: Transportation Equipment
Setting: China, Large organization, 2005
Length: 15 pages

9B09E021
Taiwan Taxi's iCall System: Realizing the Value of GPS-Dispatch Systems
Deborah Compeau, Rueylin Hsiao, Sheng-Tsung Hou
Teaching Note: 8B09E21

The chief executive officer (CEO) of Taiwan Taxi must assess the adoption of iCall by the firm's taxi drivers. When originally conceived, iCall was supposed to be the basis for substantial growth in the number of taxi drivers signing up with Taiwan Taxi. But even after many years, adoption still lags behind the plan. The CEO must assess the reasons for the slower adoption of iCall and make recommendations on whether to revise the goal or improve adoption in order to meet it. The case demonstrates the many complexities involved in realizing business value from the adoption of information technology.

Disciplines: Management Science and Information Systems
Issue(s): Technological Change, Innovation, Management Information Systems

Industry: Local & Suburban Transportation
Setting: Taiwan; 2009
Length: 21 pages

9B09M068
Swagraha Foods
S. Ramakrishna Velamuri
Teaching Note: 8B09M68

This case highlights the challenge facing many small and medium enterprises (SMEs) all over the world. Many SMEs have successfully overcome the initial survival challenge. Swagraha Foods has enjoyed considerable success, thanks to the dedication and commitment of the Chagarlamudi family, as well as to the changing socio-economic situation in India. They have a stable base of loyal customers, are able to command attractive prices, and have built up a reputation for good quality. Yet they are unable to grow beyond a certain point. Why? What must they do to overcome the growth challenge? Can they expand their customer base beyond walk-in traffic? Do they have a sufficient management team and processes in place? Do they know how large they want to be?

Disciplines: General Management, Entrepreneurship, International
Issue(s): Growth, Family Business, SMEs, Professionalization
Industry: Food Stores
Setting: India; 2007
Length: 17 pages

For additional cases, visit www.iveycases.com