

June 2013, Number 3, Volume 17

The First Ivey Case Centre Director Workshop Completed!

On June 17th & 18th 2013, 18 Case Centre Directors / Deans / Associate Deans from 11 Chinese business schools came to Ivey's London campus to attend the first ever "Case Centre Director Convention". This was the first time that Ivey's Asian Management Institute (AMI) had organized such a convention focused on "Case Centre Set-up and Case Registration at Ivey Publishing".

Dr. Paul Beamish (Director of AMI) and Michelle Han (Associate Director of AMI) co-organized the convention. Dr. Beamish delivered the opening key note speech on "The Start-up Stage for a Case Centre: Where to focus and where not to focus: Case Centre Leadership as a Change Management Process." Prof. Shih-Fen Chen delivered a speech on "Establishing a Joint Case Development Collaboration". Matt Quin from Ivey Publishing spoke about "Structuring a Case Centre: The Ivey Publishing Example". Michelle Han explained the Case Study Site License Plan to the attendees; Alex Beamish (A Copy Editor at Ivey Publishing) provided an interactive session titled: "If you want to register cases, you need to be (or get) an editor: What does this entail?"

The convention was well received and the school representatives who attended not only gained firsthand knowledge on Case Centre development, but also had the chance to sit in on an actual class at Ivey's New Building! Quite a few schools committed to signing the Case Study Site License Plan upon the completion of the convention and several of them would like to explore further cooperation opportunities on case book publication, joint case development collaboration, case workshops, school visits, etc.

For further workshop registration/information inquiries, please send an email to: mhan@ivey.ca



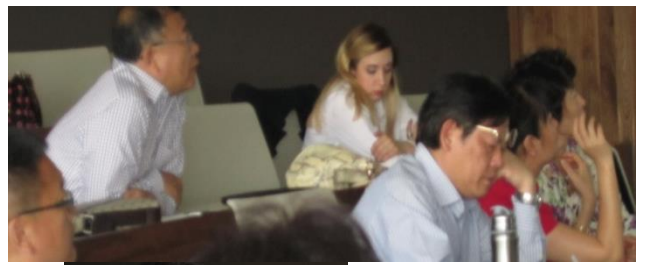
1st row (left to right): Qin You (Director of MBA Centre, GXU), Lixin Pan (Associate Director of Case Centre, BUAA), Yuxia Wang (Director of Case Centre, CUF), Michelle Han (Associate Director of AMI, EEMC, Ivey), Paul Beamish (Executive Director of AMI, EEMC; Director of Ivey Publishing), Shih-Fen Chen (Associate Professor, Ivey), Ning Zhou (Associate Dean, BUAA)

2nd row (left to right): Eunika Sot (Representative, IP), Haibo Li (Director of Case Centre, SWJTU), Yongmei Cui (Director of Master of Accounting Centre, BJTU), Xueye Wang (Associate Dean, CUC), Shuili Yang (Associate Dean, XAUT), Shujuan Wang (Director of Case Centre, DLUT), Alex Beamish (Copy Editor at IP)

3rd row (left to right): Yi Yang (Associate Director of MBA Centre, XAUT), Jingmei Gao (Associate Director of MBA Centre, DUFE), Pinyuan Li (Director of MBA Centre, DUFE), Lin Guo (Director of MBA Centre, XMU), Tao Jiang (Director of MBA Centre, IMU)

4th row (left to right): Haowen Wu (Director of International Office, DLUT), Rebecca Todd (IP Sales Associate), Jianwen Qin (Associate Dean, GXU), Matt Quin (Director of Ivey Publishing), Daojun Sun (Director of Case Centre, CUC)

Ivey Publishing Operations



CDGDC Delegation Visited AMI, Ivey

On April 22nd 2013, a six-person delegation from China Academic Degrees and Graduate Education Development Center (CDGDC) visited Ivey Publishing in order to learn about Ivey's Case Centre Development expertise and Case Teaching Method. The acquired knowledge is expected to contribute to its build-up of a national-level Case Centre for Professional degree education required by the Ministry of Education in China.

The primary responsibilities of CDGDC are to quality-assure higher education as well as Sino-foreign jointly run schools and programs; to provide recognition services of educational qualifications; to administer two national examinations in graduate education; and to manage the National Database Center for China Academic Degrees and Graduate Education.

Dr. Paul W. Beamish, Executive Director of AMI and Ivey Publishing, Professor Shih-Fen Chen and Sheryl Gregson from Ivey Publishing met with the delegation.



Asia Pacific Foundation of Canada, Munk School of Global Affairs Announce Task Force on Asia Competence



Ms. Janet De Silva, Dean, Ivey Asia is co-chairing the task force on Asia Competence, organized by the Asia Pacific

Foundation of Canada. The other co-host is Mr. David Mulroney, Canada's Ambassador to China from 2009-2012.

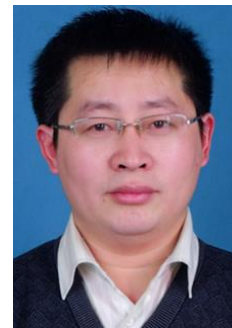
Asian Business Cases

In the Asia Pacific Foundation of Canada's Asian Business Cases June 2013 issue, David Sharp (Associate Professor of Managerial Accounting and Control at Ivey) presented cases on Accounting Issues in Asia. For more detail, visit the website at: <http://www.asiapacific.ca/asia-business-cases>

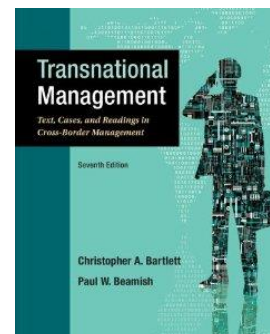
New Chinese Visiting Scholar at Ivey

Hosted by Prof. Paul Beamish and Prof. Chris Williams, Dr. Jiqing Zhu is a visiting scholar at Ivey until the end of August 2013. Dr. Zhu is an Associate Professor and Associate Dean of SISU (Shanghai International Studies University). His visit is expected to enhance the

cooperation between Ivey and SISU on case development and joint research projects.



New Book: Transnational Management, 7/e



In early March 2013, the 7/e of the best-selling book Transnational Management: Text, Cases, and Readings in Cross-Border Management was published by McGraw-Hill. It is co-edited by Christopher A. Bartlett of the Harvard Business School and Paul W. Beamish of Ivey. A large number of supplements which accompany the book are available to instructors including: 27 detailed case teaching notes; 183 PowerPoint slides for the 8 chapters; Test Banks (one for each chapter, compiling a total of 245 questions); 1 DVD of clips regarding 10 of the cases.

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Joysun at the Crossroads

William Wei , Ali Taleb , Kaijin Nie

Joysun was established as a state-owned enterprise in the Shanghai Waigaoqiao Free Trade Zone in China in 1995. Thanks to the effective leadership of its general manager and to the monopolistic nature of the Chinese import and export industry in the mid-1990s, the company had grown rapidly from a shop with five employees in its early days to a major player in the logistics industry by the end of 2012. However, Joysun's journey had been rocky due to the profound and rapid transformation of the Chinese economy. By the end of 2012, the company had several projects underway to consolidate its market position. Nevertheless, the management team felt that it should undertake more initiatives in order to sustain Joysun's leadership over time. Specifically, the general manager wondered whether Joysun should enter the cold chain segment of the logistics industry. Considering the country- and industry-level context, what was the strategic relevance and operational feasibility of Joysun entering this new segment?

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Cumi India's Global Strategy: The China Puzzle

S. Ramnarayan , Charles Dhanaraj ,
Krithiga Sankaran

Carborundum Universal Murugappa International (CUMI) was a leading abrasives manufacturing company based in India with global operations in Russia, South Africa and China. In the global abrasives business, China

held 50 per cent of the raw materials for the industry. China was also the largest market for abrasives worldwide and was expected to contribute to one third of the global demand for abrasives. CUMI had the vision to become a global leader in the abrasives industry within 10 years. In 2006, the company entered China through a joint venture with a Chinese state company but subsequently bought out the partner. However, the company was facing several problems with its stand-alone operation there, especially in terms of maintaining its workforce and hiring local managers. It was clear that winning market share in China was necessary, but the complexity of the Chinese market had proven to be a challenge. The managing director had to present a strategy for working successfully in China to the board.

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Yamato Transport: Replicating Japanese Success in Singapore

Abhishek Aggarwal , Rohit Kadam ,
Lawrence Loh

Yamato Transport, Japan's leading parcel delivery company, experienced internationalization and geographical diversification issues. When it launched its operations in Singapore in 2010 with a view to further branching out into Southeast Asia, the company faced challenges owing to different cultural and social landscapes, difficulties penetrating a small and saturated market, and problems hiring manpower aligned with the company's business model. The key success factors for Yamato Transport in Japan and their applicability in Singapore are

analyzed. What will it take for Yamato Transport to succeed in Singapore when pitted against the mighty SingPost?

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Home Plus: Riding the Korean Retailing Rollercoaster

Youngwoo Lee , Martin Hemmert

In the late 1990s, multinational retailing giant Tesco selected joint venture with the Samsung Group as its market entry strategy into South Korea and created a new brand, Homeplus. Subsequently, the management of Homeplus implemented various policies aimed at localizing the business while also introducing business practices from Tesco's British headquarters. It invested in growth and diversification through large discount stores offering an "all in one spot" shopping experience, small-sized super-supermarkets, private brands and online shopping. At the same time, the Korean retailing industry had become much more dynamic as competition intensified between various types of market players, including strong competitors affiliated with local business groups. Homeplus needs to rethink its position in a highly challenging market environment.

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