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Asian Case Development – Progress to date

We are happy to announce that AMI has reached the milestone of adding 100 new Asia-Pacific cases to Ivey's existing collection! That number will grow as new cases are written and released. Cases are still one of the best ways of enabling students to learn by doing. They connect theory with application and develop insight. It is necessary to have an ongoing supply of new cases in order to reflect current developments and best practices. We are the largest producer of current Asia-Pacific cases, and our goal is to develop 50 new cases for Ivey every year.

Our case writers are key to fulfilling this goal. We have Tom Gleave, Donna Everatt and Geoff Crum with us this year. Tom Gleave, MBA 97, is in his second year of writing Asian cases for Ivey and considers his experience to be "nothing short of amazing." Tom notes that "over the past couple of years we have put together cases on everything from ginseng growers and beer producers to satellite component and diesel engine manufacturers." Tom found working in China to be "fascinating", particularly with regard to the change that is happening there. "The economic and social issues that China is facing, such as State enterprise reform, banking reform, and the environment, are nothing less than staggering."

Donna ('Dee') Everatt, MBA 98, also finds her experiences as an Asian Case Writer rewarding. The position has allowed her to meet with senior management from some of Asia's most dynamic and innovative corporations, travel to and do research in China, Indonesia, Taiwan, Singapore and Hong Kong. She found that "without exception, the senior managers I interviewed generously provided me with insightful and valuable accounts of the opportunities and challenges they faced in managing in an Asian context." Her biggest challenge, she says, will be to follow up on all the leads of the companies who are eager to be part of an Ivey case study.

Geoff Crum, HBA 98, has been writing finance and accounting cases under the direction of Professors Larry Wynant and Claude Lanfranconi. He has been so taken with Asia that he has moved to Hong Kong.

Without faculty supervisors and our supporters, case writers like Tom, Donna and Geoff would be idle. Our faculty identify case leads, frame new cases, and work either independently or with case writers or PhD candidates, to add to the pool of case studies and teaching notes. Funding provided by donors helps keep the case writing machine running smoothly. Ivey continues to add to the collection of *The Richard and Jean Ivey Fund Asian Case Series* and *The John Adamson Japan Case Series*. Ivey is also grateful to all the businesses who donate their time and share their experiences in order to contribute to the process of continuing management education.

For further information on Ivey's Asian Case Development or to receive a copy of our latest Asian Case Directory, contact the Asian Management Institute at ami@ivey.uwo.ca.

AMI Launches new web site

Discover our latest ventures in Asian-focused research and publication by visiting our web site, <http://www.ivey.uwo.ca/ami>. Have a look at Ivey's collection of Asia-Pacific cases, survey Ivey's publications on Japanese Foreign Direct Investment, Joint Ventures and Alliances, request a copy of the Asia-Pacific case directory or a resume book of our MBA/HBA graduates, note the dates for the Hong Kong Executive MBA information sessions and read AsiaLink online. You can also see what we're up to in Hong Kong at <http://www.ivey.uwo.ca/iveyasia>. Let us know what you think—we appreciate your comments and suggestions.

Profile: Dr. Lee Sun President of Multi-Lingua International Inc.

Lee Sun, President of Multi-Lingua International Inc., the company that published Ivey's Asian Case books in China, was born in China at Tsinghua University, where his parents taught as professors. His father was trained in the United States and was among the first group of people to return to Mainland China to teach. Lee originally trained as a medical doctor, specializing in transplantation surgery. After working as a "barefoot doctor" during the Cultural Revolution, Lee did a post-doctoral fellowship in Australia and some doctoral work at Northwestern University. He and his wife then decided to start a publishing company in Chicago in 1986. Originally, the majority of their business was in translations and desktop publishing, but they later expanded into publishing and provided collaborative services to such companies as Random House, McGraw Hill and Harcourt Brace. From there the husband and wife team founded several companies in mainland China in the areas of advertising, computers, networking and publishing. Their current publishing venture in China is a partnership relationship with several major publishing houses.

Lee was introduced to Ivey's Paul Beamish by a mutual friend, Professor Chen Xiaoyue, the Associate Dean of Tsinghua's School of Economics and Management, and an adjunct professor here at Ivey. All three felt that business cases would be very valuable to Chinese readers, especially as Premier Zhu Rongji (who is also still the Dean of Tsinghua's School of Economics and Management) had recently made a strong recommendation for Chinese business schools to adopt international teaching materials. Lee approached Beamish about a joint venture to introduce Ivey cases to China.

Lee offers the following assessment of the relationship between his company, Multi-Lingua International Inc. and Ivey: "We are targeting a very strategic area. Ivey has real assets, particularly the cases, a long term accumulation of teaching experience and interest in Asia (China in particular). We have the experience and the connection in China so that we are in a position to help Ivey penetrate the marketplace." Ivey and Multi-Lingua are currently localizing cases and books including "International Management: With China Emphasis". Lee Sun feels very strongly that his company and Ivey can do many things together: "In the long run, there are also programs we are continuing - the distribution of Ivey cases, the development of new cases, and we would also like to play a role in the funded distribution of newly developed cases, which would keep China updated in Ivey's newest developments. We feel that we have a mutually beneficial relationship".

New Casebooks for the PRC

Last summer we reported the publication of sixteen Ivey casebooks tailored for the Chinese MBA curriculum. This spring, the bookstores in China will carry an expanded set of sixteen Ivey casebooks with all 210 cases fully translated into Chinese.

This addresses the shortage of teaching materials for MBA professors in China. Virtually all of the cases are accompanied by teaching notes which are available to qualified instructors in a comprehensive manual from the publisher.

Book Titles and the Case Book Editors

Management - Rod White

Management Science - Peter C. Bell

Financial Accounting - Claude P. Lanfranconi

Managerial Accounting - David J. Sharp

Corporate Finance - Larry Wynant

Marketing Management - John Hulland

Production and Operations Management - James A. Erskine

Management Information Systems - E.F. Peter Newson and Michael Parent

Strategic Management - Allen Morrison and Paul W. Beamish

Finance and Money Market - Stephen R. Foerster

International Trade and International Finance - G. Andrew Karolyi

Managerial Statistics - Peter C. Bell

Human Resource Development and Management - Joe J. DiStefano and Ann C. Frost

International Business - Paul W. Beamish

Business Ethics - David J. Sharp

Management Communications - Kathleen E. Slaughter

For details contact the publisher Multi-Lingua Publishing International Inc./China Machine Press in Beijing, China at huazhang@public3.bta.net.cn

Did you know:

- The case entitled "Shanghai Jahwa: The Maxam Brand" written by Peter Yuan under the supervision of Ivey professor Niraj Dawar won the "Second Runner Up" award for best case in the Third Asia Pacific Regional Case Writing Competition organized by the MDC of Hong Kong.

- Hong Kong Executive MBA Program is holding information sessions at our HK campus. There will be an Information session in Guangzhou, China in April. Contact kpang@ivey.com.hk for information.
- AMI is proud to be part sponsor of this year's Harold Crookell International Case Competition held March 17-21, organized by the HBA students. Three of the ten participating teams were from Asia-Pacific.
- You can access the most up-to-date breakdown distribution of Ivey's Asian cases by functional area and country by visiting our web site under Asia-Pacific Cases.

Making Our Case

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

998B037

I.C.C. COSMOS CO. LTD.

Bryant M; Radford R

A new opportunity presents itself to the managing director of I.C.C. Cosmos Co. Ltd. to extend his product line of processed shrimp into value-added products. The case examines the economic and strategic issues associated with the expansion. The expansion is being contemplated at a time when the Thai economy is in severe depression. The managing director also wonders if the management time required is more than he is willing to invest given other business demands.

Industry: Food and Kindred Products

Issues: Capital Budgeting, Product Mix, Exports, Developing Countries

Setting: Thailand, Medium organization, 1998

Level of Difficulty: MBA/Post-Graduate

Length: 15 page(s)

998M036

PALLISER FURNITURE LTD.

Beamish PW; Goerzen A

Teaching Note: 898M36, 9 page(s)

Palliser is a large, successful family-owned furniture manufacturer in Manitoba, Canada that must respond to the increasingly global nature of its business. Its current business strategy, a product of internal trade liberalization, is clearly centered on exports to the U.S. However, management perceives risks and limitations to growth with their current product/market position and must decide whether and how to change. Management is faced with a foreign entry mode decision in Mexico and/or China. This case is suitable for a course on international marketing, or strategic management. (A three minute video is available with this case.)

Industry: Furniture and Fixtures

Issues: International Business, Market Entry, Investment Analysis, Plant Location

Setting: Canada/USA/Mexico/China, Large organization, 1997

Level of Difficulty: MBA/Post-Graduate

Length: 17 page(s)

999M007

THE ACER GROUP'S R&D STRATEGY - THE CHINA DECISION*Tsai T; Cheng B (Faculty at National Taiwan University); Everatt D*

The Acer Group was one of the world's largest PC and computer component manufacturers. Members of Acer's R&D management team were considering the location of a new R&D lab with a view to maximizing the effectiveness of their global R&D strategy. The case asks students to examine the strategic role the lab should take, based on country strengths in China, as well as how logistical, communication and cross-cultural issues should be managed, taking into account the social, political and economic environment in China. The case also looks at how critical an effective intellectual property protection strategy is in the globalization of R&D strategy.

*Industry: Electric and Electronic Equipment Supplies**Issues: R&D, Globalization, Competitiveness, Intercultural Relations**Setting: Taiwan, Large organization, 1998**Level of Difficulty: MBA/Post-Graduate, Undergraduate**Length: 14 page(s)***999C001****BUILDING PRODUCTS INTERNATIONAL - A CRISIS MANAGEMENT STRATEGY (A)***DiStefano JJ; Everatt D*

Building Products International (BPI), a multinational conglomerate that operated in over 100 countries had invested heavily in Indonesia. In May of 1998 with widespread rioting engulfing Jakarta, BPI was forced to respond with an evacuation of their senior management. In particular, BPI's expatriate and ethnic Chinese managers and their families faced considerable risk. The regional HR manager was charged with executing corporate policies and plans.

The case looks at the challenges in the development and initial execution of the evacuation plan. These challenges are heightened by a decentralized decision-making process entrenched in BPI's structure and culture, as well as inconsistent information from numerous sources in the field operations. Moreover, the issue of which employees to evacuate posed a moral dilemma for the decision-maker. Specifically, he must decide what criteria - rank, ethnicity, tenure - should dictate whether or not an employee and/or his or her family is offered assistance, and of what sort.

The teaching objectives of the case are to help students appreciate the hidden and unexpected influence that an organization's structure and culture can have and on the way the business operates, on employee actions and assumptions. Students will also discuss the ethical decisions around corporate responsibility.

*Industry: Miscellaneous Manufacturing Industries**Issues: Crisis Management, Corporate Responsibility, Organizational Structure, Corporate Culture**Setting: Indonesia, Large organization, 1998**Level of Difficulty: MBA/Post-Graduate**Length: 18 page(s)***999A006****PACIFIC WESTERN BREWING COMPANY - GOING ORGANIC***Kennedy J; Gleave T*

Kazuko Komatsu, President of Canadian-based Pacific Western Brewing Co. Ltd., is preparing a Japan market entry strategy for the company's newly developed organic beer. Although Ms Komatsu has considerable experience in Japan, several factors are at play which make this product entry particularly challenging. First, the product is unlike any other in the market. Second, Japanese

consumer behavior is undergoing a "revolution". Third, the company's last product launch in Japan failed. Therefore, there is a higher than normal level of risk associated with the product launch.

Industry: Brewing

Issues: Consumer Behavior, Distribution channel choice, Pricing

Setting: Japan, Canada, Medium organization, 1997

Level of Difficulty: MBA/Post-Graduate, Undergraduate

Length: 19 page(s)

999E015

XEROX (HONG KONG): SALES ACTIVITY MANAGEMENT PROCESS (A)

Newson EFP; Zhao M

The purpose of this case is to present the challenges of planning and implementing a major technology initiative in a cross cultural setting. The case describes a vision to transform sales force management processes which would require radical changes to both the organization and the information technology infrastructure. The design includes a company-wide database to be available to the sales force by remote access through Intranet/Internet. From this database the sales force could manage their territory using notebook computers while travelling, working at client sites, sitting in meetings, or talking on the phone. At the time of sale, they could check inventory, quote prices, notify delivery or service schedules, and make billing arrangements. Successful implementation of the plan requires the Sales Director to overcome financial constraints, ingrained habits, traditional cultural values, an inadequate information technology infrastructure, and the effects of the change beyond the sales organization. The student is expected to outline an implementation plan.

Industry: Electric & Electronic Equipment Supplies

Issues: Computer System Implementation, Generating Profit from New Technology, Information Systems, Decisions Support System

Setting: Hong Kong, Large organization, 1997

Level of Difficulty: MBA/Post-Graduate, Undergraduate

Length: 24 page(s)

999M005

DUPONT TEFLON ? CHINA BRAND STRATEGY

Neupert KE

Teaching Note: 899M05, 10 page(s)

The purpose of the case, "DuPont Teflon: Chine Brand Strategy", is to examine the issues that DuPont considered in their direction to go from licensing non-stick coating technology to cookware manufacturers in China to introducing a wholly owned brand of non-stick cookware. The decision represented a move from being moderately involved in developing the domestic non-stick cookware market to take a very active leadership role in the market.

At the time of the case, 1996, DuPont has spent six years helping licensee manufacturers to develop the domestic market. While DuPont Teflon brand coatings held 80% of the non-stick market, the non-stick market overall represented 2% of the domestic cookware market. More over, the amount of money spent on developing the domestic market exceeded revenue that DuPont received in the Chinese market. If DuPont decided to take a different role in the market, it faced many obstacles that required significant additional investment. It appeared that the domestic market offered tremendous opportunity, but it would require new efforts, skills, distribution channels, and patience.

Industry: Chemicals and Allied Products, Fabricated Metal Products

Issues: Project Management, Brands, Global Product, Management Decision

Setting: China, Large organization, 1996
Level of Difficulty: MBA/Post-Graduate, Undergraduate
Length: 13 pages(s)

999C007

INTEL IN CHINA

Slaughter, K; Qian, X (Faculty at Tsinghua University, China); Everatt, D

Intel PRC, was a division of Intel Corporation, a \$US 20 billion semiconductor manufacturer. A newly appointed division head makes a decision which an employee responds to emotionally, with a deep resentment creating the potential for conflict within the department. The incident forces the manager to examine whether there are deeper organizational or communication problems which he needs to consider. Cross-cultural issues come into play given that the manager, although originally from China, was educated and gathered extensive experience in the West and was thus considered an expatriate by his employees. The case also examines the effect of organizational culture on an employee's behaviour.

Industry: Electric & Electronic Equipment Supplies
Issues: Management Communication, Conflict Resolution, Intercultural Relations, Interpersonal
Setting: China, Small Organization, 1998
Level of Difficulty: MBA/Post-Graduate, Undergraduate
Length: 11 page(s)

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