

March 2001; Number 3, Volume 4

## New Case Development Project

In May, eight of Ivey's MBA students who have completed their first year studies in Canada will be traveling to Beijing as a result of the collaboration between the National Accounting Institute (NAI) in Beijing, China and Ivey Business School.

NAI of Beijing is a residential education facility under the supervision of the Ministry of Finance in China. It is a training centre for senior corporate executives and government officials. The establishment and operation of NAI is a major initiative under China's Accounting Reform and Development Project. To assist in delivering NAI's curriculum using case-based teaching method, Ivey is ideally positioned to meet the demand in the development of quality cases in the Chinese context. The project is partially funded by the World Bank through the Accounting Reform and Development Project.

Sixteen cases with instructors' notes will be written under the supervision of Ivey professors. Successful candidates for the project need to possess extensive work experience along with an understanding of the Chinese culture and the business environment. It is a unique opportunity for Ivey to develop cases on Chinese enterprises in both English and Chinese languages.

## China Teaching Project – Expansion!

Each year for the past five consecutive years, a group of MBA students from Ivey spent the month of May in Beijing teaching a North American-style business course to the students of Tsinghua University. Two classes of second year business students, in the finance and information systems streams, attended classes conducted by Ivey student-teachers.

We spoke with this year's Project Leaders Craig McKean and Brian Pereira-Mendoza as they reflect upon the success of the CTP 2000 and plan for the 2001 expanded program.

"The China Teaching Project is a student-run program involving four Ivey MBA student-teachers, two from Year 1 and two returning Year 2's as Project Leaders. Brian and I were the 'new kids on the block' last May," said Craig. Both recalled the wonderful opportunity to learn firsthand about the Chinese culture and business environment. Brian noted, "The experience is invaluable to us as Canadian students. It also helped the Chinese students to build their practical business skills for the global economy. The problem solving, decision making style of learning through case analysis is a unique and welcome experience."

The challenge is not only to develop the curriculum covering topics in Strategy, Marketing and Organizational Behavior, but to adjust the methods of delivery along the way. "Inside the classroom we encourage the Chinese students to become actively involved in case discussions," said Craig, "then as we identify the needs of individual groups, we introduce mini-lectures on fundamental concepts, case competitions and so on."

With the support of Tsinghua, the CTP is expanding to six Ivey student-teachers for three classes this May. The new members: Ginger Butler, Alan Marr, Jean-Michel Picher, and Mary Ann Lew, are looking forward to an exciting month of May in Beijing.

CTP invites you to visit them at: <http://www.groups.ivey.uwo.ca/chinateaching> and become a sponsor involved with this Chinese-Canadian business education exchange.

**FINANCIAL TIMES 2001  
RANKED IVEY #1 FOR  
"VALUE FOR MONEY"**

## Fifth Regional Case Writing Competition

Congratulations to the Ivey winners of the 2000 (Fifth) Regional Asia-Pacific Case Writing Competition organized by the Management Development Centre of Hong Kong.

Professor John Hulland and Donna Everatt won the Best Case Award with their case LOOKS.COM (A): BUILDING ASIA'S FIRST HEALTH, BEAUTY AND FASHION E-TAILER. This is the second consecutive win for the authors in the same competition.

First runner up is the case TOM.COM: VALUATION OF AN ASIAN INTERNET COMPANY authored by Professors Larry Wynant and Steve Foerster, with Peter Yuan.

9B00A007  
**LOOKS.COM (A): BUILDING ASIA'S FIRST HEALTH, BEAUTY AND FASHION E-TAILER**  
*Hulland JS ; Everatt D*  
Teaching Note: 8B00A07

Looks.com is an Asian e-commerce site for brand name cosmetics, fragrances, skin care products and fashions. It has been well received among investors; the site had a viable business strategy and a solid first-mover advantage. The founder and managing director is ready to launch looks.com within weeks to capitalize on the upcoming Christmas shopping rush and the intense "dot.com" fever that caught Hong Kong in late 1999. The biggest challenge the company now faces is persuading brand name cosmetic manufacturers to list their products for sale on the site. Look.com's managing director and buyer are

finding that manufacturers' concerns about cannabilizing their existing sales channels and antagonizing their licensed distributors are dampening their enthusiasm for dealing with looks.com. The challenge to the company is to develop strategies to convince manufacturers that using this alternative distribution channel can increase their revenue and the profile of their brands in Asia, with



Larry Wynant, Executive Director of Ivey/Asia (far left) at the awards ceremony hosted on March 2 by the Management Development Centre of Hong Kong.

little impact on their current distribution network. This case has universal appeal, given that similar concerns have developed around the world as the Internet becomes an increasingly viable alternative distribution channel.

*Industry:* Miscellaneous Retail  
*Issues:* Brands, Licensing, Supplier Relations, Startups  
*Setting:* Hong Kong, small organization, 1999  
*Length:* 19 page(s)

9B00N013  
**TOM.COM: VALUATION OF AN ASIAN INTERNET COMPANY**

*Wynant L ; Foerster SR ; Yuan P*

Teaching Note:8B00N13

The internet investment craze was starting to catch on in Hong Kong. Tom.com Limited, a Hong Kong based Internet company, was planning an initial public offering at the Hong Kong

Students will have the opportunity to discuss the different valuation methods and the development of Internet and e-commerce companies, especially topics such as business models and expected growth.

*Industry:* Business Services  
*Issues:* Valuation, Investment Analysis, International Finance, Internet  
*Setting:* Hong Kong, China, large organization, 2000  
*Length:* 21 page(s)

## Summer Placement Brochure

Connecting you to the Best – Class of 2002! We have made available a résumé brochure of our full-time MBA Year 1 students with an Asian background who are seeking summer employment opportunities.

To receive a print copy of the brochure, send us an email at [ami@ivey.uwo.ca](mailto:ami@ivey.uwo.ca) or download the brochure from:

<http://www.ivey.uwo.ca/ami/summer.pdf>

## International Career Forum

**Mar 30 – 31**

<http://www.ivey.uwo.ca/icf>

Ivey Career Management and the Ivey International Business Club is proud to present our 1<sup>st</sup> Annual International Career Forum: **A World of Opportunity** at the Sheraton Gateway Hotel in Toronto.

Keynote remarks by Jean-Marc Hachey, author of the Canadian Guide to Living and Working Overseas. Concurrent sessions include Interviewing Across Cultures, Doing Business in Asia, European Recruiting Trends, and Mexico and NAFTA.

Stock Exchange. A portfolio manager for EuroGlobal Funds was to provide his professional opinion on the value of this investment and its appropriateness for different investors. He was aware of the difficulties in valuing Internet companies and the debate over the choice of valuation methods. Among these, one approach was to analyze the implied hyper-growth rate that Internet companies had to achieve in the next five years in order to justify their current valuations. He decided to apply this approach to Tom.com.