

March 2006; Number 3, Volume 9

Asia Pacific Presence

To all of Ivey's globetrotter friends, supporters and alumni, we invite you to drop by any of Ivey's offices in Asia or contact one of our alumni chapter presidents or ambassadors in the region.

Ivey (Asia) – Hong Kong Campus
Cheng Yu Tung Management Institute
Hong Kong Convention & Exhibition
Centre, Room 602, Phase 1,
1 Harbour Road,
Wanchai, Hong Kong
Tel: (852) 2808 4488
Fax: (852) 2808 4433
Contact: Professor Kathleen Slaughter
Associate Dean, Asia

Career Management (Shanghai)
912B, Central Plaza,
227 Huang Pi Bei Road, Shanghai
Tel: (86)21-6359 2278
Fax: (86)21-6375 9361
Contact: Cynthia (Xinyi) Gu
Director, China Business Development

Career Management (Beijing)
1309C, China Life Tower,
16 Chaoyangmenwai Avenue, Beijing
Tel: (86)10-8525 2825
Fax: (86)10-8525 2035
Contact: Clara (Yanfei) Hu
Manager, China Business Development

HONG KONG Alumni Chapter
Ross Chan, MBA '03
Senior Marketing Manager
Philips Electronics Hong Kong Ltd.
rchan.mba2003@ivey.uwo.ca

SHANGHAI Alumni Chapter
Mark Brown, MBA '95
Managing Partner
BBA Consulting
MBrown.MBA1995@ivey.ca

SINGAPORE Alumni Chapter
Chet Choon Woon, MBA '94
Business Development
Akroo
Cwoon.MBA1994@ivey.ca

Australia
Donna Bozowsky, MBA '91
61-2-9818-7678
dbozowsky.mba1991@ivey.ca

Beijing, China
Linda Zhou, MBA '04
8610-135011-15551
lzhou.mba2004@ivey.ca

Japan
Gage Tanabe, MBA '02
gtanabe.mba2002@ivey.ca

Korea
Daniel (Hyung Seok) Lee, MBA '03
011-822-599-9258
dlee.mba2003@ivey.ca

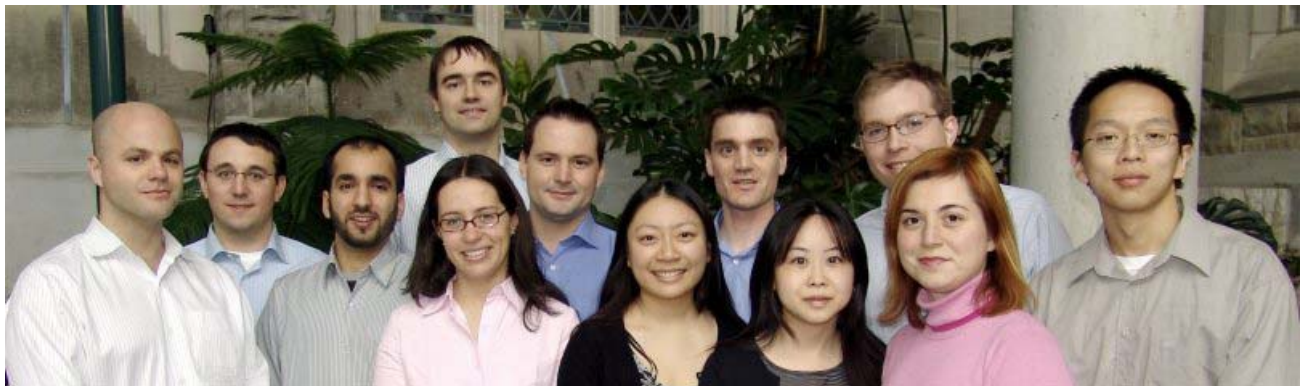
Malaysia
Sameer Raina, MBA '03
00-63-917-203-0028
sraina.mba2003@ivey.ca
'G.K.' Krishnamurthy, MBA '86
60-3-255-4599
gkrishnamurthy.mba1986@ivey.ca

The Philippines
Sameer Raina, MBA '03
00-63-917-203-0028
sraina.mba2003@ivey.ca

Taiwan
Nick Teo, MBA '96
886-2-2734-7523
nteo.mba1996@ivey.ca

Emerging Markets Teaching Project (EMTP)

Led by a group of Ivey Ph.D. students with a desire to increase access to top business education in emerging markets around the world and to acquire teaching experience in the process, EMTP sends a number of Ivey doctorals in senior years to specified universities in emerging markets. Teaching will be done based on the case method. China is the first market EMTP is reaching out to.



IVEY CHINA TEACHING PROJECT 2006 – a volunteer program whereby MBA students teach western business concepts via the case method to students at Chinese partner schools. *From Left: Matthew Lister, Craig Golinowski, Habel Gazi, Derek Stinnes, Lina Valenzuela, Dylan Powell, Elaine Chan, John Vinnai, Jennifer Liu, David Callum, Nadia Montecalvo, Ivan Yiu.*

Ivey On... is a new, regular feature in **Ivey Business Journal**. Each installment will feature an interview with an Ivey faculty member to give readers a window on leading-edge management thinking in a particular business discipline or on a special topical issue. Our first installment focuses on the perils that managers should consider before setting up operations in China.

Ivey On...CHINA: TO GO OR NOT TO GO

The rush to set up business operations in China is showing no signs of abating. But China, with its enacted but not always enforced laws, clogged supply lines, and a short supply of professional managers, may not be for everyone. Ivey Professor Paul Beamish recently asked dozens of executives inside and outside China why some companies do not or should not go there. Their responses and Beamish's own research are the basis for his comments. Access to the full article at www.iveybusinessjournal.com (ARCHIVES: January / February 2006)

Also read about...

KNOWING THE BUSINESS ENVIRONMENT: THE USE OF NON-MARKET-BASED STRATEGIES IN CHINESE LOCAL FIRMS

by *Mingfang Li; Haiwei Zhou*

While "know your customer" is paramount for business success, so too is "know the country." Take China, for example, where local companies are fast learning that combining Western management practices with the smart leveraging of government support can open doors and win contracts. As these authors write, Western companies would do well to understand just how Chinese companies are melding market and non-market strategies

Subscribe to IBJ and gain free access to leading insight and commentary on the practice of management.

Making Our Case

Check out the following at www.ivey.ca/cases and contact us for additional case services.

Cases newly translated to Chinese:

- Sun Life Financial: Entering China
- American Fast Food in Korea
- Council of Forest Industries
- Palliser Furniture Ltd.: The China Question
- Trojan Technologies Inc.: The China Opportunity
- Taming the Dragon: Cummins in China
- Restructuring CNPC and the Proposed Listing of Petrochina

We wish to acknowledge Fudan University Professor Li Yuanxu and Shandong University Professor Yu Guang for their kind assistance in the translations of Ivey material.

Newly registered CEIBS cases:

- Beijing Weihao Aluminum
- Gome Home Appliance Co. Ltd
- Tsingtao Brewery Co. Ltd (A) and (B)

We are proud to partner with China Europe International Business School in the world-wide distribution of quality case material written about Chinese enterprises.

Newly completed cases by Ivey-Nanyang Case Writer in Singapore:

9B05C035

BAX GLOBAL LIMITED: STAFF TURNOVER IN MAINLAND CHINA

Schaan J; Goodwin N

Teaching Note: 8B05C35

The HR manager for logistics and supply chain management at BAX China must consider her company's high rate of staff turnover. Turnover had reached 12 per cent in the first 8 months of 2005. The HR manager must evaluate the company's current methods of dealing with turnover and consider what additional action should be taken. Logistics was a complex and rapidly growing industry in mainland China. Many multinational and domestic service providers were entering the market and expanding their operations; however, they had to respond to complex operational challenges and escalating customer demands. The resulting demand for skilled workers led to high turnover rates across the industry and at all organizational levels, and created margin pressure and other management challenges. The case offers a uniquely Chinese perspective on workforce recruitment, management and retention.

Industry: Transportation Services

Issues: Employee Retention, Recruiting, Compensation, Human Resources Management

Setting: China, large organization, 2005

Length: 16 page(s)

9B05A029

SANTA FE RELOCATION SERVICES: REGIONAL BRAND MANAGEMENT

Dawar N; Goodwin N

Teaching Note: 8B05A29

Santa Fe Relocation Services was a premium provider of relocation services based in Hong Kong. Founded in 1980, the company had built a reputation as a reliable, high-quality packer and mover of household goods. By 2000, the company also offered a full range of relocation support services including visa and immigration applications, home searching and cultural and language training. Santa Fe relocated expatriates and their families between Asian countries and between Asia and other regions. The company had its own staff and assets in Asia and managed its international operations through a network of partners. In 2005, the chief operating officer faced three key challenges: differentiating and positioning the brand in a crowded and often price-driven market; incorporating an expanded service line under the original brand and gaining market recognition for those additional services; and managing the brand across the Asian region with an effective balance of standardization versus local adaptation.

Industry: Transportation Services

Issues: Brand Positioning, Brand Extension, International Marketing, Competitor Analysis

Setting: Hong Kong/Asia Pacific, medium organization, 2005

Length: 18 page(s)