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IAA – Alumni Club and Chapter News

The **Ivey Hong Kong Alumni Chapter** hosted its 2nd Annual General Meeting on January 9. Over 50 alumni showed their support in the election of the new executive committee:

Ross Chan (President)
Vicky Wan (VP)
Mark Staudenmann (VP)
Anthony Fan
Kishore Sahkrani
Raymond Tam
Kenyon Tse

The **Shanghai Alumni Chapter** hosted the themed dinner 'Those Days Past' on February 3. Joining the alumni, in costumes from China's 60's and 70's, were Ivey Dean Carol Stephenson, CFO John Irwin and Advancement Executive Director Glenn Yonemitsu.



Meet the Shanghai executive:

Mark Brown (President)
Alex Hu (VP)
TJ Zhang
Charlene Ge
Cynthia Gu
Vincent Zheng
Jason Inch



(l to r)
Raymond Tam,
Vicky Wan,
Anthony Fan,
Kenyon Tse,
Mark Staudenmann,
Kishore Sahkrani,
Ross Chan.

The **Beijing Alumni Club** hosted its first annual Spring Festival Dinner on January 27. The event was well attended by club members, Ivey friends, exchange students and Section 5.

The Beijing executive is:

Linda Zhou (President)
John Wen
Qing Gu
June Zhang
Dustin Wen
Clara Hu
William Li
Gary Jia

Other signature events in the Beijing area include **Leadership Luncheon** featuring speakers or roundtable discussions.



Did You Know...

- ▶ First Class on the Road – Join an Ivey faculty member and alumni in a case class discussion and experience Ivey's unique Cross-Enterprise Leadership™ case learning approach first hand! <http://www.ivey.com.hk/>
- ▶ MBA and EMBA students from Canada will embark on their China study trip in May. See you in Asia!
- ▶ A warm welcome to Fudan University Professor Wang Youwei who is a visiting scholar at the London campus working with Ivey professor Darren Meister.
- ▶ "The Necessary Attitude for Real International Success" authored by P. W. Beamish was published in the December issue of the *Peking University Business Review*.
- ▶ Terry Li (HK EMBA'04), Vice President and Head of Insurance Product and Development of Citibank, Hong Kong chaired the HK-Canada Career Video Conference on March 10.

(top photo l-r) In 60s costumes -- Vincent Zheng, Cynthia Gu, Lily Brown, Charlene Ge, Mark Brown.

(bottom photo l-r) Vincent Zheng, John Irwin, Glenn Yonemitsu, Lily Brown, Mark Brown, Carol Stephenson

Profile: Dr. Shih-Fen Chen

From a successful marketing executive in Taiwan to a professor in international business, Shih-Fen will be the first one to tell you that his career change "came as a surprise to me too."

After earning his MBA from Michigan State University, Shih-Fen (pronounced She-fenn) resumed management positions in his native Taiwan. His interest in academia was piqued after involvement in delivering executive training and writing for newspapers.

"At the age of 35, I had professors who were younger than me," Shih-Fen said during the period he was pursuing his PhD at the University of Illinois.

Chen's research interests stemmed from his observation that a large number of goods made in the Far East were never sold under their own brand once they reached the West. "If Taiwanese shoe manufacturers can produce quality products for Nike, Reebok, and Adidas, why don't they sell the product under their own brand name? Why do they want to be a subcontractor of Nike?"

His studies analyze the optimal allocation of branding rights between two business partners, often located in different nations, in delivering their joint output to a common customer. Chen uses the framework which he called

"institutional economics of branding" to study inter-firm cooperation in various business settings, such as international technology transfer, offshore sourcing, channel cooperation, etc.

Since joining Ivey in July 2006, in addition to teaching MBA and HBA students in Canada, Chen has already traveled several times to Asia to teach on the Hong Kong EMBA, at the MPAcc program at the National Accounting Institute in Beijing, and conducted case seminars in Taipei.



Dr. Shih-Fen Chen (front row centre) with MPAcc students at the Beijing National Accounting Institute. (Photo courtesy of BNAI)

Making Our Case

B06M088 YUNNAN BAIYAO: TRADITIONAL MEDICINE MEETS PRODUCT/MARKET DIVERSIFICATION

Paul W. Beamish, George Peng

Teaching Note: 8B06M88

In 2003, 3M initiated contact with Yunnan Baiyao Group Co., Ltd. (YB) to discuss potential cooperation opportunities in the area of transdermal pharmaceutical products. Yunnan Baiyao was a household brand in China for its unique traditional

herbal medicines. In recent years, the company had been engaged in a series of corporate reforms and product/market diversification strategies to respond to the change in the Chinese pharmaceutical industry and competition at a global level. By 2003, YB was already a vertically integrated, product-diversified group company with an ambition to become an international player. The proposed cooperation with 3M was attractive to YB, not only as an opportunity for domestic product

diversification, but also for international diversification. YB had been attempting to internationalize its products and an overseas department had been established in 2002 specifically for this purpose. On the other hand, YB had also been considering another option, namely, whether to extend its brand to toothpaste and other healthcare products. YB had to make decisions about which of the two options to pursue and whether it was feasible to pursue both.

Issue(s): Internationalization, Brand Extension, Alliances, Product Diversification
Industry: Health Services
Setting: China, Medium organization, 2003
Length: 17 pages

9B06M098
GOME - KING OF CHINA'S ELECTRICAL APPLIANCE RETAIL CHAIN
Shigefumi Makino, Anthony Fong
Teaching Note: 8B06M98

The chairman of Gome Ltd, a well known appliance retail chain, congratulated his management team for their excellent performance over the past year. For three consecutive years, Gome had been ranked the largest electrical appliance retail chain in China, and the second largest overall retail chain. Claiming to be the only true national player, Gome achieved total sales of RMB23.9 billion in 2004 and in 2005 doubled its number of stores to 426. The company's four-year plan is to capture 10 to 15 per cent of the market share nationally. Gome would need to double the number of stores in the coming three years, and more importantly work out a strategy to fend off its local and global competitors.

Issue(s): Electronics, Expansion, Retailing
Industry: Furniture, Home and Equipment Stores
Setting: China, Large organization, 2005
Length: 20 pages