

## Ivey Asia's Next Stage of Growth

March 17, 2011 marked the end to **Kathleen Slaughter's** 8-year term as Dean of Ivey's Hong Kong campus and her 28-year tenure with Ivey. Bidding farewell and good luck at her "moving on" party at the American Club were Dr. Henry Cheng, Managing Director, New World Development Co. Ltd.; Dr. Allan Zeman, Chairman, Lan Kwai Fong Holdings Limited; Bob Cook, Senior Executive Vice President & General Manager, Manulife Financial Asia; Eddie Law, Managing Director, Goldman Sachs (Asia) L.L.C.; Rick Siemens, Chairman, E-Kong Group Limited; Patrick Lam, Executive Director, NWS Holdings Ltd.; Daniel Lam, Managing Partner, Hampton Securities (Asia) Limited, and over 150 distinguished alumni.

Among Kathleen's notable accomplishments in Hong Kong were the 277 EMBA graduates and the 5,375 executives who participated in Ivey Asia executive programs during her tenure. Under Kathleen's leadership, Ivey Asia achieved prominence as the #1 ranked provider of executive education in Greater China. The 10<sup>th</sup> Anniversary celebration in 2008 with General Colin Powell as keynote speaker was another milestone during Kathleen's tenure. We thank Kathleen for her leadership and wish her all the best as she and her husband return to Canada to start a new chapter in their lives.



Advisory Board members raised a toast in honor of Slaughter. (l to r) Daniel Lam, Patrick Lam, Bob Cook, Rick Siemens, Allan Zeman, Henry Cheng, Kathleen Slaughter, Jan De Silva, Eddie Law.

As we bid farewell to Kathleen, we welcome **Janet De Silva** as our new Dean to head Ivey's Asian campus. Former CEO of Sun Life China, Jan has spent more than a decade living and working in Hong Kong and Mainland China. An EMBA'94 graduate of Ivey, she has served terms as both Chair and President of the Canadian Chamber of Commerce in Hong Kong and Chair of the Canada China Business Council in Beijing.

"Jan is passionate about Ivey and the critical role that business education will play in building the global leaders of tomorrow," said Dean Carol Stephenson. Having a relevant, international perspective and developing business leaders who can effectively operate in Asia is a central priority for Ivey. Jan's experience as a recognized business leader in Hong Kong and Mainland China will be instrumental in leading Ivey's growth in Asia.

Follow the interview with Kathleen Slaughter and Janet De Silva on **Future looks bright in China** where they discussed the major business shifts in China and what lies ahead for Ivey Asia.

[www.ivey.uwo.ca/discover/annual-report/extended-interview.htm](http://www.ivey.uwo.ca/discover/annual-report/extended-interview.htm)



Janet De Silva

Kathleen Slaughter



Monthly research publication  
by Ivey faculty

### More than a handshake

— *written contracts expand when cultural distance widens...*

"The more different the parties were culturally, the more clauses were included in the contract," **Dina Ribbink**, Assistant Professor of Operations Management. Ribbink's research explored why cultural differences have a systematic effect on how a company sets up its written contracts. For example, a contract with China was considerably more detailed than a contract with a neighbouring European country. These findings were consistent all along the cultural distance continuum.

**Co-creating value: the changing face of global outsourcing** — *more than just setting up an office in a low-cost country...*

**Ning Su**, Assistant Professor of Information Systems, examined outsourcing from the perspectives of the sourcing client and the service provider. In two recent studies Su explored how companies from developed economies and emerging markets can share innovation and knowledge to create value for each other – a process he described as "co-creating value."

In one, he focused on the financial services industry and found that sourcing companies need to combine formal structures with organizational flexibility – two seemingly conflicting goals. In his second study Su focused on relatively new and entrepreneurial companies, mostly from China, who

provided outsourced services. He found that continuous learning from clients was key to success and growth. As companies from emerging countries become more innovative and competitive, the nature of outsourcing is becoming more dynamic. "The only way to stay competitive is to really embrace change and create proactive strategies to adapt to the changing environment," says Su.

Read more at:  
[www.ivey.uwo.ca/publications/impact](http://www.ivey.uwo.ca/publications/impact)

### Making Our Case

As an honorary member of the **China Management Case-sharing Centre (CMCC)** [www.cmcc-dut.cn](http://www.cmcc-dut.cn), Ivey has contributed two cases to be used at no cost for more than 200 member schools of the CMCC in China.

9B09C018  
**Online Piracy: Jaywalking or Theft?**  
*Alex Beamish*  
Teaching Note: 8B09C18

In September 2009, Brian Lee purchased a computer game developed by a major company and was experiencing difficulty running it. The source of the problems was a highly restrictive system of digital rights management (DRM) which was causing serious technical problems for a minority of users. Lee was engaging in a debate about online piracy with a company representative. He was curious about piracy in the file-sharing age and wondered why it would be wrong to download a pirated version of the game with the DRM circumvented. The case deals with an issue which resonates with students.

*Disciplines:* Leadership/ Organizational Behaviour, Management Science and Information Systems, Operations Management  
*Issue(s):* Ethical Issues, Intellectual Property, Internet, Service Recovery  
*Industry:* Amusement and Recreation Services  
*Length:* 8 pages

9B04M005  
**Palliser Furniture Ltd.: The China Question**  
*Paul W. Beamish, Jing'an Tang*  
Teaching Note: 8B04M05

Palliser is Canada's second largest furniture company. It has production facilities in Canada, Mexico and Indonesia, and experimented with cutting and sewing leather in China. The company is looking at further expanding the relationship with China. Ever since Palliser set up a plant in Mexico, the company had faced increasing competitive pressure from Asia, especially from China. The president of Palliser must decide what form this relationship should follow, should it be an investment, either wholly or partly owned, or should it be through subcontracting?

*Disciplines:* International, General Management  
*Issue(s):* Expansion, Imports, Plant Location, Outsourcing  
*Industry:* Furniture and Fixtures  
*Setting:* Canada/Mexico/China, 2003  
*Length:* 12 pages

Ivey is also registering cases about Chinese enterprises written by faculty at the 200 member schools. Look for them at: [www.iveycases.com](http://www.iveycases.com)

## Asian Business Cases

In the Asia Pacific Foundation of Canada's Asian Business Cases December 2010 publication, Professor **Larry Wynant** examined China's growing impact on global capital markets in Canada, U.S., and Europe to fund its growth and build its global profile. In the March 2011 issue, Professor **Ning Su** commented on China's rising technology sector from both the adoption and supplier perspectives. Read more at: [www.asiapacific.ca/asia-business-cases](http://www.asiapacific.ca/asia-business-cases)

### Did You Know...

► Former Minister of International Trade **David Emerson** discussed game-changing strategies for global business on January 27 in Vancouver as the speaker for the 2nd **Annual Donald L. Triggs Lecture in International Business**. He offered insights into how Canada's new high-level connections with growing emerging world powers, such as China and India, will have a significant impact on Canada's future international business relationships.

► The new **MSc in Management** program launched in September 2010 has a distinct international business focus. Course offerings include:

- The Internationalization Process
- Global Strategy
- International Joint Ventures and Alliances
- Cross-Cultural Management
- Global Performance Management
- Venturing in International Firms