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Numerous Ivey Cases Available in Chinese through AMI's CTPP Initiative

CTPP (Case Translation and Publication Project), one of AMI's key initiatives in 2011, had a great launch in Round 1 and is now in full swing for Round 2. The project has on-campus student volunteers translate Ivey cases from English into Chinese. The translated cases are then edited and proof-read by Ivey Publishing and published through its website upon approval. From September 2011 when this project started until mid-March 2012, almost 150 cases have been translated into Chinese and more than 150 students from the undergraduate, MSc and PhD programs and visiting scholars have participated in the project. The translated Chinese cases have not only helped reduce the cost of translation for Ivey Publishing, they also contribute to AMI's strategic approach on enabling Site Licenses in the China Market.



Ivey Case Study Site License for China

From December 2011 till January 2012, Michelle Han (the Assistant Director of AMI) visited a total of 38 Chinese universities in Beijing and Shanghai for the purpose of introducing and promoting the Ivey Case Study Site License Plan, a cost-effective plan tailor-made for the China market. The meetings were very successful and 13 universities have already expressed their willingness to attain a case study Site License from Ivey. The Chinese government's Ministry of Education has been promoting and strengthening the Case Teaching methodology in the MBA/EMBA market. Chinese faculty members have been developing a greater understanding of the importance of using professional cases. Ivey's decades-long efforts on helping developing countries become better aware of the value of high quality Ivey cases and a more effective marketing approach from AMI all contribute to the readiness of the China market to pursue the Site License Model. We foresee that more and more Chinese universities will use Ivey cases in the near future.

Beamish Provides Keynote Speech at The 3rd CMCC Management Case Forum

Paul Beamish, the Director of Ivey's Asian Management Institute, Engaging Emerging Markets Research Centre and Ivey Publishing provided a Keynote speech on "The Evolving Case Study Culture in China" at the 3rd China Management Case-sharing Centre (CMCC) Management Case Forum on January 7, 2012 in Shanghai. In January 2010, Ivey signed a Memorandum of Understanding with the China National MBA Education Supervisory Committee (CNMESCC) and CMCC to collaborate on fostering the development and dissemination of China-based cases around the world. As the representative from Ivey, Beamish's presentation at this forum demonstrated Ivey's dedication on helping Chinese universities speed up their progress on case development. "This partnership will facilitate more case writing, and will give the participating schools a pool of cases that can be accessed by other members," Beamish said. "This initiative will strengthen how business is taught and will help take business education in China to the next level."

Below is this forum's group attendee photo of the representatives from more than 230 partner universities of CMCC.



9B12M012

Olympus and the Whistleblower President

Christopher Williams, Seijiro Takeshita

The newly appointed president and chief operating officer (COO) of Olympus Corporation of Japan was called to an emergency board meeting. The purpose of the meeting was to discuss governance issues regarding corporate mergers and acquisitions (M&A). However, it would be no ordinary meeting. Since assuming the role of president in April 2011, the president discovered evidence of corporate fraud on a large scale. He had commissioned an external auditor report that showed a significant loss of shareholder value. His call for changes to be made to the Japanese board of directors had been met by resistance. How should he plan for the meeting? What could he expect? What position should he take? How should he influence decisions regarding the company's immediate problems and its longer-term corporate governance?

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9B12A011

7-Eleven in Taiwan: Adaptation of Convenience Stores to New Market Environments

Shih-Fen Chen, Aihwa Chang

The case portrays the expansion of 7-Eleven to Taiwan and the adaptation of the store format by its

local franchisee to a new market environment. The core issue in this case is the balance between standardization and localization in business-format franchising across national borders. Keeping only the store logo and the convenience concept well established in the United States, the local franchisee of 7-Eleven in Taiwan re-formatted almost all aspects of the store chain, including its positioning, location, layout, product offerings, etc. In addition, 7-Eleven in Taiwan introduced a wide variety of new services to handle daily chores for its customers, ranging from e-commerce (train or movie tickets), e-payment, mobile communications, pickup/delivery, to taxi services. With over 50 per cent of the market, the local franchisee, President Chain Store Corp. (PCSC), seemed to have struck the right balance between standardization and localization. This allowed it to use service differentiation to gain a competitive advantage. In three decades, it grew from zero to nearly 5,000 stores in Taiwan, while expanding its reach to China and Thailand rapidly.

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9B12M030

Mission Hills: Leading the China Golf Industry

Mary M. Crossan, Ken Mark

The chief executive officer of Mission Hills, a Chinese golf course operator, is reviewing expansion options. In August 2011, Mission Hills has three

large land holdings in Shenzhen, Dongguan, and Haikou, 12,000 employees and 22 golf courses. In addition to golf courses, it owned two luxury hotels and sold houses built within its properties. Mission Hills occupies an average of 60 per cent of the land it currently owns, and Chu is trying to decide if growth should come by expanding to a third Chinese province or if it should continue building in its current land holdings. He wants to identify and mitigate some of the risks that come with running a high growth business.

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9B12M019

We Are So Sorry: Sedang Premier Resort

Jim Kayalar

The case illustrates how a globally branded North American hotel chain disregarded the basic tenets of maintaining the global brand promise, ignored generally accepted North American customer service standards, failed to instigate delivery failure recovery and leveraged firm specific capabilities to maximize shareholder wealth. The reaction of the local counterpart, the reaction to countermand the imbalance in the ensuing business relationship and adaptation of the value proposition are told from the perspective of a couple vacationing in Indonesia that experienced the diluted brand firsthand.

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Asian Business Cases

In the Asia Pacific Foundation of Canada's Asian Business Cases March 2012 issue, Assistant Professor **Vanessa M. Strike** presented cases on the family business in Asian countries; studies the inherent strengths and challenges of family business in general and discusses the concerns surrounding succession, relationships and governance in an Asian family business context.

<http://www.asiapacific.ca/asia-business-cases>

Did You Know...

An Ivey-registered case "Louis Vuitton in Japan" received a best case writing award from The European Case Clearing House (ECCH)".

To better help Chinese universities improve their Case Learning, Case Teaching and Case Writing capabilities, AMI has arranged for two additional experienced case teachers (Ruihua Jiang and Jing'an Tang) to be available to provide Case Teaching Workshops in Chinese. This will assist Chinese universities in getting customized case training in Chinese within their own cities from qualified case teaching coaches.