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## HK EMBA Graduates

Thirty-three Ivey Executive MBA students walked across the convocation stage at the Cheng Yu Tung Management Institute in Hong Kong on September 16. In his address, Dr. Henry K. S. Cheng, Managing Director of New World Development, congratulated the new graduates on overcoming challenges and discovering hidden strengths in themselves during the past 21 months of Ivey experience. Quoting a Chinese idiom "I hear and I forget. I see and I remember. I do and I understand", Cheng remarked on the impact of Ivey's case-based learning experience. "This is the experience that sharpened your skills and prepared you to be powerful business leaders. I believe in this kind of learning, it worked for me." Dr. Cheng is the recipient of The University of Western Ontario's highest honour, the Purple and White Award, for meritorious service to the University.

## HK Class of 2003

Looking forward to their own graduation day are the 47 new members of the Ivey community who joined the HK Executive MBA Class of 2003. Individuals are from 11 countries of origin: Canada, Denmark, H.K., India, Israel, Malaysia, PRC, Singapore, Switzerland, U.K. and the U.S.A., with an average work experience of 13 years.

For more information on the Accelerated EMBA program visit [www.ivey.com.hk](http://www.ivey.com.hk)



## In-Residence Period

### The effect is forever

Each year in August, students from the HK EMBA program begin their second year by traveling to Ivey's home campus in London, Ontario to join their fellow students attending the Across Canada EMBA in an in-residence period.

This unique opportunity brings together participants from Asia and North America. They share a week of classes, learning team discussions, industry tours and social events. Different perspectives on key global business issues are explored and life-long networks of business and personal colleagues across two continents are fostered.

Kenith Pan decided to add to this one of its kind experience by inviting his classmates to witness the exchange of life-long vows between him and his bride Cannary Tang. The couple's wedding took place at Wesley-Knox United Church followed by a beautiful outdoor reception at Grosvenor Lodge with their guests, some of whom they had only met in the past few days.



## Major Expansion of Home Campus

Toronto businessman and active participant in the Canadian policy landscape, Jack Lawrence, HBA '56, has announced a gift of \$3.7 million to the Ivey Business School to fund a much-needed expansion. In addition, the Government of Ontario will provide \$300,000 for the project.

The gift will be used to establish the Lawrence National Centre for Policy and Management, an expansion and addition of the current National Centre for Management Research and Development (NCMRD) Building on the campus of The University of Western Ontario. The Centre, scheduled to open early in 2002 will be a locus for research and teaching on issues of public policy.

Jack Lawrence is a strong believer in Corporate Canada's ability to affect the direction of public policy. "Mr. Lawrence's initiative underscores his leadership in the Canadian business community today and his commitment to it tomorrow," said Ivey Dean, Larry Tapp. "Thanks to his generosity and the assistance of the Ontario government, we will have a building that reflects the values and aspirations of Ivey's students, faculty and alumni."

## Making Our Case

Visit [www.ivey.uwo.ca/cases](http://www.ivey.uwo.ca/cases) for more details on Ivey cases.

9B01M012

### THREE FISH SOLUTIONS (A) – FISHING FOR FUNDS

*Morrison A; Gleave T*  
Teaching Note: 8B01M12

The founding partners of Three Fish Solutions, a Hong Kong-based Internet start-up company, developed what they thought was a powerful business plan in preparation for a meeting with a deep-pocketed, potential equity partner. The meeting was critical because the partners were short of cash and because it would provide them with their first opportunity to discuss their business plan with a highly respected investor. Students have the opportunity to analyze a business plan of an e-commerce-based start-up company; identify critical success factors that are generic to start-up companies and areas of risk that need to be mitigated; and better understand the motivations of venture capital firms and the considerations they make when evaluating business plans.

**Industry:** Business Services  
**Issues:** Startups, Internet, Information Technology, Partnership  
**Setting:** Hong Kong, Small organization, 2000  
**Length:** 22 pages

9B01A006

### BEIJING TORONTO INTERNATIONAL HOSPITAL

*Hardy K; Mark K*  
Teaching Note: 8B01A06

Beijing Toronto International Hospital was a new private facility being built in Beijing that would offer a full range of general and specialized Western-quality medical services to a very specific market segment: expatriates

and wealthy Chinese families. Membership cards were sold that entitled each member to a distinct level of hospital service. The chief executive officer found that as the building neared completion, only a few memberships had been sold which resulted in a cash shortage. He did not know why sales failed to materialize as expected, but felt that he must redirect and revitalize the marketing campaign. He considered several options and had to determine what would work best in the Chinese market.

**Industry:** Health Services  
**Issues:** Market Entry, Market Strategy, Health Administration, International Marketing  
**Setting:** China, Medium organization, 1999  
**Length:** 18 pages

9B01M032

### STRATEGIC INTELLIGENCE PTE. LIMITED (A)

*Beamish PW; Gleave T*  
Teaching Note: 8B01M32

Simon Cartledge, Managing Editor and Publisher of Singapore-based Strategic Intelligence Pte. Limited (SI), is facing several challenges in building a new online business intelligence service that focuses on Asia's new economy. As the key person responsible for SI's first Internet-related initiative, Cartledge is expected to design, manage and help market an information and analysis service that will be independent from, yet complementary to, the company's existing events-oriented and research services. Although he is satisfied with the content that has been developed for the online initiative, he still needs to resolve several issues regarding target audiences, pricing policy, revenue diversification options and service awareness. A sense of urgency pervades the

situation, since he is expected to ensure that the new service will contribute 25 per cent of total company revenues within the next year.

**Industry:** Communications  
**Issues:** Revenue Growth, Identifying Target Audiences, Pricing Policy, Developing Awareness  
**Setting:** Hong Kong/Singapore, Small organization, 2000  
**Length:** 20 pages

9B01E010

### PROFESSOR SELECTS A PORTFOLIO OF CHINESE STOCKS

*Bell PC; Qin Y*  
Teaching Note: 8B01E10

A professor decides to build an equity portfolio made up of shares from five Chinese companies; and needs to decide what fraction of the portfolio should be devoted to each of the five issues. In this exercise, the difficulty in using optimization for portfolio selection and coping with the covariance between the potential assets is examined. Simulation can be used to avoid the need for statistical estimation in measuring portfolio risk. Excel files containing the data and the model are available (7B01E010).

**Industry:** Holdings and other Investment Companies  
**Issues:** Investment Analysis, Risk Analysis, Planning, Simulation  
**Setting:** Global, 2000  
**Length:** 4 pages