

September 2006; Number 1, Volume 10

New Toronto Campus

The next time any of our globe trotting Ivey alumni, friends and family are in Toronto, we invite you to visit Ivey's newest campus in the heart of downtown Toronto. Located at the Exchange Tower (First Canadian Place), this new facility will be home to the Canada-based EMBA program. The new campus will also provide ample opportunity to run non-residential Executive Development programs as well as student recruitment and alumni relations events among many other activities.

Renovation of this 8,400 square foot space will create two tiered classrooms, 10 breakout rooms, office space, hospitality capabilities, and a reception area. The expected completion date of the renovation is November 2006.

Incoming Hong Kong Executive MBAs

Diversity and work experience are just but two important qualities of the new EMBA class which started the in-residence period in Hong Kong in August. "Participants come from 12 nationalities with 40 percent of them females, a relatively high proportion compared to the typical 25 to 30 percent in EMBA programs worldwide," noted Professor Kathleen Slaughter, Associate Dean, Ivey/Asia. "The breadth and depth of these executives' work experience provide an amazing platform for their sharing of best practices and insights in and outside of classrooms."

Among the Ivey alumni on hand to welcome the newest members to the Ivey community at the welcoming reception were Dr. Allan Zeman, Chairman of Lan Kwai Fong Holdings Ltd. and Ms Janet De Silva, President of Sun Life Financial (China).



Photos (Left to Right)

- ① Edward Lee, Sonya Madden, Jan De Silva and Ron Slaughter
- ② Allan Zeman and Norman Ng
- ③ Elaine Lau, Katherine Li and Eunice Ng

2006 Ivey / Coca-Cola China Case Competition

Following last year's inaugural success, we are pleased to partner with Coca-Cola in hosting the 2006 Ivey Case Competition in China.

The first round of online case analysis and presentations will take place from September 30 to October 17. Teams from 20 of the top undergraduate business schools across China are competing. www.ivey.com.cn/cc2006

The championship round will take place in Shanghai November 10 to 12 in front of a panel of industry expert judges. The grand prize for the winning team includes internship with Coca-Cola China and an all-expense paid trip to attend an Ivey EMBA class at Ivey's Hong Kong campus.

Alumni Dinner Invitation

Mark your calendar to join the annual dinner in Hong Kong on **November 4, 2006.**

Alumni Western Hong Kong Branch and Ivey Alumni Association (Hong Kong Chapter) cordially invites you to join the Annual Dinner 2006 "**Saturday Night Fever**" at the Bauhinia Room, Hong Kong Convention and Exhibition Centre. Dance the night away complete with disco balls, Bee Gees music, and platform shoes!

For details, contact hkevent@uwo.ca

Profile: Dr. Michael Sider

A teenage entrepreneur, a scholar in English literature, and the creator of Western's Effective Writing Program, Michael Sider is recognized as a top MBA professor in Canada specializing in management communications.

Sider is also a familiar face in China. Hundreds of Chinese professors teaching at MBA schools across China will call Sider "teacher" as he has been returning to Beijing for the annual Ivey-Tsinghua Case Workshop since 2004.

"It is rewarding to hear from my colleagues in China that such workshops are very useful in helping them develop their case writing and teaching skills," said Sider. "Writing cases and teaching case classes are difficult challenges for any professor. In Asia, where case writing and teaching are just beginning to take hold, and many schools are just beginning to develop the proper support systems, the challenges are magnified. It's my hope that these workshops, which are tailored specifically to address the problems Asian professors face, can pave the way for real growth in case writing and teaching at Asian schools."

In August, the Korea Advanced Institute of Science and Technology (KAIST) Graduate School of Management, in association with the Association of Asia Pacific Business Schools (AAPBS), invited Sider to conduct a 4-day Case Study Teaching & Writing Training Workshop in Seoul, Korea.

Sparked by an interest in case teaching as a way of

providing MBA students with better real-life decision-making skills, Dr. Sung Joo Park, AAPBS President and Vice President, KAIST provided the platform for professional educators and leaders of higher education to network and learn from each other. "I was honoured to be asked to facilitate this interactive workshop," noted Sider.

At Ivey, Sider teaches in the Executive MBA, MBA, and HBA programs, and is heavily involved in Ivey's executive development programs. He has won a wide variety of teaching awards, and was cited in *Canadian Business* as one of the top MBA teachers in Canada.

Best Paper Awards

Arregle, J.L., Hebert, L., Beamish, P.W., 2006, Best Paper Award, Academy of International Business Conference, "**Assessing the Advantages of Multilevel Methods for Entry Mode Research**".

Crim, D. (PhD Candidate), 2006, Honourable Mention -

Best Student Paper, Administrative Sciences Association of Canada Conference, "**Expatriates, Capital Investment, and the Relationship between Entry Mode and Sales Performances in Japanese Subsidiaries**". International Business Division.

Tang, J., (PhD Candidate) and Beamish, P.W., 2006, Best Paper Award, Academy of Management, "**Which Ties Matter When? The Strategic Impact of Network Linkages on Foreign Subsidiary Survival**", International Management Division.

Making Our Case

9B06M075

HONG KONG'S OCEAN PARK: TAKING ON DISNEY

Michael N. Young, Donald Liu, Derek Au, Karen Hung, Crystal Wong, Marty Yam, Olivia Yau

Teaching Note: 8B06M75

Ocean Park was the only amusement park in Hong Kong until 2005 when

Hong Kong Disney exploded onto the entertainment scene. This case outlines Ocean Park's history and its response to Disney's encroachment into its market. Ocean Park acted swiftly and decisively to capitalize on the excitement generated by Disney, thus turning what could have been a threat into an opportunity. In terms of business-level strategy, the park moved to accentuate the differences with Disney rather than compete with Disney head-on. As the CEO stated "We have the intention of trying to out-Disney Disney." The park focused on its aquarium, animals and thrill-rides as opposed to the "fantasy" and animated characters that make up Disney's core competence. By following the strategy, the park was able to capture a large portion of Disney visitors that came from Mainland China. The case also discusses a recent restructuring, as well as, human resources management issues and other challenges that the park faced in 2006.

Industry:

Amusement and Recreation Services

Issues:

Human Resources Management, Product Positioning, Competitive Strategy

Setting:

Hong Kong, medium organization, 2006

Length:

14 page(s)

