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Lessons from 1997

In the Fall issue of Asian Business Cases, a publication hosted by the Asia Pacific Foundation of Canada, Professor **David Conklin** offers insights into issues and strategic options for Asia in today's economic crisis and discusses how today's Canadian companies can learn from how foreign investors in Asia weathered the 1997 Asian crisis.

Read about it at:
www.asiapacific.ca/en/asianbusinesscases/september2009

"Then, as now, there was a need for a complete re-evaluation in order for corporations to be successful. Companies today are looking at going to a zero-based strategy starting with a blank sheet of paper," Conklin said. That's exactly what the three international companies profiled in the publication did in the late '90s, and according to Conklin there are many lessons for Canadian companies in Asia that are struggling to manage today's crisis.

The publication probes the experiences of Dharmala Manulife, Kodak's Health Imaging Division in Asia and First Pacific, and gives in-depth analysis of what worked and why.

View the [full interview](http://watch.bnn.ca/the-street/august-2009/the-street-august-31-2009/#clip208674) of Conklin with Business News Network (BNN) on August 31, 2009 at <http://watch.bnn.ca/the-street/august-2009/the-street-august-31-2009/#clip208674>

Ivey Case Workshops – a benchmark in Asia



The Indian School of Business in its endeavour to develop case writers and to promote case method of teaching in India is hosting a Case Writing and Case Teaching Workshop from **October 1-4, 2009**. Ivey Professors **Rick Robertson** and **Ariff Kachra** will be conducting the 4-day workshop. For details visit <http://www.isb.edu/caseworkshop2009/>

The Workshop is being organised by the ISB Case Development Centre in association with Shailesh J Mehta School of Management-IIT Bombay and Prin. L.N. Welingkar Institute of Management Development & Research.

This workshop follows a highly successful 'Case Writers Advanced Training Workshop' conducted by Kachra in July where ten high potential individuals were trained in the case writing process with the goal of publishing cases dealing with issues faced by the Indian public and private sectors.



Professor Shih-Fen Chen with workshop participants in Taipei, Taiwan (above) and in Beijing, China (below).



2011 EMBA Class in Hong Kong

Professors Jane Howell and Randy Kudar welcomed the new class with a 2-week in-residence period from August 16-28. Participants with an average of 15 years of work experience and an average age of 37 came from Denmark, Canada, Germany, Spain, China, Philippines, Taiwan, UK, USA and India.

Making Our Case

Check out the latest Best Selling Ivey cases at www.iveycases.com

9B09M030

MAN B&W Diesel A/S - Managing Licensees in a Globalized World

Torben Pedersen, Jacob Pyndt

Teaching Note: 8B09M30

MAN B&W Diesel (MBD), a subsidiary of MAN AG, had become very successful by having its large two-stroke diesel engines produced under licence in Asia. The success had led it to a position as world leader in ship engines, with world market shares oscillating between 70 and 80 per cent. The relationship between MBD and the licensees was characterized by both parties leveraging each other's competencies. It was critical for MBD to access new knowledge in order to optimize products

from the producing licensees. Similarly, the licensees leveraged the access to the design specifications of the engines as well as expert knowledge and service offerings from MBD. Despite MBD's success with the licence business model during the last years, recent developments had sparked some concerns of the model's long-term sustainability and feasibility. Hence, the main challenge facing MBD was how to future-proof and perhaps adjust its business model to secure more control of critical knowledge and the licensees without jeopardizing the productive and lucrative licensee relationships.

Disciplines: General Management, Production and Operations Management, Entrepreneurship, International

Issue(s): Licensing, Value Chain, Global Strategy

Industry: Transportation Equipment

Setting: Denmark; Japan; Korea; China, 2005

Length: 20 pages

9B09A017

Dabur India Ltd. - Globalization

Niraj Dawar, Ramasastry Chandrasekhar

Teaching Note: 8B09A17

Dabur, an Indian consumer package goods company, had established a strong brand equity in

India by offering, for decades, a vast portfolio of over-the-counter products. In seeking international expansion in 1987, it first took the export route. It also "followed" the customer, targeting the Indian diaspora in the Middle East, Africa and the United States, already familiar with the brand. By 2006, Dabur had set up five manufacturing facilities outside India. In June 2007, Dabur had to make, in countries such as Nigeria for example, some critical choices. It had to choose between sticking to the diaspora, a market it understood best, and targeting the mainstream population. It had to choose its growth options between categories like personal care, in which it had built up competencies, and categories such as oral care and home care, which were the new engines of growth in its international markets but in which the company had no track record, either on the home front or overseas. The case study helps students deal with issues of growth and consolidation in a global market from the perspective of the company's chief executive officer and the head of its international operations.

Disciplines: General Management, Marketing, International

Issue(s): Growth Strategy, International Business

Industry: Wholesale Trade - Durable Goods
Setting: India, 2007
Length: 18 pages

Did You Know...

► Ivey's Executive Committee comprised of the Deans and the CFO/CIO will be visiting Delhi, Mumbai, Hyderabad, and Bangalore in India from Oct 24-31, 2009. Come join us in Mumbai on October 31st to celebrate the launch of our **India Chapter of Ivey Alumni**. For more information, contact Alumni Relations at alumni@ivey.uwo.ca

► AMI Director named **2009 RSC Fellow** – Paul Beamish, founding director of the Asian Management Institute, is among the six faculty at The University of Western Ontario elected as fellows in the Royal Society of Canada (RSC). The RSC, now known as RSC: Academies of Arts, Humanities and Sciences of Canada, is the country's oldest and most prestigious organization of scientists and scholars. The RSC is dedicated to encouraging education and the advancement of knowledge in the natural and social sciences and the humanities.



Alumni, faculty and staff at the welcome reception for the new HK EMBA Class of 2011