January 2, 2020

ABSTRACTS OF CASES BY PAUL W. BEAMISH

9B05M042
Academy of National Economy
Gevork Papiryan, Paul W. Beamish
Publication Date: 5/11/2005
Version Date: 10/1/2009
Teaching Note: 8B05M42

In 1989, the government of the USSR appointed Academician Abel Aganbegyan to the Academy of National Economy as rector. Since its foundation by the Soviet government in 1977, this educational institution educated several top managers for the Soviet economy. Since 1992, after the collapse of the Soviet Union and the start of democratic reforms, the Academy started its own transformation to the business university. The Academy is in the process of finding a new strategy choice for its further evolution, and the school's leadership must resolve both internal and external problems and stand up to the challenge of a competitive Russian business education market. The most significant issue for the Academy's leadership during the strategy development process is to redefine its mission and status-quo. There are three basic alternatives: to continue being affiliated with the government elite state educational and scientific centre with the group of relatively independent business schools; separate from these independent schools and restate its mission as a state educational and research institution affiliated with the government; or encourage the separation of the business schools and try to transform it into a Western style business school.

Disciplines: General Management, International
Issue(s): Corporate Strategy, Educational Administration, Strategic Alliances, Synergy
Industry: Educational Services
Setting: Russia, Large organization, 2005
Length: 20 pages

9B03M016
American Fast Food In Korea
Paul W. Beamish, Jaechul Jung, Hun-Hee Kim
Publication Date: 4/2/2003
Version Date: 10/22/2009
Teaching Note: 8B03M16

A major U.S.-based fast food company with extensive operations around the world was contemplating whether or not they should enter the Korean market. The Korean fast food market was hit badly by the Asian economic crisis in the late 1990s, but the economy was turning around. Thus, fast food demand in Korea was expected to increase. For the industry analysis, this case provides information on various competitors, substitute foods, new entrants, consumers and suppliers. In addition, social issues are included as potential forces.

Disciplines: General Management, International
Issue(s): Industry Analysis, International Business, Fast Food, Market Entry
Industry: Eating and Drinking Places
Setting: Korea, Large organization, 2002
Length: 12 pages

9B17C043
ASPOP's Recruitment Predicament
Xiaokang Zhao, Paul W. Beamish
Publication Date: 11/17/2017
Teaching Note: 8B17C043

In early 2013, the founder of Shandong Aspop Clothing Apparel Group Co. Ltd. faced the annual "post-holiday recruitment dilemma." His challenge was typical of the growth challenges that many labour-intensive original equipment manufacturer clothing enterprises in China encountered. Facing rising domestic labour costs, a change in attitudes among workers, the gradual shift of labour preferences from manufacturing industries to service industries, and a market environment in which international orders had shifted to Southeast Asian countries, the founder needed to make a decision. Should he strive to attract and retain more skilled front-line workers, replace personnel via automation, or set up a factory in a neighbouring country to transfer part of the enterprise's production capacity?

Disciplines: Entrepreneurship, International, Organizational Behaviour/Leadership
Issue(s): Worker Recruitment, Retention, Employee Incentives, Employee Turnover, Apparel
Industries: Retail Trade
Setting: China, Medium, 2013
Length: 11 pages

9B10M020
Barrick Gold Corporation - Tanzania
Aloysius Newenham-Kahindi, Paul W. Beamish
Publication Date: 10/20/2010
Teaching Note: 8B10M20

This case examines the giant Canadian mining corporation, Barrick Gold Corporation (Barrick), (called Africa Barrick Gold plc since 2009), and the way it engages in sustainable community developments that surround its mining activities in Tanzania. Following recent organized tensions and heightened criticism from local communities, media, international social lobbyists and local not-for-profit organizations (NFOs), Barrick has attempted to deal with the local communities in a responsible manner. At issue for senior management was whether there was much more that it could reasonably do to resolve the tensions.

The case considers: how MNEs seek social license and local legitimacy; the relevance of hybrid institutional infrastructures; the evolving global roles for MNEs and their subsidiaries. The case is appropriate for use in courses in international management, global corporations and society, and international development and sustainable value creation.

Disciplines: General Management, Organizational Behaviour/Leadership, International
Issue(s): Business and Society, Subsidiaries, Government Relations, Corporate Social Responsibility, Cross Sector Social Partnership
Industry: Metal Mining
Setting: Tanzania; Canada, Large organization, 2010
Length: 15 pages

9B13M016
Beiersdorf AG: Expanding Nivea's Global Reach
Paul W. Beamish, Vanessa Hasse
Publication Date: 2/11/2013
Teaching Note: 8b13M016

In 2012, two years after a major restructuring project had begun at German skin care producer Beiersdorf, the process was still ongoing. The new chief executive officer (CEO) inherited several challenges from his predecessor, including the difficult implementation of the new transnational strategy, opposition from employees and the work council, and ineffective market-entry strategies (especially in China). Strong competitors and a slow rate of economic recovery in Beiersdorf's main markets provided additional complexity. Questions remained about how the new CEO should address the ongoing challenges facing the company.

Disciplines: General Management/Strategy, International
Issue(s): Reorganization; Transnational; Restructuring; Multinational; Germany
Industry: Manufacturing
Setting: Germany, Large, 2012
Length: 15 pages

9A98M033
Beijing Mirror Corp.
Paul W. Beamish, Xiao Yue Chen, Xin Zhao
Publication Date: 11/25/1998
Version Date: 2/1/2010
Teaching Note: 8A98M33

Beijing Mirror Corporation owned the patent for a newly invented rearview mirror which eliminated the usual blind spot. At issue for the company was how to introduce the product to both the domestic and international markets. More specifically, should the company try to commercialize the technology independently, or via joint venture? Should they do so with a local or foreign company? What pricing, promotional and distribution approaches made sense? What is their resource position relative to these decisions?

Disciplines: General Management, Entrepreneurship, International
Issue(s): International Marketing, Joint Ventures, Patents, Intellectual Properties
Industry: Transportation Equipment
Setting: China, Medium organization, 1996
Length: 23 pages

9B04M034
Broad Air Conditioning and Environmental Protection
Zhi Yi He, Meng Sun, Paul W. Beamish
Publication Date: 6/24/2004
Version Date: 10/14/2009
Teaching Note: 8B04M34

Broad Air Conditioning is a Chinese company with a proactive environmental attitude, but suffering from deteriorating financial results. The company founder and chief executive officer must decide whether to start producing electricity powered air conditioners to improve its financial results easily or stick to its ideal and only manufacture machines powered by heat. The major theme of this case is to understand corporate social responsibility, by discussing how an enterprise can find a way to harmonize the relationship between benefitting the company and protecting the environment, especially in developing countries.

Disciplines: General Management, International
Issue(s): Corporate Responsibility, Energy, Environment, Sustainable Development
Industry: Electric & Electronic Equipment Supplies
Setting: China, Medium organization, 2002
Length: 12 pages

9A98M003
Bundy Asia Pacific - China Strategy
Paul W. Beamish, Jack Li, Nancy Wang, Steven Zuo
Publication Date: 4/20/1998
Version Date: 1/29/2010
Teaching Note: 8A98M03

Phil Stephenson, the director of China for Bundy Asia Pacific (BAP), was preoccupied with Bundy's business in China. BAP's CEO, Tony Martin, had shown Phil the fax from Robin Thompson, the new marketing and product development director of Bundy International, BAP's UK-based parent company. Thompson had asked BAP about its strategy for the refrigeration business in China. Despite 10 years of experience in China, Bundy had not met its market goals. Whatever strategy was developed, it would be an important part of Bundy's proposed global refrigeration strategy. This rich case allows detailed discussion around issues including (a) business (re)development strategy, (b) joint ventures versus wholly owned subsidiaries, (c) organizational structure, and (d) expatriate and local staffing.

Disciplines: General Management, International
Issue(s): Joint Ventures, Organizational Structure, Staffing, Strategic Planning
Industry: Machinery except Electrical
Setting: China/Australia, Large organization, 1996
Length: 19 pages

9B16M043

Cameron Auto Parts: Early Internationalization

Paul W. Beamish, Harold Crookell
Publication Date: 03/24/2016
Revised Date: 01/05/2017
Teaching Note: 8B16M043

This case is about a small American auto parts producer trying to diversify its way out of dependence on the major automakers. A promising new product is developed and the company gets a chance to license it to a Scottish manufacturer. The issue of whether to license or go it alone in international markets is central to the case. A full class sequel to this case is available, titled Cameron Auto Parts: Joint Ventures, Licensing or Exporting, 9B16M044.

Disciplines: General Management/Strategy, Entrepreneurship, International
Issue(s): Corporate strategy, exporting, licensing, joint venture
Industry: Manufacturing
Setting: United States; United Kingdom, Medium, 2013
Length: 9 pages
Award: Top 20 Best Selling Case at Ivey 2009-2010

9B16M044

Cameron Auto Parts: Joint Ventures, Licensing or Exporting

Paul W. Beamish, Harold Crookell
Publication Date: 03/24/2016
Revised Date: 01/09/2017
Teaching Note: 8B16M044

Two years after signing a license agreement in the United Kingdom, Cameron Auto Parts (Cameron) now faces an opportunity to establish with another firm a joint venture in France for the European market. However, the prospect upsets the U.K. licensee who is clearly doing very well, and who even wants Cameron to consider joint venturing with him in Australia. The case ends with Cameron, run off its feet in North America, trying to decide whether to enter Europe via licensing, joint venture or direct investment. (This case is a sequel to Cameron Auto Parts: Early Internationalization, case (9B16M043).

Disciplines: General Management/Strategy, Entrepreneurship, International
Issue(s): Corporate strategy, exporting, licensing, joint venture
Industry: Manufacturing
Setting: United Kingdom; United States, Medium, 2013
Length: 8 pages
Award: Top 10 Best Selling Case at Ivey: 2009-10, 1998-99, 1997-98, ECCH Best Seller in Strategy, 2010, 2009

9B10M019

Canadian Solar

Paul W. Beamish, Jordan Mitchell
Publication Date: 4/5/2010
Teaching Note: 8B10M19

In late September 2009, the CEO of the Nasdaq-traded solar cell and module manufacturer, Canadian Solar, was at an inflection point in the formation of its international strategy. The company had experienced dynamic growth during the past five years buoyed largely by aggressive incentive schemes to install solar photovoltaic (PV) technology in Germany and Spain. The credit crunch, coupled with changes in government incentive programs, caused a major decline in the demand for solar PV technology and analysts were predicting that full year 2009 sales would decline. Furthermore, competition in the industry was fierce with diverse players ranging from Japanese electronic giants to low-cost Chinese producers. Canadian Solar had decided to focus on 10 major markets in the next two to three years where strong renewable policies existed. Students are challenged with deciding if any changes to the company's global strategy are necessary.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Growth Strategy, International Business, Internationalization, Global Product
Industry: Electric & Electronic Equipment Supplies
Setting: Canada; China, Medium organization, 2009
Length: 26 pages

9A99M025

Caron Furniture Ltee. (Revised)

Paul W. Beamish, Jonathon L. Calof, Anthony Goerzen
Publication Date: 10/8/1999
Version Date: 1/18/2010
Teaching Note: 8A99M25

The president of a Quebec-based producer of wood office furniture was assessing the company's future U.S. export strategy. Two options were being considered: continue with a combination of company salesforce and manufacturers' representatives or increase direct investment in showrooms and company sales staff. If the second option was chosen, decisions would be required on both the level of investment and the geographic focus.

Disciplines: General Management
Issue(s): Business Policy, Exports, Location Strategy, Trade
Industry: Furniture and Fixtures
Setting: Canada/USA, Medium organization, 1997
Length: 15 pages

9B08M048

Carrefour China, Building a Greener Store

Andreas Schotter, Paul W. Beamish, Robert Klassen
Publication Date: 5/9/2008
Version Date: 8/26/2008
Teaching Note: 8B08M48

Carrefour, the second largest retailer in the world, had just announced that it would open its first “Green Store” in Beijing before the 2008 Olympic Games. David Monaco, asset and construction director of Carrefour China, had little experience with green building, and was struggling with how to translate that announcement into specifications for store design and operations. Monaco has to evaluate the situation carefully both from ecological and economic perspectives. In addition, he must take the regulatory and infrastructure situation in China into account, where no official green building standard exists and only few suppliers of energy saving equipment operate. He had already collected energy and cost data from several suppliers, and wondered how this could be used to decide among environmental technology options. Given that at least 150 additional company stores were scheduled for opening or renovation during the next three years in China, the project would have long term implications for Carrefour.

Disciplines: General Management, International
Issue(s): Operations Management, Environmental Business Management, Strategy Implementation, Emerging Markets
Industry: General Merchandise Stores, Miscellaneous Retail
Setting: China, Large organization, 2006
Length: 19 pages
BestSeller: 2010
Award: Top 20 Best Selling Case at Ivey 2009-2010

9B10M100
Chabros International Group: A World of Wood
Paul W. Beamish, Bassam Farah
Publication Date: 11/30/2010
Teaching Note: 8B10M100

The Chabros International Group case examines how a Lebanese multinational wood company confronts a drastic drop in its largest subsidiary's sales after 2008's global economic crisis. Antoine Chami, Chabros's owner and president, was reviewing his company's 2009 end-of-year financial statements and, in particular, a 30 per cent drop in sales in Dubai. In 2007, a year before the global economic crisis, Chami had invested more than $11 million to acquire and expand a sawmill in Serbia to meet Chabros's growing lumber sales demand. With a much higher capacity to produce lumber and a much lower probability to sell it, Chami had to decide what to do to overcome this challenge. Should he close parts of his Serbian sawmill? Should he try to boost his company's sales to use all of his sawmill’s available capacity? If so, should Chabros try to increase sales within the countries where it already operated (UAE, Saudi Arabia, Qatar, Oman, Egypt) or should it expand into a new country (Algeria, Bahrain, Iran, Iraq, Jordan, Kuwait, Libya, Syria, Tunisia)? Would Morocco, among other countries, be the best country to expand into? Was it the right time to embark on such an expansion?

Disciplines: General Management, Entrepreneurship, International
Issue(s): Exports, Growth Strategy, Market Entry, International Expansion
Industry: Lumber and Wood Products
Setting: Lebanon; Middle East; North Africa, Medium organization, 2010
Length: 16 pages
Award: EFMD 2012 Case Writing Award: MENA category.

9B03M004
China Kelon Group (A): Diversify or Not?
Paul W. Beamish, Justin Tan
Publication Date: 2/27/2003
Version Date: 10/21/2009
Teaching Note: 8B03M04

In 1998 the soon-to-retire founder of China Kelon Group, a major home electrical appliance manufacturer, was confronting issues of market diversification (urban to rural), product diversification (refrigerator to now also produce air conditioners), and the evolution of his senior management team (from an entrepreneurial firm to one managed by professional manager). Besides offering a context to address the above issues, this case illustrate to a non-Chinese audience just how rapidly local Chinese manufacturing has developed, and that such firms are future competitors for foreign companies. It also helps students explore the broader question about the ability of founder/entrepreneurs to effectively manage the transition to becoming a larger, more diversified company. Supplement to this case is China Kelon Group (B): Integration After Merger, product number 9B03M005.

Disciplines: General Management, International
Issue(s): Diversification, Environmental Change, Strategic Change, Emerging Markets
Industry: Electric & Electronic Equipment Supplies
Setting: China, Large organization, 1998
Length: 7 pages

9B03M005
China Kelon Group (B): Integration After Merger
Paul W. Beamish, Justin Tan
Publication Date: 2/27/2003
Version Date: 10/21/2009
Teaching Note: 8B03M05

This supplement to China Kelon (A): Diversify or Not, product number 9B03M004, deals with the issue of integrating two large business groups after the Number 6 air conditioner manufacturer, Kelon Group, acquired the Number 5 air conditioner producer, Huabao. While Kelon Group is a non-state owned company, Huabao was spun off from a state owned enterprise group. It was a landmark acquisition case in which a non-state entrepreneurial firm took over a state enterprise that had strong name brand and national reputation. The two companies have different resource bases, history, tradition, corporate culture, management style, product features and reward systems. They were traditionally close rivals located in the same township. The two companies exhibit potential for synergy and the combined capacity will put the new Kelon-Huabao as the top air conditioner manufacturer in terms of market share. However, this outcome depends on a successful merger and integration.

Disciplines: General Management, International
Issue(s): Corporate Culture, Human Resources Management, Integration, Mergers & Acquisitions
Industry: Electric & Electronic Equipment Supplies
Setting: China, Large organization, 1998
Length: 13 pages

9B11M006

Chinese Fireworks Industry - Revised

Paul W. Beamish
Publication Date: 1/11/2011
Teaching Note: 8B11M006

The Chinese fireworks industry thrived after China adopted the "open door policy" in the late 1970s, and grew to make up 90 per cent of the world's fireworks export sales. However, starting from the mid-1990s, safety concerns led governments both in China and abroad to set up stricter regulations. At the same time, there was rapid growth in the number of small family-run fireworks workshops, whose relentless price-cutting drove down profit margins. Students are asked to undertake an industry analysis, estimate the industry attractiveness, and propose possible ways to improve the industry attractiveness from an individual investor's point of view. Jerry Yu is an American-born Chinese in New York who has been invited to buy a fireworks factory in Liuyang, Hunan.

Disciplines: General Management, International
Issue(s): Exports, Industry Analysis, International Marketing, Market Analysis
Industry: Miscellaneous Manufacturing Industries
Setting: China, Not Applicable organization, 2009
Length: 13 pages
BestSeller: 2003
Award: Top 20 Best Selling Case at Ivey 2013-2014; Top 10 Selling Case at Ivey 2002-2003

9B10M091

CIBC Mellon: Managing a Cross-border Joint Venture

Paul W. Beamish, Michael Sartor
Publication Date: 11/5/2010
Teaching Note: 8B10M91

The president and CEO of CIBC Mellon had presided over the dramatic growth of the jointly owned, Toronto-based asset servicing business of CIBC and The Bank of New York Mellon Corporation (BNY Mellon). Mid-September 2008, saw the onset of the worst financial crisis since the Great Depression. The impending collapse of several major firms threatened to impact all players in the financial services industry worldwide. Although joint ventures (JVs) were uncommon in the financial sector, the CEO believed that the CIBC Mellon JV was uniquely positioned to withstand the fallout associated with the financial crisis. Two pressing issues faced the JV's executive management team. First, they needed to discuss how to best manage risks confronting the JV as a consequence of the financial crisis. How could the policies and practices developed during the past decade be leveraged to sustain the JV through the crisis? Second, they needed to continue discussions regarding options for refining CIBC Mellon's strategic focus, so that the JV could emerge from the financial meltdown on even stronger footing.

This case provides an example of best practice in joint venturing.

The case can be used in the latter half of a strategy course, or in a course about alliances.

Disciplines: General Management, International
Issue(s): Joint Ventures, Leadership, Financial Crisis, Strategy Execution, Managing Multiple Stakeholders, Alliance Management
Industry: Banking
Setting: Canada; United States, Large organization, 2008
Length: 16 pages

9A98G004

CIBC Wood Gundy in Asia: An Evolving Regional Strategy

Paul W. Beamish, Bruce Moore
Publication Date: 3/4/1998
Version Date: 1/29/2010
Teaching Note: 8A98G04

The Singapore-based managing director of Origination and Structuring for CIBC CEF pondered how expansion opportunities in Asia fit with the firm's Asia-Pacific strategy and what his recommendation would be at the monthly senior management meeting regarding the Canadian investment bank's expansion into Malaysia. The firm has existing Asian operations in Australia, China, Hong Kong, Japan, Singapore and Taiwan. From the perspective of the managing director, a decision is required regarding whether the company should locate at all in Malaysia, and if so, which city and how to staff it.

Disciplines: General Management, International
Issue(s): International Business, International Finance, Location Strategy, Staffing
Industry: Banking
Setting: Malaysia/Singapore, Medium organization, 1996
Length: 18 pages

9B04M067

CIBC-Barclays: Should Their Caribbean Operations Be Merged?

Don Wood, Paul W. Beamish
Publication Date: 1/10/2005
Version Date: 10/15/2009
Teaching Note: 8B04M67

At the end of 2001, the Canadian Imperial Bank of Commerce (CIBC) and Barclays Bank PLC were in advanced negotiations regarding the potential merger of their respective retail, corporate and offshore banking operations in the Caribbean. Some members of each board wondered whether this was the best direction to take. Would the combined company be able to deliver superior returns? Would it be possible to integrate, within budget, companies that had competed with each other in the region for decades? Would either firm be better off divesting regional operations instead? Should the two firms just continue to go-it-alone with emphasis on continual improvement? A decision needed to be made within the coming week. This case may be taught on a stand alone basis or in combination with any of the six additional Cross-Enterprise cases that deal with the various functional issues associated with the actual merger: Accounting and Finance - CIBC-Barclays: Accounting for Their Merger, product 9B04B022, Information Systems - Information Systems at FirstCaribbean: Choosing a Standard Operating Environment, product 9B04E032, Marketing and Branding - FirstCaribbean International Bank: The Marketing and Branding Challenges of a Start-up, product 9B05A012, Human Resources - Harmonization of Compensation and Benefits for FirstCaribbean International Bank, product 9B04C053, Finance - FirstCaribbean Merger: The Proposed Merger, product 9B06N004, and technical note - Note on Banking in the Caribbean, product 9B05M015.

Disciplines: General Management, International
Issue(s): Corporate Strategy, Integration, Mergers & Acquisitions, Emerging Markets
Industry: Banking
Setting: Barbados, Large organization, 2001
Length: 17 pages

9B08M041
Coral Divers Resort (Revised)
Paul W. Beamish, Kent E. Neupert, Andreas Schotter
Publication Date: 4/18/2008
Version Date: 5/2/2008
Teaching Note: 8B08M41

The owner of a small scuba diving operation in the Bahamas is reassessing his strategic direction in the light of declining revenues. Among the changes being considered are shark diving, family diving, exit, and shifting operations to another Caribbean location. These options are not easily combined, nor are they subtle. The case is intended to provide a work-out on the relationship between strategy, organization and performance, and how changes in strategy will dramatically affect the organization. The case also highlights the importance of understanding demographic changes as part of an environmental analysis. (A nine-minute video can be purchased with this case, video 7B08M041.)

Disciplines: General Management, Entrepreneurship, International
Issue(s): Industry Analysis, Services, Small Business, Strategic Change
Industry: Miscellaneous Services
Setting: Bahamas, Small organization, 2008
Length: 19 pages
Award: Top 15 Best Seller at ECCH in Entrepreneurship, 2010

9B03M064
Council of Forest Industries
Paul W. Beamish, Jing'an Tang
Publication Date: 11/28/2003
Version Date: 10/22/2009
Teaching Note: 8B03M64

The council of forest industries of British Columbia has launched a market development program to create new opportunities for Canadian wood products in China. Several of the members of this organization must decide on whether to participate in this program or pursue this market on their own.

Disciplines: General Management, International
Issue(s): Cost/Benefit Analysis, Government and Business, Market Entry, Stakeholder Analysis
Industry: Forest Industry
Setting: Canada/China, Small organization, 2003
Length: 11 pages

9B04M068
CQUAY Technologies Corp.
Paul W. Beamish, Kevin K. Boeh
Publication Date: 10/13/2004
Version Date: 10/15/2009
Teaching Note: 8B04M68

CQUAY Technologies Corp was a privately-held Canadian software company with offices in Toronto, Calgary and Washington, D.C. CQUAY marketed a patented location intelligence engine called Common Ground. The company's technology was designed for an emerging, multi-billion dollar segment of the spatial information management market. A year earlier, the board had asked the chief executive officer to shape the company into an acquisition target over the next 18 to 24 months. A year later there were no imminent acquisition discussions, and recent customer traction and the sales pipeline seemed to merit raising growth capital instead of following the acquisition-focused plan. The CEO wanted to keep his stockholders and board happy by executing the plan they had given him, but did not want to jeopardize possible customer growth. If he refocused the plan, he feared it might change acquisition opportunities. Without further contracts, the existing cash would sustain the company for only another six to eight months. The CEO thought the most likely outcome was to sell the company, but he needed to make the company more attractive. He planned to present options and a recommendation to the board of directors later that month.

Disciplines: General Management, Entrepreneurship
Issue(s): Corporate Strategy, Mergers & Acquisitions, Venture Capital, Corporate Governance
Industry: Business Services
Setting: Canada, Small organization, 2004
Length: 12 pages

9B15M117
Crisis at the Bally Wedding Dress Company
Zhu Jiqing, Paul W. Beamish, Lu Yun
Publication Date: 11/26/2015
Version Date: 11/27/2015
Teaching Note: 8B15M117

Capitalizing on low-cost manufacturing in China, Bally Wedding Dress Company (Bally) had grown quickly by exporting inexpensive wedding dresses to customers in Western countries. However, due to a rise in labour costs, currency appreciation, and increased prices of raw materials, the low-cost advantage in the manufacturing industry had by 2014 been seriously eroded. Competition had intensified together with a shortage in qualified labour. As both the sales volume and turnover decreased, Bally had to consider how to survive. The crisis that it faced represented a common issue for many Chinese manufacturing enterprises.

Disciplines: General Management/Strategy, International, Entrepreneurship
Issue(s): Environmental change, vertical integration, labour costs, copyright, China

Industry: Other Services
Setting: China, Small, 2014
Length: 7 pages

9B11M001
Currie Road Construction Limited (A)
Paul W. Beamish
Publication Date: 1/7/2011
Version Date: 1/10/2011
Teaching Note: 8B11M001

A successful Canadian road construction and maintenance company is contemplating U.S. market entry via a subsidiary in Texas. The case deals with market entry considerations: speed of entry, the need to invest in learning about a market, and the importance of staying focused on what was a reasonable, original strategy.

Disciplines: General Management, International
Issue(s): Corporate Strategy, International Business, Location Strategy, Market Analysis
Industry: Construction other than Building
Setting: USA/Canada, Medium organization, 2008
Length: 13 pages

9B11M002
Currie Road Construction Limited (B)
Paul W. Beamish
Publication Date: 1/7/2011
Version Date: 1/10/2011
Teaching Note: 8B11M001

Having operated for two years in the Texas market, the company is confronting a variety of difficulties. The case looks at the organization issues of reporting relationships, control systems, and staffing.

Disciplines: General Management, International
Issue(s): Control Systems, Corporate Strategy, Reorganization, Subsidiaries
Industry: Construction other than Building
Setting: USA/Canada, Medium organization, 2010
Length: 4 pages

9B16M032
Deep Roots Distillery
Paul W. Beamish
Publication Date: 03/09/2016
Teaching Note: 8B16M032

By September 2015, Deep Roots Distillery (DRD) had been operating for 22 months. While starting up had taken a little longer than originally estimated, material progress was now evident. By November 2015, the company expected to have six of its products (either spirits or liqueurs) available in the Prince Edward Island liquor store outlets. However, numerous questions remained for DRD's owner and his small, family-run business. Given capital and resource constraints, how could DRD grow into a competitive business? How should time be allocated between research and development, production, marketing, and administration? Would the start-up's current product/market strategy allow it to achieve its goals? If not, which expansion route should DRD take?

Disciplines: General Management/Strategy, Entrepreneurship
Issue(s): Differentiation strategy, industry analysis, SWOT, market segmentation, family business, organic, 80-20 rule, breakeven analysis
Industry: Accommodation & Food Services
Setting: Canada, Small, 2015
Length: 11 pages

9B16M215
EBS in China
Lin Lu, Paul W. Beamish, Jiao Bo, Jiajia Lu
Publication Date: 12/14/2016
Teaching Note: 8B16M215

Environmental & Best Safety (EBS) China was the subsidiary of an American mid-sized firm in the safety products and services industry. Between 2000 and 2015, it had employed at different points a variety of strategic approaches to the Chinese market, including local market exploration and learning, autonomous local research and development (R&D), the transfer of local knowledge to centralized R&D, and the return of localization. The global business of EBS had experienced a continuous downturn over the last five quarters. The situation in China was even worse, with sales significantly under the initial target for the Chinese market, which had been the fastest-growing market for EBS over the last 10 years. In 2015, the global EBS president and the head of EBS China needed to make a decision about the next stage in the business strategy of EBS China. The meeting would be critical for EBS China to re-position itself within EBS worldwide.

Disciplines: General Management/Strategy, Entrepreneurship, International
Issue(s): Globalization, Leadership Styles, Research and Development, Boundary Spanner, Subsidiary, Knowledge Management, Product Mandate, Product Development
Industries: Manufacturing
Setting: United States; China, Medium, 2015
Intended Audience: Undergraduate/MBA
Length: 9 pages

9B18A030
Eggscellence: SKM Egg Products Export (India) Limited
T.N. Swaminathan, C. R. Rajan, Paul W. Beamish
Publication Date: 05/24/2018
Revised Date: 05/24/2018
Teaching Note: 8B18A030

SKM Egg Products Export (India) Limited (SKM) manufactured processed egg products, including egg powder and liquid egg, which it exported to advanced international markets. The company had gone through phases of turnaround, countering challenges and a severe debt overload. In 2016, it had overseas subsidiaries in Japan, the Netherlands, and Russia. The chief executive officer had promoted SKM's use of technology, quality processes, and accreditations to move up the value chain. India was the third-largest egg producer in the world, and he saw India's specific advantages of scale and a mature eco-system in egg production, collection, feed, and poultry as logical elements for selecting an export-led growth strategy. He was planning another turnaround to counter a 20 per cent revenue hit that his top line had suffered in 2016–17 because of the impact of the 2015 avian flu epidemic in the United States and the resulting drop in global egg-product consumption and prices. His mission was to make SKM a ₹7.5 billion company by 2022. What actions should the company take regarding genetically modified crops? How should it approach opportunities to import feed material ingredients, eggs, and egg products from other source countries? Should it consolidate its overseas operations and leverage the domestic market? If so, how?

Disciplines: Entrepreneurship, International, Marketing
Issue(s): global marketing strategy, Indian SME, small and medium enterprises, turn around, sustaining value
Industries: Agriculture, Forestry, Fishing and Hunting
Setting: India, Medium, 2015-17
Length: 12 pages

9B04M016
Eli Lilly in India: Rethinking the Joint Venture Strategy
Charles Dhanaraj, Paul W. Beamish, Nikhil Celly
Publication Date: 5/14/2004
Version Date: 3/13/2017
Teaching Note: 8B04M16

Eli Lilly and Company is a leading U.S. pharmaceutical company. The new president of intercontinental operations is re-evaluating all of the company's divisions, including the joint venture with Ranbaxy Laboratories Limited, one of India's largest pharmaceutical companies. This joint venture has run smoothly for a number of years despite their difference in focus, but recently Ranbaxy was experiencing cash flow difficulties due to its network of international sales. In addition, the Indian government was changing regulations for businesses in India, and joining the World Trade Organization would have an effect on India's chemical and drug regulations. The president must determine if this international joint venture still fits Eli Lilly's strategic objectives.

Disciplines: General Management, International
Issue(s): Joint Ventures, Strategic Alliances, Emerging Markets, International Management
Industry: Chemicals and Allied Products
Setting: India/United States, Large organization, 2001
Length: 18 pages
Award: Top 20 Best Selling Case at Ivey: 2015-2016, 2014-2015, 2013-2014, 2012-2013, 2011-2012, 2010-2011, 2009-2010; Top 10 Selling Case at Ivey: 2008-2009, 2007-2008, 2006-2007, 2005-2006

9B14M005
Ethiopian Airlines: Bringing Africa Together
Paul W. Beamish, Yamlaksira Getachew
Publication Date: 2/14/2014
Teaching Note: 8B14M005

Ethiopian Airlines plans to expand its African market base to become a leading airline in the continent. As part of the airline's multi-hub strategy, the vice-president of alliances and corporate strategy and his team must identify a suitable hub location and decide on the appropriate mode and level of ownership. Success in the first hub is essential as it will both validate the viability of the multi-hub strategy and set the tone for the establishment of subsequent hubs throughout the continent. The vice-president and his team need to resolve three issues: location of the first hub, entry mode and ownership level.

Disciplines: General Management/Strategy, International
Issue(s): Internationalization; location decision; market entry strategies; Africa
Industry: Other Services
Setting: Ethiopia, Large, 2008
Length: 14 pages

9B15M029
Euro-Air (Revised)
Paul W. Beamish
Publication Date: 03/05/2015
Revised Date: 03/05/2015
Teaching Note: 8B15M029

A North America-based representative of a major European airline has just received a letter from an unhappy customer detailing a very large number of service problems. A quick check had revealed that this premium-paying customer's complaints were all valid. A meeting is planned with the customer. Before this, the airline representative must decide (A) what to say in response, and (B) what, if any, compensation should be offered. Internally, there was a need (C) to resolve what their organization should learn from this experience, both from a subsidiary and parent company perspective, and the implications on their participation in the Crown Alliance. This case raises many important questions regarding service recovery, communications, and non-equity alliances.

Disciplines: General Management, International
Issue(s): Alliances, Service Quality, Compensation, Communications
Industry: Transportation and Warehousing
Setting: Europe/Canada, Large organization, 1999
Length: 6 pages

9A92M017
First Fidelity Bancorporation (A)
Paul W. Beamish, Barbara L. Marcolin, Kerry McLellan
Publication Date: 1/21/1993
Version Date: 12/24/2002
Teaching Note: 8A92M17

First Fidelity Bancorporation, a holding company for eight independent banks in the New Jersey and Pennsylvania areas, was going through a major restructuring and rationalization in response to serious financial problems, threats of regulatory control and changing market demands. In this reorganization, the head of corporate operations and systems was considering ways to facilitate the restructuring. He was seriously considering outsourcing as an alternative way to manage the internal information systems. The case explores the simple economics behind an outsourcing strategy and the complicated technical, political and cultural rationalization of a hierarchical, independent organization into a centrally-managed operation. Follow-up cases (9A93E005,9A93E006) are available.

Disciplines: General Management
Issue(s): Corporate Structure, Information Systems, Strategic Planning, Outsourcing
Industry: Banking
Setting: USA, Large organization, 1990
Length: 19 pages

9A93E005
First Fidelity Bancorporation (B): Selecting an Outsourcing Vendor
Paul W. Beamish, Kerry McLellan, Barbara L. Marcolin
Publication Date: 7/7/1993
Version Date: 3/3/2010
Teaching Note: 8A92M17

First Fidelity Bancorporation had decided to use an outsourcing vendor to convert its existing information systems operations into a centralized facility and to operate the systems on a long-term basis. This decision was part of a rationalization process to consolidate eight independent banks into one operating structure so as to achieve cost savings and create a way of integrating new acquisitions and mergers. The holding company had to select an outsourcing vendor that could participate in this process and achieve the growth objectives set by the bank. The options were to select a partner or a supplier. A background case (9A92M017) is available.

Disciplines: Management Science and Information Systems
Issue(s): Corporate Structure, Information Systems, Outsourcing, Vendor Selection
Industry: Banking
Setting: USA, Large organization, 1991
Length: 11 pages

9A93E006
First Fidelity Bancorporation (C): Managing an Outsourcing Relationship With EDS
Paul W. Beamish, Kerry McLellan, Barbara L. Marcolin
Publication Date: 7/7/1993
Version Date: 3/3/2010
Teaching Note: 8A92M17

First Fidelity Bancorporation had outsourced its information systems conversion and on-going data centre management to Electronic Data Systems (EDS) on a ten-year contract. The EDS-FFB relationship was one year into the arrangement (1991) when several challenges had surfaced, the most urgent of which was an $8 million cost overrun on the conversion project. The EDS account manager had the choice of absorbing the costs, seeking compensation from the bank or suggesting a compromise. Several other challenges would also have to be addressed in the relationship, such as an incompatible software platform, resistance, difficult communications and flexibility to accommodate future bank directions and acquisitions. Background cases (9A93E005, 9A92M017) are available.

Disciplines: Management Science and Information Systems
Issue(s): Information Systems, Outsourcing, Relationship Management, Managing Implementation
Industry: Banking
Setting: USA, Large organization, 1991
Length: 11 pages

9B12M024
Firstwell Corporation and the Production Mandate Question
Paul W. Beamish
Publication Date: 2/28/2012
Teaching Note: 8B12M024

Two facilities owned by a large U.S.-based multinational enterprise (one in Canada, one in the United States) are competing for a regional manufacturing and distribution mandate. The head of Firstwell's global operating committee must decide whether the proposal from Firstwell Canada is best not only for the Kingston, Ontario, plant but also for Firstwell Corporation worldwide. The decision could signal a major shift in parent–subsidiary relations.

Disciplines: General Management/Strategy, Operations Management, Entrepreneurship, International
Issue(s): Subsidiaries; MNE Reporting Structures; Production; Organizational Politics; International Expansion; Canada; United States
Industry: Manufacturing
Setting: Canada; United States, Large, 2011
Length: 12 pages

9B19M031
Garrard Japan: Global or Local?
Publication Date: 04/26/2019
Revised Date: 04/26/2019
Teaching Note: 8B19M031

In late September 2017, the country manager of Garrard Japan was reviewing an interim strategy to deal with emerging, negative views on the ongoing globalization of industry and commerce. Garrard Japan was a wholly owned subsidiary of Garrard S.A., a leading packaged foods company. The European-based multinational enterprise had been a major contributor to globalizing trade and commerce, and the survey results had highlighted a Japanese view that global companies were concerned more with profits than with meeting the needs of local communities. The country manager wondered whether the strategy developed by his team to change these perceptions was adequate. He was also considering how to execute the strategy and who should pay for it: Garrard Japan or Garrard S.A.?

Disciplines: General Management/Strategy, International
Issue(s): Antiglobalization, Subsidiaries, Headquarters, Relationships, Localization, Globalization
Setting: Japan, Large, 2017
Length: 9 pages

9B03M002
General Motors Defense
Paul W. Beamish, Changwha Chung
Publication Date: 2/6/2003

Version Date: 10/21/2009
Teaching Note: 8B03M02

General Motors Defense, a division of General Motors, one of the world's largest automobile manufacturers, designs and manufactures light armored vehicles. The company is approached by General Dynamics to jointly pursue the U.S. Army's Brigade Combat Team program. However, General Dynamic made it clear that they would also submit a bid on their own. Contrary to past practices, the chief of staff of the U.S. Army planned to award the multi-billion dollar contract within only 11 months. The executive director of General Motors Defense has to decide whether the company should bid-it-alone or submit a joint venture bid with General Dynamics.

Disciplines: General Management, International
Issue(s): Joint Ventures, Leadership, Political Environment, Doing Business in the U.S.
Industry: Transportation Equipment
Setting: Canada/United States, Large organization, 1999
Length: 10 pages

9B09M044
Giant Inc.: Formation of the A-Team
Chwo-Ming (Joseph) Yu, Paul W. Beamish
Publication Date: 5/25/2009
Teaching Note: 8B09M44

This case describes the history and activities of the A-Team, a major alliance of bicycle assembly firms and parts suppliers in Taiwan, which was created in 2003. A strategic alliance with competitors posed challenges. For the A-Team, it was more complicated because the alliance was between both competing bicycle assembly firms and between parts suppliers. By 2006, progress had been made in making the alliance work but the senior executives were wondering what they could do to ensure future progress. The case can be used in a strategy module or course on alliances/joint ventures in a section examining the competition versus cooperation challenge.

Disciplines: General Management, International
Issue(s): Location Strategy, Networks, Alliances, Competitive Strategy, Learning
Industry: Miscellaneous Manufacturing Industries
Setting: Taiwan, Large organization, 2006
Length: 10 pages

9B00A019
Global Branding of Stella Artois
Paul W. Beamish, Anthony Goerzen
Publication Date: 10/19/2000
Version Date: 9/10/2009
Teaching Note: 8B00A19

Interbrew had developed into the world's fourth largest brewer by acquiring and managing a large portfolio of national and regional beer brands in markets around the world. Recently, senior management had decided to develop one of their premium beers, Stella Artois, as a global brand. The early stages of Interbrew's global branding strategy and tactics are examined, enabling students to consider these concepts in the context of a fragmented but consolidating industry. It is suitable for use in courses in consumer marketing, international marketing and international business.

Disciplines: Marketing, International
Issue(s): Brands, International Business, International Marketing, Global Product
Industry: Food and Kindred Products
Setting: Western Europe/Asia Pacific, Large organization, 2000
Length: 19 pages
BestSeller: 2006; 2005; 2004; 2003; 2002
Award: Top 20 Best Selling Case at Ivey 2010-2011; Top 10 Selling Case at Ivey: 2005-2006, 2004-2005, 2003-2004, 2002-2003, 2001-2002

9B05M029
Gonchar Investment Bank
Paul W. Beamish, Jonathan Royce
Publication Date: 3/22/2005
Version Date: 10/1/2009
Teaching Note: 8B05M29

A recent MBA graduate is working as vice-president equity sales for an investment bank in the Ukraine. The firm's managing director has requested a recommendation regarding whether they should start investing in Ukrainian equities on their own account, or retain their practice of acting purely as an agent - buying and selling shares for clients without taking any ownership position.

Disciplines: General Management, International
Issue(s): Stock Issues, Tradeoff Analysis, Investment Dealers, Emerging Markets
Industry: Security and Commodity Brokers, Dealers
Setting: Ukraine, Small organization, 2004
Length: 9 pages

9A99M049
Granton Mines Limited (Revised)
J. Peter Killing, Paul W. Beamish
Publication Date: 4/24/2000
Version Date: 1/21/2010
Teaching Note: 8A99M49

A Canadian company is considering the acquisition (via a license agreement) of a new technology developed by a German company. The Canadian company must decide whether it should acquire the technology, and if it does, the price and terms of the agreement.

Disciplines: General Management, International
Issue(s): Pollution, Technology, Environmental Change, Licensing
Industry: Mining - Miscellaneous
Setting: Canada/Germany, Medium organization, 1998
Length: 5 pages

9B00M003
Great Wall Golf & Country Club
Paul W. Beamish, Donna Everatt
Publication Date: 3/29/2000
Version Date: 1/8/2010
Teaching Note: 8B00M03

The newly hired director of human resources for a large golf and country club near Beijing, China has just presented her human resources plan to the company founder. At issue is whether this plan - in terms of recruiting, training and development, rewards and benefits - was directionally correct and implementable.

Disciplines: General Management, International
Issue(s): Human Resources Management, Performance Evaluation, Work-Force Management, Management Training
Industry: Amusement and Recreation Services
Setting: China, Large organization, 2000
Length: 13 pages
Award: Fourth Place at the 2002 Regional Asia Pacific Case Competition, Management Development Centre of Hong Kong

9B16M169
Hisense-Hitachi Joint Venture: Expanding Internationally
Paul W. Beamish, Liu Su
Publication Date: 10/13/2016
Teaching Note: 8B16M169

In June 2014, Hisense of China and Hitachi of Japan were considering whether their 11-year-old joint venture (JV) should once again assume responsibility for its international sales. After developing a solid central air-conditioner market share in China, in 2009, the JV began to sell in various overseas regions but struggled. In April 2012, the partners agreed to have a Hisense subsidiary (the HIMC) assume full responsibility for selling the JV's products overseas. However, over the next two years, HIMC's performance in selling the JV's products overseas was unsatisfactory. In response, the partners began to discuss whether they should have the JV sell its own products again overseas. Of immediate interest was the Southeast Asian market.

Disciplines: General Management/Strategy, International
Issue(s): partner relationships, joint venture, internationalization, governance, China
Industry: Manufacturing
Setting: Japan; China, Large, 2014
Length: 11 pages

9B16M220
Hisense Hitachi Joint Venture: Expanding in Southeast Asia
Paul W. Beamish, Su Liu
Publication Date: 12/20/2016
Revised Date: 01/23/2017
Teaching Note: 8B16M220

Before re-entering the Southeast Asian market in 2015, the Hisense-Hitachi joint venture mainly used the well known Hitachi brand to explore overseas markets. After the JV had accumulated enough capacity to adopt a product differentiation strategy, they decided to treat the Hisense brand as the focal brand in Southeast Asia and adopted a series of distribution strategies that differed from what they had used to sell Hitachi branded products elsewhere. The (B) case provides a basis for discussing target market selection, and the establishment of varying distribution channels (exclusive vs non-exclusive agents) in different countries. This case can be used with Hisense-Hitachi Joint Venture: Expanding Internationally (9B16M169).

Disciplines: General Management/Strategy, International
Issue(s): Market Entry, Agents, Product Differentiation, International Marketing
Industries: Manufacturing
Setting: Japan; China, Large, 2015
Intended Audience: Undergraduate/MBA
Length: 8 pages

9B17M155
Hisense's Internationalization Dilemma: Co-Operation with Loewe
Su Liu, Paul W. Beamish
Publication Date: 10/20/2017
Teaching Note: 8B17M155

Hisense Co., Ltd. (Hisense) was the fourth-largest television maker in the world, but its market share and brand recognition remained low in Europe. Therefore, strengthening its branding and improving its sales there were priorities for the Chinese company. In 2013, Hisense was considering whether to establish a strategic alliance with the German high-end television manufacturer Loewe AG (Loewe). Despite having a good reputation, Loewe was suffering severe financial distress and facing possible bankruptcy. If Hisense co-operated with Loewe, it would gain access to Loewe's distribution network in Europe and utilize co-brand advertising with Loewe. In turn, Loewe would benefit from Hisense's long-term technical support and gain access to the promising Asian market. Should they proceed?

Disciplines: General Management/Strategy, International
Issue(s): Alliance, Partnership, Brand, Consumer Product
Industries: Information, Media & Telecommunications
Setting: Germany; China, Large, 2013
Length: 11 pages

9B07C040
Human Resource Management in Multinational Banks in Tanzania
Paul W. Beamish, Aloysius Newenham-Kahindi
Publication Date: 10/30/2007
Teaching Note: 8B07C40

The case examines how the best practices of two banks were organized and managed to provide financial services to a small niche of foreign customers in the mining, tourism and construction sectors in Tanzania. The two banks claimed to be similar in many ways. They both were from countries whose economies were run broadly on neo-liberal lines, in that there was little state intervention in either economy, however, differences existed with respect to how they managed their operations. The case is ideally suited to illustrate the on-going tension and different types of best practices in cross-market integration. It provides opportunities to explore the challenges faced by multinational company banks in managing global workforces, the evolution of the banking sector, and the influence of technology in shaping work in organizations.

Disciplines: Human Resource Management, International
Issue(s): Career Development, Employee Selection, Performance Evaluation, Recruiting, Subsidiaries, Trade Unions, Management Training, Emerging Markets, International Management, Expatriate Management
Industry: Banking
Setting: Tanzania, Large organization, 2000
Length: 18 pages

9B14C009
Huo's Group: A Professional Manager in a Family Firm in China
Wang Ting, Paul W. Beamish, Zhou Liman, Luo Jingjing
Publication Date: 2/14/2014
Teaching Note: 8B14C009

In February 2012, a human resources appointment attracted wide attention from China's domestic lubricating oil industry. The iconic general manager of Shell Tongyi (Beijing) Petroleum Chemical Co., Ltd. officially took the position as the chief executive officer (CEO) of Huo's Group, thus returning to work for his former boss, the founder of the former Tongyi Lubricating Oil. Before the merger between Tongyi and Shell in 2006, the private entrepreneur and the professional manager had jointly created the well-known Tongyi Lubricating Oil and were renowned as "perfect partners" by many in the business media. In 2012, their hope was to achieve glory again on this wider business platform - Huo's Group. Was this likely?

Disciplines: Organizational Behaviour/Leadership, International, Entrepreneurship
Issue(s): Leadership; personnel; professional manager; family business: China
Industry: Manufacturing
Setting: China, large, 2012
Length: 10 pages

9B02M033
Huxley Maquiladora
Paul W. Beamish, Jaechul Jung, Joyce Miller
Publication Date: 11/29/2002
Version Date: 12/3/2009
Teaching Note: 8B02M33

A senior manager in a U.S. manufacturing firm must make a recommendation about whether 57 labour intensive jobs should be moved from the existing California plant to a new facility in a Mexican maquiladora. If the Mexican opportunity is pursued, decisions are also required regarding the entry mode (subcontracting, shelter operator or wholly-owned subsidiary) and location (border or interior).

Disciplines: General Management, International
Issue(s): Corporate Strategy, Subsidiaries, Emerging Markets, Plant Location
Industry: Machinery except Electrical
Setting: Mexico/USA, Large organization, 2002
Length: 14 pages

9A88M010
IKEA (Canada) Ltd.- 1986 (Condensed)
Paul W. Beamish
Publication Date: 1/1/1988
Version Date: 2/23/2000
Teaching Note: 8A88M10

The mid-1986 Sears new catalogue contained a 20-page section called Elements. This section bore a striking resemblance to the format of an IKEA catalogue, and the furniture being offered was similar to IKEA'S knocked-down self-assembly line. The head of IKEA'S North American operations wondered how serious Sears was about its new initiative and what, if anything, IKEA should do in response.

Disciplines: General Management, International
Issue(s): Competition, Subsidiaries, Supplier Relations, Value Analysis
Industry: Furniture, Home and Equipment Stores
Setting: Canada/Sweden/USA, Large organization, 1986
Length: 14 pages

9B15M028
IMAX Expansion in BRIC Economies
Dwarkaprasad Chakravarty, Paul W. Beamish
Publication Date: 03/16/2015
Revised Date: 08/26/2016
Teaching Notes: 8B15M028

IMAX is a Canadian-based company synonymous with large-format, high-quality cinematic experiences. Following four decades of innovation, the bulk of its revenue now comes from providing technology to mainstream movie studios and multiplex exhibitors. IMAX has more than 900 cinema screens in 58 countries, with nearly half of them located in North America. Its chief executive officer believes that the route to becoming a billion-dollar company involves adding 1,100 screens in growth markets outside of North America. If about 400 of the new worldwide screens are designated for Brazil, Russia, China and India—the BRIC economies—how should IMAX allocate these new screens by country and by city?

Disciplines: General Management/Strategy, International
Issue(s): Expansion, emerging markets, FDI, Canada
Industry: Information, Media & Telecommunications
Setting: Canada, Large, 2014
Length: 14 pages

9B06M083
ING Insurance Asia/Pacific
Rod E. White, Paul W. Beamish, Andreas Schotter
Publication Date: 1/9/2007
Teaching Note: 8B06M83

The new chief executive officer (CEO) of ING Insurance Asia/Pacific wants to improve the regional operation of the company. ING Group was a global financial services company of Dutch origin with more than 150 years of experience. As part of ING International, ING Insurance Asia/Pacific was responsible for life insurance and asset/wealth management activities throughout the region. The company was doing well, but the new CEO believed that there were still important strategic and operational improvements possible. This case can be used to discuss the "local versus regional or global" management issue and will yield best results if the class has already been introduced to different strategic and organizational alternatives in the international business context.

Disciplines: General Management, International
Issue(s): Leadership, Subsidiaries, Organization, International Management
Industry: Insurance and Pension Funds
Setting: Asia, Large organization, 2003
Length: 15 pages

9A97D010
International Decorative Glass
Robert Klassen, Paul W. Beamish, Jim Barker
Publication Date: 8/28/1997
Version Date: 2/3/2010
Teaching Note: 8A97D10

International Decorative Glass (IDG) is a small manufacturer of glass panels which are inserted into exterior steel doors. While their primary market is in the U.S., most of IDG's manufacturing is done in China through a joint venture arrangement. In response to rapidly growing customer demand, the vice president of operations, is considering the expansion of either their Chinese or Canadian manufacturing operations. Alternatively, he has been approached by a supplier to form a new joint venture manufacturing operation in Vietnam. Financial, political and infrastructural considerations must be weighed, in addition to any signal that would be sent to their current Chinese partners.

Disciplines: Production and Operations Management, International
Issue(s): International Business, Joint Ventures, Manufacturing Capacity, Manufacturing Strategy
Industry: Bldg. Materials, Hardware, Garden Supply
Setting: China/Vietnam, Small organization, 1996
Length: 16 pages

9A96G005
IPC Corporation, Singapore
Paul W. Beamish, Chow Hou Wee, Charles Dhanaraj
Publication Date: 11/1/1996
Version Date: 2/10/2010
Teaching Note: 8A96G05

The CEO of a Singapore-based computer company, with successful operations in Europe and Asia, was contemplating whether to pursue growth opportunities in the United States. The company had to decide between developing its own subsidiary, acquiring a small mail-order company based in Austin, Texas, or not entering the U.S. market at this time. If the acquisition option was pursued, there were challenges regarding fixing an appropriate value for the company, as well as integrating the American subsidiary into its own global network.

Disciplines: General Management, International
Issue(s): Acquisitions, Growth Strategy, International Business, Market Entry
Industry: Electric & Electronic Equipment Supplies
Setting: Singapore/USA, Medium organization, 1992
Length: 17 pages
Award: Best Case at the 1999 ASAC, Case Track Competition

9B04M033
Jinjian Garment Factory: Motivating Go-slow Workers
Tieying Huang, Junping Liang, Paul W. Beamish
Publication Date: 5/14/2004
Version Date: 10/14/2009
Teaching Note: 8B04M33

Jinjian Garment Factory is a large clothing manufacturer based in Shenzhen with distribution to Hong Kong and overseas. Although Shenzhen had become one of the most advanced garment manufacturing centres in the world, managers in this industry still had few effective ways of dealing with the collective and deliberate slow pace of work by the employees, of motivating workers, and of resolving the problem between seasonal production requirements and retention of skilled workers. However, the owner and managing director of the company must determine the reasons behind the deliberately slow pace of the workers, the pros and cons of the piecework system and the methods he could adopt to motivate the workers effectively.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Employee Attitude, Productivity, Work-Force Management, Performance Measurement, Piece Work
Industry: Apparel and other Finished Products
Setting: China, Small organization, 1999
Length: 6 pages

9A97G004
Kanzen Berhad: A Proposed Joint Venture With Pacific Dunlop Limited
Donald J. Lecraw, Paul W. Beamish, Boon Lim
Publication Date: 6/24/1997
Version Date: 10/18/2002
Teaching Note: 8A97G04

The director of Kanzen Berhad (KB), Malaysia, must decide whether to recommend the company's owner and CEO accept the offer of Pacific Dunlop Limited to form a joint venture in which Pacific Dunlop, an Australian company, would buy 30 per cent of KB's holdings in six subsidiaries in the mattress and bedding industry for RM$28 million. Since its founding as Dreamland, KB had been growing rapidly and had been quite profitable. The owner, however, had plans for expansion into other businesses in Malaysia and, especially, in China. As well, Pacific Dunlop had product and process technology, additional brand names and management expertise that had the potential to increase the success of KB's subsidiaries.

Disciplines: General Management, International
Issue(s): International Business, Joint Ventures, Negotiation
Industry: Furniture and Fixtures

Setting: Malaysia/Australia, Large organization, 1992
Length: 18 pages

9B20MXXX
Karatu Coffee Company in Tanzania: What Strategy Next?
Manuel Siegrist, Gary Bowman, Colette Southam, Paul Beamish
Publication Date: Forthcoming
Teaching Note: 8B20MXXX

Peter Fisher, founder of the Karatu Coffee Company (KCC) needs to decide what to do next with his company. He is considering four options: increasing the tourism part of the business, growing the original farm, pursuing a property development project in the capital city, or, simply, selling out and walking away. The company began as a coffee farm, expanded into tourism with a coffee lodge, then brought both together with an inner-city coffee house and boutique hotel. The final phase included the purchase of high-quality coffee equipment and roasting facilities to capture a larger share of the coffee value chain. The decision requires insight into both the coffee industry and into Tanzania itself.

Disciplines: General Management/Strategy
Issue(s): Country Attractiveness; Location; Risk; Industry Analysis; Farm; Tourism
Industry: Accommodation & Food Service
Setting: Tanzania, Small, 2018

9A90G001
Kentucky Fried Chicken in China (A)
Allen Morrison, Paul W. Beamish
Publication Date: 1/1/1990
Version Date: 5/29/2003
Teaching Note: 8A90G01

The new vice-president for Kentucky Fried Chicken in southeast Asia, must weigh the growth benefits of investing in China with alternative opportunities in the region. He is at the exploratory stage of market research and is focusing his attention on four possible locations in China. He must also balance his own personal ambitions with the possibilities for failure, not only in China, but the rest of southeast Asia. (A 31-minute video is available with this case, video 7A90G001.) A follow-up case (9A90G002) is also available.

Disciplines: General Management, International
Issue(s): International Business, Political Environment, Strategic Planning
Industry: Eating and Drinking Places
Setting: Asia/China, Large organization, 1986
Length: 14 pages
BestSeller: 2000; 1999; 1998; 1996
Award: Top 10 Best Selling Case at Ivey: 1999-2000, 1998-99, 1997-98, 1995-96

9A90G002
Kentucky Fried Chicken in China (B)
Allen Morrison, Paul W. Beamish
Publication Date: 1/1/1990
Version Date: 9/24/2003
Teaching Note: 8A90G02

The VP's efforts to determine whether and how to proceed with an emerging three-way partnership in China are described. Kentucky Fried Chicken has selected local partners and has been issued a license to operate a restaurant in Beijing. If he is to proceed, the VP must decide how fast he should advance the negotiations and which of three location sites in the city is most desirable. A background case (9A90G001) and a follow-up case (9A90G003) are available.

Disciplines: General Management, International
Issue(s): International Business, Joint Ventures, Risk Analysis, Site Selection
Industry: Eating and Drinking Places
Setting: China, Large organization, 1987
Length: 10 pages
Award: Top 10 Best Selling Case at Ivey: 1995-96

9A90G003
Kentucky Fried Chicken in China (C)
Allen Morrison, Paul W. Beamish
Publication Date: 1/1/1990
Version Date: 5/29/2003
Teaching Note: 8A90G03

This case presents the start-up of operations in Beijing and discusses the difficulties Kentucky Fried Chicken (KFC) is having with its local partners. By March 1988, KFC has established its largest restaurant in the world in Beijing with sales that are booming and showing no sign of slowing down. Nevertheless, the extent of operational problems and the shortage of hard currency profits is raising concerns over whether further expansion is warranted. Previous cases (9A90G001, 9A90G002) are available.

Disciplines: General Management
Issue(s): Currency, International Business, Joint Ventures, Risk Analysis
Industry: Eating and Drinking Places
Setting: China, Large organization, 1988
Length: 10 pages

9B04M065
Kids Market Consulting
Paul W. Beamish, Stephanie Taylor, Oleksiy Vynogradov
Publication Date: 11/23/2004
Version Date: 10/15/2009
Teaching Note: 8B04M65

The founder of Kids Market Consulting, a market research firm dedicated to the kids, tweens and teens segment, was faced with increasing competition and slowing revenue, and was exploring a variety of possibilities for the future strategic direction of the business. In particular, she had to formulate the best plan for protecting the niche market and decide how aggressively to pursue expansion. In addition, there was the existing relationship with her business partner, and Kids Market Consulting was part of his group of marketing firms. Any changes the founder chose had to respect this relationship and she was therefore restricted to a limited number of options. The over-arching corporate objective for the company was to defend the market from larger businesses who were trying to increase their share of the market research industry.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Market Analysis, Strategic Planning, Strategic Change, Strategy Development
Industry: Business Services
Setting: Ukraine, Small organization, 2004
Length: 8 pages

9A88M004
Kolapore, Inc.
Paul W. Beamish
Publication Date: 1/1/1988
Version Date: 10/30/2002
Teaching Note: 8A88M04

The president and sole employee of a firm in Guelph, Ontario, which specializes in the importation, processing and sale of high quality souvenir spoons, is becoming increasingly frustrated with the pace at which his business is developing. The owner must decide whether he should operate the business full time, part time or at all. This case can be used in a strategy formulation course to illustrate the power of a well-defined strategy.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Imports, International Business, Career Planning
Industry: Miscellaneous Manufacturing Industries
Setting: Canada/Netherlands, Small organization, 1986
Length: 24 pages

9B15M047
Larson in Nigeria
Paul W. Beamish, Isaiah A. Litvak
Publication Date: 04/09/2015
Teaching Note: 8B15M047

The vice-president of international operations must decide whether to continue to operate or abandon the company's Nigerian joint venture. Although the expatriate general manager of the Nigerian operation has delivered a very pessimistic report, Larson's own hunch was to stay in that country. Maintaining the operation was complicated by problems in staffing, a joint venture partner with divergent views, and increasing costs of doing business in Nigeria. If Larson decides to maintain the existing operation, the issues with its local partner and staffing problems (especially in terms of the joint venture general manager) have to be addressed.

Disciplines: General Management/Strategy, International
Issue(s): Subsidiaries, Third World, Government Regulation, Staffing
Industry: Manufacturing
Setting: Africa, Large, 2015
Length: 6 pages

9B10M012
Lundbeck Korea: Managing an International Growth Engine
Paul W. Beamish, Michael Roberts
Publication Date: 2/11/2010
Version Date: 2/12/2010
Teaching Note: 8B10M12

In 2005, the vice-president of Lundbeck, a Danish based central nervous system (CNS) pharmaceutical firm, needed to decide what to do with one of his most promising subsidiaries, Lundbeck Korea. Over its short lifetime, under the leadership of the country manager and the Asia regional manager, the subsidiary had grown well beyond the original goals set for it. The vice-president wanted to create a reporting structure and management mix that would balance the local demands that Lundbeck Korea required for growth with Lundbeck's overall strategy of specialization, speed, integration and results. While focusing on Lundbeck Korea, the case also traces Lundbeck's internationalization efforts in Asia over the past 20 years. Over that time, the company has grown from pure licensing arrangements to establishing its own country level subsidiaries. This case introduces the dynamic tensions between taking advantage of local management expertise and executing a corporate strategy developed for an entire global group. In addition, it illustrates the importance, but difficulties, of being sensitive to local management goals, while promoting a global corporate culture.

Disciplines: General Management, Human Resource Management, International
Issue(s): Emerging Markets, International Strategy, MNE Reporting Structures
Industry: Chemicals and Allied Products
Setting: Korea; Denmark, Large organization, 2005
Length: 19 pages

9A98M034
Mabuchi Motor Co., Ltd.
Paul W. Beamish, Anthony Goerzen
Publication Date: 10/30/1998
Version Date: 2/1/2010
Teaching Note: 8A98M34

A year had elapsed since Mabuchi Motor Co., Ltd. of Japan, the world's most successful producer of small electric motors, had implemented a new management training program at one of its foreign operations in China. The program had two objectives. First, it was intended to enable the corporation to maintain its strategy of cost minimization by making it possible to reduce Japanese expatriate levels by improving the management skills of local managers in foreign subsidiaries. Second, by overcoming the shortage of qualified Japanese managers, the program would also allow the continued aggressive expansion of production that had become a cornerstone of corporate strategy. The teaching purpose is to illustrate the difficulties associated with transferring a management style and corporate culture into a different national culture.

Disciplines: General Management, International
Issue(s): Corporate Culture, Organizational Change, Subsidiaries, Management Training
Industry: Electric & Electronic Equipment Supplies

Setting: China/Japan, Large organization, 1995
Length: 11 pages

9B05M035
Majestica Hotel in Shanghai?
Paul W. Beamish, Jane Lu
Publication Date: 4/11/2005
Version Date: 10/1/2009
Teaching Note: 8B05M35

Majestica Hotels Inc., a leading European operator of luxury hotels, was trying to reach an agreement with Commercial Properties of Shanghai regarding the management contract for a new hotel in Shanghai. A series of issues require resolution for the deal to proceed, including length of contract term, name, staffing and many other control issues. Majestica was reluctant to make further concessions for fear that doing so might jeopardize its service culture, arguably the key success factor in this industry. At issue was whether Majestica should adopt a contingency approach and relax its operating philosophy, or stick to its principles, even if it meant not entering a lucrative market.

Disciplines: General Management, International
Issue(s): Control Systems, Corporate Culture, Negotiation, Market Entry
Industry: Hotels, Rooming Houses, Camps
Setting: China, Large organization, 2005
Length: 14 pages

9B04M044
MapQuest
Paul W. Beamish, Kevin K. Boeh
Publication Date: 9/20/2004
Version Date: 9/18/2008
Teaching Note: 8B04M44

MapQuest is a leading provider of mapping services and destination information as well as a publisher of maps, atlases and other guides. On the Internet, they provide these products and services both to consumers directly and to other businesses enabling these businesses to provide location, mapping and destination information to their own customers. The company completed a successful initial public offering five years ago and were in a strong competitive position. However, the markets were allowing competitors to quickly get funding in both private and public deals. As well, there were perceptions that a general stock market bubble existed for technology companies. The chief executive officer had several options available, and wanted to consider those options and present a recommendation to the board. Possible options included splitting the firm's old and new-line business units, raising capital to fund an acquisition strategy, forging a set of alliances, focusing on organic growth, and pursuing the sale of the firm.

Disciplines: General Management
Issue(s): Corporate Strategy, Mergers & Acquisitions, Strategic Alliances, Competitive Advantage
Industry: Business Services
Setting: United States, Medium organization, 1999
Length: 22 pages

9B08M010
Mattel and the Toy Recalls (A)
Hari Bapuji, Paul W. Beamish
Publication Date: 2/21/2008
Version Date: 12/21/2009
Teaching Note: 8B08M10

On July 30, 2007 the senior executive team of Mattel under the leadership of Bob Eckert, chief executive officer, received reports that the surface paint on the Sarge Cars, made in China, contained lead in excess of U.S. federal regulations. It was certainly not good news for Mattel, which was about to recall 967,000 other Chinese-made children's character toys because of excess lead in the paint. Not surprisingly, the decision ahead was not only about whether to recall the Sarge Cars and other toys that might be unsafe, but also how to deal with the recall situation. The (A) case details the events leading up to the recall and highlights the difficulties a multinational enterprise faces in managing global operations. Use with Ivey case 9B08M011, Mattel and the Toy Recalls (B).

Disciplines: General Management, Marketing, Production and Operations Management, International
Issue(s): Outsourcing, Supply Chain Management, Offshoring, Product Quality, Product Recall, Multinational Enterprise Stakeholders and Values
Industry: Miscellaneous Manufacturing Industries
Setting: United States; China, Large organization, 2007
Length: 15 pages
BestSeller: 2010, 2009
Award: Top 20 Best Selling Case at Ivey: 2012-2013, 2011-2012, 2010-2011, 2009-2010; Top 10 Selling Case at Ivey 2008-2009

9B08M011
Mattel and the Toy Recalls (B)
Hari Bapuji, Paul W. Beamish
Publication Date: 2/25/2008
Teaching Note: 8B08M11

On August 14, 2007, the U.S. Consumer Product Safety Commission (CPSC) in cooperation with Mattel announced five different recalls of Mattel's toys. On September 4, Mattel announced three more recalls. Some were due to the use of lead paint, while others were due to small magnets coming loose. The (B) case outlines the handling of the recalls and its consequences, such as consumer outrage, media scrutiny, government intervention, and the effect on China. Further, it discusses the design flaws for which large toy companies are responsible. The (B) case raises many issues, such as who Mattel's stakeholders are, what values Mattel followed, and whether Mattel needs to revisit its China strategy. Use with Ivey product, 9B08M010, Mattel and the Toy Recalls (A).

Disciplines: General Management, Marketing, Production and Operations Management, International
Issue(s): Outsourcing, Stakeholder Analysis, Supply Chain Management, Offshoring, Product Quality, Product Recall, Values
Industry: Miscellaneous Manufacturing Industries
Setting: United States; China, Large organization, 2007

Length: 9 pages

9B19M129

McDonald's in India: Not a Happy Meal

Paul W. Beamish, Pooja Gupta, Madhvi Sethi
Publication Date: 10/25/2019
Revised Date: 10/25/2019
Teaching Note: 8B19M129

In September 2017, news spread of McDonald's India terminating its franchise arrangement with its joint venture (JV) in India. The termination notice was the newest step in the saga of the conflict between the two JV partners—US-based McDonald's and the Indian partner Vikram Bakshi of Connaught Plaza Restaurants Limited (CPRL). McDonald's entered India in 1996 through a JV that was originally seen as the perfect combination to share investments, reduce risks, and succeed. The events between 2013 and 2017 showed that this was not true, and many reasons were suggested in the media for the problems—strategy, team, resources, and a mismatched value system. Did the former franchise holder CPRL have a legal right to use the McDonald's name anymore? Could the partners resolve their differences?

Disciplines: General Management/Strategy, International
Issues: Partner selection, Conflict, Cultural distance, Hiring & employment
Industries: Accommodation & Food Services
Setting: India; United States, Large, 2017
Length: 6 pages

9B17M031

MTN and the Nigerian Fine

Albert Wöcke, Paul W. Beamish
Publication Date: 02/14/2017
Revised Date: 02/14/2017
Teaching Note: 8B17M031

In late 2015, South African telecommunications giant MTN was fined US$5.2 billion by the Nigerian authorities for a mass of improperly registered subscribers—the largest fine of its kind ever imposed in the industry anywhere in the world. MTN was an emerging-market multinational corporation with a track record of successfully operating in some of the toughest, riskiest emerging markets. Thus, it was surprising that MTN had been unable to avoid a fine of this magnitude. Three factors had preceded the fine and changed the business environment in Nigeria leading up to 2015: the first was the war against the Boko Haram movement in Nigeria, which led security forces to demand the registration of prepaid phone cards; the second was the economic crisis caused by the impact of falling oil prices; and the third factor was a change in government. In light of these political risks and government regulations, how could MTN recover and move forward from this difficult situation?

Disciplines: General Management/Strategy, International
Issue(s): Emerging Markets, Political Risk, Government Relations, Informal Banking System, Regulatory Compliance, Corporate Responsibility, Flexibility
Industries: Information, Media & Telecommunications
Setting: Nigeria, Large, 2015-2016
Intended Audience: Undergraduate/MBA
Length: 16 pages

9A95G003

Neilson International in Mexico (A)

Paul W. Beamish, C. Bud Johnston, Gayle Duncan, Shari Ann Wortel
Publication Date: 3/4/1995
Version Date: 12/4/2002
Teaching Note: 8A95G03

This case examines a proposed marketing joint venture which would introduce Neilson brand chocolate bars to Mexican consumers. Pepsico Foods' Mexican subsidiary -- already servicing 450,000 retail stores -- has suggested a joint branding agreement. Alternative distribution arrangements are available which would allow Neilson to maintain greater control over its name, at the cost of slower market access. (A sequel to this case is available bearing the same title, case 9A95G004.)

Disciplines: General Management, International
Issue(s): Distribution, Exports, International Marketing, Joint Ventures
Industry: Food and Kindred Products
Setting: Mexico/Canada, Medium organization, 1993
Length: 16 pages

9A95G004

Neilson International in Mexico (B)

Paul W. Beamish, Gayle Duncan
Publication Date: 3/4/1995
Version Date: 2/16/2010
Teaching Note: 8A95G03

Neilson linked up with Sabritas, a Pepsico Co. subsidiary, and launched Neilson brand chocolate bars in Mexico. The next year, Neilson sales to Mexico exceeded $23 million. The Mexican peso abruptly underwent a 40% devaluation which put major pressure on both partners' margins. This raised issues of future pricing and competitive response. More fundamentally, there were now concerns about the overall stability and potential of the Mexican market. (This is a supplement to case 9A95G003 bearing the same title.)

Disciplines: General Management, International
Issue(s): Exports, International Marketing, Joint Ventures, Pricing
Industry: Food and Kindred Products
Setting: Mexico/Canada, Medium organization, 1995
Length: 2 pages

9B15M085

Nora-Sakari: A Proposed JV in Malaysia (Revised)

Paul W. Beamish, R. Azimah Ainuddin
Publication Date: 09/09/2015
Teaching Note: 8B15M085

This case presents the perspective of a Malaysian company, Nora Bhd, which was in the process of trying to establish a telecommunications joint venture with a Finnish firm, Sakari Oy. Negotiations have broken down between the firms, and students are asked to try to restructure a win-win deal. The case examines some of the most common issues involved in partner selection and design in international joint ventures.

Disciplines: General Management/Strategy, International
Issue(s): Intercultural Relations, Third World, Negotiation, Joint Ventures, Finland, Malaysia
Industry: Information, Media & Telecommunications
Setting: Malaysia/Finland, Large, 2003
Length: 13 pages
Award: Top 20 Best Selling Case at Ivey: 2015-2016, 2012-2013, 2010-2011, 2009-2010; Top 10 Selling Case at Ivey: 2008-2009, 2001-2002, 2000-2001, 1998-99

9B17M012
Note on International Licensing
Paul W. Beamish
Publication Date: 01/17/2017

Licensing is a strategy for technology transfer; and an approach to internationalization that requires less time or depth of involvement in foreign markets, compared to exports, joint ventures, and foreign direct investment. This note examines when licensing is employed, risks associated with it, intellectual property rights, costs of licensing, unattractive markets for licensing, and the major elements of the license agreement.

Disciplines: General Management/Strategy, International
Issue(s): Technology Transfer, Licensing, Corporate Strategy, Internationalization, Franchising, Patent
Setting: 2017
Length: 18 pages

9B17M162
Note on the Cuban Cigar Industry (Revised)
Paul W. Beamish, Akash Kapoor, Mila Bojic
Publication Date: 11/23/2017
Version Date: 11/23/2017
Teaching Note: 8B17M162

In June 2017, the U.S. president had made a statement regarding his stance on Cuba-U.S. relations. Business leaders were very attentive, as his actions could impact the softening U.S.-Cuban relations started by his predecessor in 2016. A recent MBA graduate in Canada and an avid cigar smoker, viewed this scenario and wondered what effect it would have on the current environment, and if there was potential in the Cuban cigar industry. With an inheritance of $1 million coming available in the next month, he thought back to his strategy sessions and looked to evaluate this industry.

Disciplines: General Management/Strategy, International
Issue(s): Government and Business, Internationalization, FDI, Industry Analysis
Industries: Manufacturing
Setting: Canada; Cuba; United States, 2017
Length: 14 pages

9B17M060
Note on the Design and Management of International Joint Ventures
Paul W. Beamish
Publication Date: 04/25/2017

An international joint venture is a company that is owned by two or more firms of different nationalities. The purpose of most international joint ventures is to allow partners to pool resources and coordinate their efforts in order to achieve results that neither could obtain acting alone. Virtually all multinational enterprises now use international joint ventures. Joint ventures are the mode of choice about 30 per cent of the time by both U.S. and Japanese multinationals. This note reviews the reasons why companies create international joint ventures (for example, to strengthen the existing business, take existing products to foreign markets, bring foreign products to local markets, and diversify into a new business) and examines specific types of joint ventures (for example, research and development; raw material and component supply; and marketing and distribution). It then considers some guidelines for international joint venture success.

Disciplines: General Management/Strategy, Entrepreneurship, International
Issue(s): Internationalization, Market Entry, Ownership, Strategic Logic, Diversification, Risk-sharing, Collaboration, Alliances
Setting: 2017
Length: 16 pages

9A94M014
Note on the Malaysian Pewter Industry
Paul W. Beamish, R. Azimah Ainuddin
Publication Date: 10/26/1994
Version Date: 2/25/2010
Teaching Note: 8A94M14

This note examines an industry that is losing its competitive advantages due to globalization. Suitable for use in a section of an international strategy/business policy course which introduces the topic of industry analysis. It is intended to be used as an application of Michael Porter's "Five Forces Model", where students are asked to determine the attractiveness of an industry and its ultimate profit potential. Because pewter design, product and sales occur in an international value chain, this case can also be used in an international management course.

Disciplines: General Management, International
Issue(s): Industry Analysis, Internationalization, Value Analysis
Industry: Fabricated Metal Products
Setting: Malaysia/International, Small organization, 1994
Length: 19 pages

9A95G005
Note on the U.S. Cable TV Industry
Paul W. Beamish, Douglas Reid
Publication Date: 6/12/1995
Version Date: 2/16/2010
Teaching Note: 8A95G05

This note describes an industry in the throes of tremendous change brought about by deregulation and technological innovation. Students are asked to take the role of an investment banker who has been asked by her boss to analyze the attractiveness of the cable TV industry, and make a recommendation on a purchase price/cash flow multiple for the cable holdings of Maclean Hunter. This note permits a workout of Michael Porter's five forces model of industry analysis.

Disciplines: General Management
Issue(s): Acquisitions, Deregulation, Industry Analysis, Investments
Industry: Communications Industry
Setting: USA, Large organization, 1994
Length: 23 pages

9B09C018
Online Piracy: Jaywalking or Theft?
Alex Beamish, Paul W. Beamish
Publication Date: 9/18/2009
Teaching Note: 8B09C18

In September 2009, Brian Lee purchased a computer game developed by a major company and, like other customers, he was experiencing difficulty running it. The source of the problems was a highly restrictive system of digital rights management (DRM), which, while more or less universally disliked, was causing serious technical problems for a minority of users. Lee began to share his experience on the company's message board and 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. Although the context is simple, the problem is complex, thus giving instructors wide latitude on how to teach the case. It is suitable for modules or courses focused on ethics, service operations, intellectual property rights and information technology.

Disciplines: Information Systems, Operations Management, Organizational Behaviour/Leadership
Issue(s): Service Recovery; Intellectual Property; Internet; Ethical Issues
Industry: Arts, Entertainment, Sports and Recreation
Setting: Large, 2009
Length: 8 pages

9A96G002
P.T. Sekbang Life Insurance (Indonesia)
Paul W. Beamish, Douglas Reid
Publication Date: 3/25/1996
Version Date: 2/10/2010
Teaching Note: 8A96G02

An American minority partner in an international joint venture in Indonesia is confronted by a local majority partner that wants to change the joint venture's growth strategy. If implemented, such a change will, they believe, significantly dissipate the joint venture's competitive advantage. The vice president of operations for the minority parent firm, must decide how to respond, and assess the effect of this on her company's plans for future expansion in Southeast Asia.

Disciplines: General Management, International
Issue(s): Government Regulation, Growth Strategy, Internationalization, Joint Ventures
Industry: Insurance and Pension Funds
Setting: Indonesia/USA, Large organization, 1995
Length: 22 pages

9A98M036
Palliser Furniture Ltd.
Paul W. Beamish, Anthony Goerzen
Publication Date: 12/11/1998
Version Date: 2/1/2010
Teaching Note: 8A98M36

Palliser is a large, successful family-owned furniture manufacturer in Manitoba, Canada, that must respond to the increasingly global nature of its business. Its current business strategy, a product of international trade liberalization, is clearly centered on exports to the U.S. However, management perceives risks and limitations to growth with their current product/market position and must decide whether and how to change. Management is faced with a foreign entry mode decision in Mexico and/or China. This case is suitable for a course on international management, international marketing, or strategic management. (A three-minute video can be purchased with this case, video 7A98M036.)

Disciplines: General Management, Entrepreneurship, International
Issue(s): International Business, Investment Analysis, Plant Location, Market Entry
Industry: Furniture and Fixtures
Setting: Canada/USA/Mexico/China, Large organization, 1997
Length: 14 pages

9B04M005
Palliser Furniture Ltd.: The China Question
Paul W. Beamish, Jing'an Tang
Publication Date: 3/4/2004
Version Date: 10/8/2009
Teaching Note: 8B04M05

Palliser is Canada's second largest furniture company. The company 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: General Management, International
Issue(s): Expansion, Imports, Plant Location, Outsourcing
Industry: Furniture and Fixtures
Setting: Canada/Mexico/China, Medium organization, 2003
Length: 12 pages

9B00M016
Panmai Co-operative (Revised)
Paul W. Beamish, Elizabeth M.A. Grasby, Krista Wylie
Publication Date: 7/26/2000
Version Date: 1/11/2010
Teaching Note: 8B00M16

A new marketing advisor at Panmai, a women's weaving co-operative located in Kaset Wisai, Thailand, is trying to formulate a strategic plan for Panmai's future. Specifically, he needs to decide which product/markets and which methods of distribution are appropriate for Panmai, whether Panmai should pursue more foreign sales and how to solve many operational problems existing at the company. Since he will only be at Panmai for two years, any changes he makes must be sustainable without his presence.

Disciplines: General Management
Issue(s): Distribution, Consumer Analysis, Strategic Planning
Industry: Apparel and Accessory Stores
Setting: Thailand, Small organization, 1996
Length: 12 pages

9A94G001
Pepsi Challenge - Russia 1992
Paul W. Beamish, Honorio Todino
Publication Date: 7/4/1994
Version Date 2/24/2010
Teaching Note: 8A94G01

Russia was in transition from a planned to a market economy. Pepsi had preceded Coke into the former Soviet Union and was optimistic that it could further increase its market presence. However, it required a Russian organization to implement its strategy. While Pepsi had previously run its Soviet operations from Vienna, they now needed to hire and develop Russian employees and managers. A 31 year-old human resources manager in Pepsi International, was tasked with building the Russian organization. Recently arrived in Moscow, he found an incomplete business infrastructure, language, cultural and ethical issues to contend with, fluid and uncertain regulations and few Russians with relevant business experience. His challenge was to hire a Sales manager and a Technical Engineering manager, as well as develop staffing compensation and training priorities for the new Pepsi Russian organization. The case is written to illustrate the localization challenges confronting a mid-level transition manager.

Disciplines: General Management, International
Issue(s): Indigenization, Employee Selection, International Business, Subsidiaries
Industry: Food and Kindred Products
Setting: Russia, Large organization, 1992
Length: 17 pages

9B12M032
Phase Separation Solutions (PS2): The China Question
George Peng, Paul W. Beamish
Publication Date: 4/03/2012
Teaching Note: 8B12M032

In mid-2010, the president and chief executive officer of Phase Separation Solutions (PS2) needed to address potential cooperative opportunities with separate Chinese organizations regarding its Thermal Phase Separation (TPS) technology. PS2 was a Saskatchewan-based small environmental solutions company that had grown under the president's entrepreneurial direction to become a North American leader in the treatment of soil, sludge, and debris impacted with various organic contaminants. The company specialized in the cleanup of two waste streams using its TPS technology. The first was the remediation of soil contaminated with persistent organic pollutants (POPs) such as polychlorinated biphenyls (PCBs). The second was recovering usable oil from industrial sludge generated in various industries such as the oil and gas industry.

Disciplines: General Management/Strategy, International, Entrepreneurship
Issue(s): Growth Option; Pollution; Technological Change; Joint Venture; Entrepreneurial Business Growth; Entry Mode; Canada; China
Industry: Other Services
Setting: Canada; China, Small, 2010
Length: 18 pages

9B08M038
Phil Chan (A)
Paul W. Beamish, Jean-Louis Schaan
Publication Date: 4/18/2008
Teaching Note: 8B08M38

The case deals with a scam that has been run out of Nigeria since 1990. In it, foreign companies are approached for their assistance in facilitating an international transfer of funds in order to receive a very large but unearned commission. In the case, a Hong Kong-based manager who is travelling to Nigeria is unaware that he is walking into a situation where his company is about to be cheated. The objective of the case is to raise the issue of ethics in the conduct of international business. A follow-up case (9B08M039) is available.

Disciplines: General Management, International
Issue(s): Ethical Issues, Human Behaviour, Negotiation, Personal Values
Industry: Business Services
Setting: Hong Kong; Nigeria, Small organization, 2008
Length: 8 pages

9B08M039
Phil Chan (B)
Paul W. Beamish, Jean-Louis Schaan
Publication Date: 4/18/2008
Teaching Note: 8B08M38

En route to Nigeria the decision maker learns that he is walking into a scam and must decide whether to show up for the scheduled meetings or to return home immediately. The case illustrates ways of being drawn into unethical situations, and the severe implications for both the individual and organization if they do participate. This (B) case can be distributed part way through the class (with undergraduates) or at the same time as the (A) case (9B08M038) with more experienced students.

Disciplines: General Management, International
Issue(s): Crisis Management, Ethical Issues, Personal Values, Job Assignments
Industry: Business Services
Setting: Hong Kong; Nigeria, Small organization, 2008
Length: 4 pages

9A91G005
Prince Edward Island Preserve Co.
Paul W. Beamish
Publication Date: 1/1/1991
Version Date: 5/26/2003
Teaching Note: 8A91G05

Prince Edward Island Preserve Co. is a producer and marketer of specialty food products. The company president is contemplating future expansion. Two cities were of particular interest: Toronto and Tokyo. At issue was whether consumers in both markets should be pursued, and if so, how. The choices available for achieving further growth included mail order, distributors, and company controlled stores. The case helps students watch existing resources and capabilities with potential growth opportunities.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Internationalization, Market Analysis, Tourism
Industry: Food and Kindred Products
Setting: Canada/Japan, Small organization, 1991
Length: 21 pages

9B08M049
Prince Edward Island Preserve Company: Turnaround
Paul W. Beamish, Nathaniel Lupton
Publication Date: 5/15/2008
Version Date: 9/5/2008
Teaching Note: 8B08M49

In April 2008, Bruce MacNaughton, president of Prince Edward Island Preserve Co. Ltd. (P.E.I. Preserves), was focused on turnaround. The company he had founded in 1985 had gone into receivership in May 2007. Although this had resulted in losses for various mortgage holders and unsecured creditors, MacNaughton had been able to buy back his New Glasgow shop/cafe, the adjacent garden property and inventory, and restart the business. He now needed a viable product-market strategy.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Bankruptcy, Exports, Growth Strategy, Product Diversification
Industry: Food and Kindred Products, General Merchandise Stores
Setting: Canada; Japan, Small organization, 2008
Length: 18 pages

9B08M046
Research in Motion: Managing Explosive Growth
Rod E. White, Paul W. Beamish, Daina Mazutis
Publication Date: 5/15/2008
Version Date: 8/26/2008
Teaching Note: 8B08M46

Research in Motion (RIM) is a high technology firm that is experiencing explosive sales growth. David Yach, chief technology officer for software at RIM, has received notice of an impending meeting with the co-chief executive officer regarding his research and development (R&D) expenditures. Although RIM, makers of the very popular BlackBerry, spent almost $360 million in R&D in 2007, this number was low compared to its largest competitors, both in absolute numbers and as a percentage of sales (e.g. Nokia spent $8.2 billion on R&D). This is problematic as it foreshadows the question of whether or not RIM is well positioned to continue to meet expectations, deliver award-winning products and services and maintain its lead in the smartphone market. Furthermore, in the very dynamic mobile telecommunications industry, investment analysts often look to a firm's commitment to R&D as a signal that product sales growth will be sustainable. Just to maintain the status quo, Yach will have to hire 1,400 software engineers in 2008 and is considering a number of alternative paths to managing the expansion. The options include: (1) doing what they are doing now, only more of it, (2) building on their existing and satellite R&D locations, (3) growing through acquisition or (4) going global.

Disciplines: General Management, International
Issue(s): Growth Strategy, Research and Development, Staffing, Globalization, Change Management, Telecommunication Technology
Industry: Electric & Electronic Equipment Supplies
Setting: Canada; Global, Large organization, 2008
Length: 21 pages
BestSeller: 2010, 2009
Award: Top 20 Best Selling Case at Ivey: 2011-2012, 2010-2011, 2009-2010; Top 10 Selling Case at Ivey 2008-2009,

9B06M048
Resina: Managing Operations in China
Paul W. Beamish, Jordan Mitchell
Publication Date: 4/28/2006
Version Date: 9/21/2009
Teaching Note: 8B06M48

Resina is a global manufacturer of resins and surfacing solutions headquartered in Helsinki, Finland, and has three production facilities and 12 sales offices in China. The head of Asia Pacific for Resina needs to decide what should be done about Beijing and Guangdong. Should Beijing remain in operation, be shut down, or moved to another area where demand for liquid bulk resins is stronger. Similar options exist in Guangdong. In aiming towards profitable operations, he needs to consider the buoyancy of local demand, Resina's partner in Beijing, local and foreign competitors and appropriate managers in each operation.

Disciplines: General Management, International
Issue(s): Joint Ventures, Operations Management, Risk Analysis, International Management
Industry: Lumber and Wood Products

Setting: China/Finland, Large organization, 2005
Length: 21 pages

9A99A016
Rougemont Fruit Nectar: Distributing in China
Paul W. Beamish, Tom Gleave
Publication Date: 7/20/1999
Version Date: 1/12/2010
Teaching Note: 8A99A16

Gervais Lavoie, managing director of the Canadian-Chinese joint venture, Beijing Oasis High Nutrition Food Co., needs to decide what means of distribution is most appropriate for the company's newly-developed fruit nectars. The decision is complicated by the fact that different means of distribution have different implications for the ultimate pricing and promotion of the products.

Disciplines: Marketing, International
Issue(s): Distribution, Market Segmentation, Pricing, Promotion Policy
Industry: Food and Kindred Products
Setting: China, Small organization, 1995
Length: 14 pages

9A98M032
Royal Bank of Canada in Thailand
Paul W. Beamish, Bernice Scholten, Leslie Stephenson
Publication Date: 10/6/1998
Version Date: 2/1/2010
Teaching Note: 8A98M32

After a 15-year absence, the Royal Bank of Canada returned to Thailand in 1997. During a period of high economic instability, the bank must weigh the merits of Thailand versus other markets within Asia-Pacific. The case provides details on subsidiary start up costs (including staff, capital expenses) and requires decisions on organization/human resources issues as well as the best strategic approach to the market.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Human Resources Management, Staffing , Management in a Global Environment , Market Entry
Industry: Banking
Setting: Thailand/Canada, Large organization, 1997
Length: 23 pages

9A92G002
Russki Adventures
Paul W. Beamish, Ian Sullivan
Publication Date: 7/9/1992
Version Date: 3/22/2010
Teaching Note: 8A92G02

The two major partners in Russki Adventures contemplated their next move. They had spent the last year and a half exploring the possibility of starting a helicopter skiing operation in Russia. Their plan was to bring clients from Europe, North America and Japan to the Caucasus Mountains to ski the vast areas of secluded mountain terrain made accessible by the use of helicopter and the recent business opportunities offered by 'glasnost'. Three options for proceeding were being considered. The first was to proceed with the venture on their own, in the Caucasus Mountains area that had been made available to them by a Soviet government agency. The second was to accept the offer of partnership with Extreme Dreams, a French tour operator that had recently begun operations in the Caucasus region. The final option was to wait, save their money and not proceed with the venture at this time. This is a good case to emphasize small-scale international ventures and the complexities of operating in a rapidly changing and politically unstable environment.

Disciplines: General Management Entrepreneurship, International
Issue(s): Joint Ventures, Risk Analysis, Political Environment
Industry: Hotels, Rooming Houses, Camps
Setting: Russia/Canada, Small organization, 1991
Length: 18 pages
BestSeller: 1998; 1997
Award: Top 10 Best Selling Case at Ivey: 1997-98, 1996-97

9A96M006
Samsung and the Theme Park Industry in Korea
Paul W. Beamish, Charles Dhanaraj, Young Soo Kim
Publication Date: 11/1/1996
Version Date: 11/22/2002
Teaching Note: 8A96M06

The management of the Samsung Group has to decide whether to enter the Korean theme park industry. The case focuses on three main issues in the context of the entry decision: (1) the underlying forces that shape industry structure, competitive interaction and profits; (2) the impact of globalization on industry structure; (3) the relationship between a firm's resources and its strategy. Porter's Five Forces model is used to analyze the impact of the competitive forces on profitability. A 15-minute video, product 7A96M006, can be purchased for this case.

Disciplines: General Management, International
Issue(s): Diversification, Industry Analysis, Industry Globalization, Strategy and Resources
Industry: Amusement and Recreation Services
Setting: South Korea/Asia, Large organization, 1994
Length: 20 pages
BestSeller: 2002
Award: Top 10 Selling Case at Ivey 2001-2002

9A98G003
Samsung China: The Introduction of Color TV
Paul W. Beamish, David J. Sharp, Chang-Bum Choi
Publication Date: 3/2/1998
Version Date: 9/9/2009
Teaching Note: 8A98G03

Mr. Chung Yong, president of Samsung China Headquarters was considering a recent meeting with the marketing director who was responsible for developing a marketing strategy for the entire China market. The topic at the meeting was the marketing strategy for color TVs, which had been chosen as the flagship product for the China market. Samsung had to decide whether it should focus on the low or high-end market segment (or both), and whether to import or produce locally.

Disciplines: General Management, International
Issue(s): International Business, International Marketing, Market Segmentation, Market Entry
Industry: Communications Industry
Setting: China/Korea/Japan, Large organization, 1995
Length: 16 pages
Award: Top 10 Selling Case at Ivey: 2006-2007, 2001-2002, 2000-2001

9B16M191
Sany's Cross-Border Acquisition, Integration, and Strategic Renewal
Libo Fan, Paul W. Beamish, Bess (Huifang) Geng
Publication Date: 11/23/2016
Teaching Note: 8B16M191

In 2012, Germany-based Putzmeister was acquired by China-based SANY, the largest concrete machinery manufacturer in the world. By early 2015, the degree and extent of integration was still incomplete, which put pressure on SANY's management. SANY focused mainly on the Chinese domestic market, whereas Putzmeister had an established brand and good experience in international markets. Should the acquisition integration focus only on Putzmeister, or should it be tied more closely to SANY's strategic renewal? SANY and Putzmeister had launched a "double-brand strategy" in specific markets, but was it the appropriate strategy?

Disciplines: General Management/Strategy, International
Issue(s): Acquisition, Integration, Hidden Champion, Internationalization
Industries: Manufacturing
Setting: Germany; China, Large, 2015
Intended Audience: Undergraduate/MBA
Length: 14 pages

9A93G003
Scotch-Brite (3M)
Paul W. Beamish
Publication Date: 3/28/1994
Version Date: 3/3/2010
Teaching Note: 8A93G03

Two 3M plants (one in Canada, one in the United States) are competing for a regional manufacturing and distribution mandate. If the Canadian proposal is accepted, this will mean potentially a major shift in overall parent-subsidiary relations. The case focuses on understanding what it takes for a subsidiary to earn a mandate, how subsidiaries compete for mandates and the pros and cons of shifting (in part) from a miniature replica structure to a regional product mandate for a parent firm.

Disciplines: General Management, International
Issue(s): International Business, Location Strategy, Subsidiaries
Industry: Textile Mill Products
Setting: Canada/USA, Large organization, 1990
Length: 13 pages
BestSeller: 1997
Award: Top 10 Best Selling Case at Ivey 1996-97

9A99M003
Selkirk Group in Asia
Paul W. Beamish, Lambros Karavis
Publication Date: 2/20/1999
Version Date: 1/15/2010
Teaching Note: 8A99M03

A family-owned brick manufacturer has built an export business to Japan and other Asian markets from zero to 10 per cent of its volume in seven years. The case examines the company's export strategy and organization in light of the recent Asian economic crisis and the reasons for their competitive success both in Australia and Asia. The managing director is raising the question of whether it is time to change their regional export strategy and organizational structure.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Exports, International Business, International Marketing, Organizational Structure
Industry: Stone, Clay, Glass and Concrete Products
Setting: Australia/Asia, Medium organization, 1998
Length: 16 pages
BestSeller: 2004; 2003
Award: Top 10 Selling Case at Ivey: 2003-2004, 2002-2003

9B02M041
Selkirk Group In Asia (Condensed)
Paul W. Beamish, Lambros Karavis
Publication Date: 11/29/2002
Version Date: 12/3/2009
Teaching Note: 8A99M03

Selkirk Group is a family-owned brick manufacturer which has built an export business to Japan and other Asian markets from zero to 10% of its volume in seven years. The managing director of the company raises the question of whether it is time to change their regional export strategy and organizational structure in light of the Asian economic crisis and the reasons for their competitive success in both Australia and Asia.

Disciplines: General Management, International
Issue(s): Exports, International Business, International Marketing, Organizational Structure
Industry: Stone, Clay, Glass and Concrete Products
Setting: Australia/Asia, Medium organization, 1998
Length: 12 pages
Award: Top 10 Best Selling Case at Ivey 2002-2003.

9B12M003
Sher-wood Hockey Sticks: Global Sourcing
Paul W. Beamish, Megan (Min) Zhang
Publication Date: 2/13/2012
Teaching Note: 8B12M003

In early 2011, the senior executives of the venerable Canadian hockey stick manufacturer Sher-Wood Hockey were considering whether to move the remainder of the company's high-end composite hockey and goalie stick production to its suppliers in China. Sher-Wood had been losing market share as retail prices continued to fall. Would outsourcing the production of the iconic, Canadian-made hockey sticks to China help Sher-Wood to boost demand significantly? Was there any other choice?

Disciplines: General Management/Strategy, International, Entrepreneurship
Issue(s): Offshoring; Outsourcing; Insourcing; Nearshoring; R&D Interface; Labour Costs; Canada
Industry: Manufacturing
Setting: Canada, Small, 2011
Length: 11 pages

9A98M002
Ssangyong Corporation
Paul W. Beamish, David J. Sharp, Chang-Bum Choi, Yongwook Jun
Publication Date: 3/20/1998
Version Date: 1/29/2010
Teaching Note: 8A98M02

Ssangyong Corporation, a major Korean general trading company (GTC) needed to refocus its trading business to better adapt to the current environment. The Korean manufacturers' departure-from-traders phenomenon had led to fierce competition among traders, and weakened GTCs' bargaining power over manufacturers. The first issue requiring resolution was whether and how Ssangyong's existing product-market portfolio might be redefined. A second issue was how to further internationalize its trading operation. A third issue was how to decide which new businesses Ssangyong should pursue.

Disciplines: General Management, International
Issue(s): Internationalization, Portfolio Management, Trade, Market Entry
Industry: Wholesale Trade - Durable Goods
Setting: Korea, Large organization, 1996
Length: 15 pages

9B01A017
Stella Artois in the U.K.
Paul W. Beamish, Anthony Goerzen
Publication Date: 12/6/2001
Version Date: 12/4/2009
Teaching Note: 8B01A17

Stella Artois, Interbrew company's flagship brand of beer, has experienced phenomenal success on the international market. The United Kingdom market has played a critical role in that success, and Interbrew needs to assess the reasons for this. Interbrew's managing director and its chief marketing officer are meeting to have a discussion about how to proceed in developing the Stella Artois brand. First, they need to understand what part of the company's success was due to expert marketing practices and what part might possibly be due to being in the right place at the right time. As well, they want to assess what possible steps might be taken to spread these practices across the corporation for use in the company's global marketing strategy.

Disciplines: Marketing, International
Issue(s): Consumer Marketing, Product Strategy, European Market, Brand Management
Industry: Food and Kindred Products
Setting: United Kingdom, Large organization, 2000
Length: 15 pages

9A89G005
Sterling Marketing Products Inc.
Paul W. Beamish, Jonathon L. Calof
Publication Date: 1/1/1989
Version Date: 1/21/2002
Teaching Note: 8A89G05

The international marketing manager of Sterling reviews his options for selling their newly-developed embosser in the United Kingdom. Possibilities exist for licensing, exporting, joint ventures and acquisitions. In addition, the product is attracting attention from dealers around the world. Sterling requires an international expansion strategy in terms of which markets to enter, speed of entry and choice of mode.

Disciplines: General Management, International
Issue(s): International Marketing, Strategic Planning
Industry: Miscellaneous Manufacturing Industries
Setting: Canada/UK/USA, Small organization, 1988
Length: 20 pages
BestSeller: 1997
Award: Top 10 Best Selling Case at Ivey 1996-97

9B01M032
Strategic Intelligence Pte. Limited (A)
Paul W. Beamish, Tom Gleave
Publication Date: 6/20/2001
Version Date: 12/21/2009
Teaching Note: 8B01M32

Strategic Intelligence Pte. Limited is a research and new-media company that provides Asian-based economic and political information. The managing editor is facing several challenges in building a new online business intelligence service that focuses on Asia's new economy. As the person responsible for the company's first Internet related initiative, he is expected to design, manage and help market the new initiative 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, he still needs to resolve several issues regarding target audience, 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.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Consumer Research, Pricing Strategy, Sales Strategy, Growth
Industry: Communications Industry
Setting: Hong Kong/Singapore, Small organization, 2000
Length: 16 pages

9B01M039
Strategic Intelligence Pte. Limited (B)
Paul W. Beamish, Tom Gleave
Publication Date: 9/5/2001
Version Date: 12/21/2009
Teaching Note: 8B01M39

Strategic Intelligence Pte. Limited is a Singapore-based research and media company. The newly appointed director of advisory services is considering the challenges in building the company's latest service offering. The company's strong emphasis on this new service is a departure from their previous strategy of attempting to develop its existing events, custom research and online information services in a relatively even manner. He needs to formulate a plan that will ensure the new service contributes about half of the company's revenue within the next year. This case may be used with Strategic Intelligence Pte. Limited (A), 9B01M032.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Planning, Pricing, Product Strategy, Growth
Industry: Communications Industry
Setting: Hong Kong/Singapore, Small organization, 2000
Length: 16 pages

9B04M066
Sun Life Financial: Entering China
Paul W. Beamish, Ken Mark, Jordan Mitchell
Publication Date: 12/20/2004
Version Date: 10/15/2009
Teaching Note: 8B04M66

Sun Life Financial is a large insurance conglomerate with $14.7 billion in annual revenues. The vice-president for China must formulate an approach for his company's entrance into China. Sun Life has achieved two important milestones: the right to apply for license and the signing of a Memorandum of Understanding for Joint Venture with China Everbright, a local securities company. The financial vice-president must consider strategic options for entry and choose a city in which to focus his efforts in getting a license. In doing so, he needs to consider Sun Life's overall priorities, strategic direction and how he will sell the concept to senior management in Canada. Intended for use in an introduction to international business course, the case includes assessing internal capabilities against an environmental scan, formulating strategy and making operational decisions relating to city selection. It also introduces the idea of joint venture management and government relations.

Disciplines: General Management, International
Issue(s): International Business, Joint Ventures, Risk Analysis, Market Entry
Industry: Insurance and Pension Funds
Setting: Canada/China, Large organization, 2000
Length: 17 pages

9B18M196
Sunton Manufacturing in Cambodia: Exit on Remain?
Zhangfeng Fei, Paul W. Beamish
Publication Date: 12/21/2018
Revised Date: 12/21/2018
Teaching Note: 8B18M196

In January 2017, the founder of Sunton Manufacturing in Wuxi, Jiangsu Province, China, boarded a flight to Cambodia. He had to tackle the performance issue of the company's garment manufacturing joint venture (JV) there—after two years in operation, it had run out of cash. After meeting with his JV partner, he concluded that the existing JV in Sihanoukville was beyond repair. He now needed to decide whether to exit Cambodia or to remain there, albeit in a different city and with a new partner. A new factory would require further investment. If he quit Cambodia, could his company survive and develop in the future?

Disciplines: General Management/Strategy, Entrepreneurship, International
Issue(s): internationalization, market entry, international, partner selection, entrepreneurship, FDI, emerging markets, joint venture, exit strategy, SME
Industries: Manufacturing
Setting: China; Cambodia, Small, 2017
Length: 10 pages

9B05M034
Taming the Dragon: Cummins in China (Condensed)
Charles Dhanaraj, Maria Morgan, Jing Li, Paul W. Beamish
Publication Date: 9/22/2005
Version Date: 10/1/2009
Teaching Note: 8B05M34

This case documents more than 15 years of U.S.-based Cummins, a global leader in diesel and allied technology, and its investment activities in China. While the macro level indicators seem to suggest the possibility to hit $1 billion in revenues in China by 2005, there were several pressing problems that put into question Cummins' ability to realize this target. Students are presented with four specific situations and must develop an appropriate action plan. They are related to the respective streamlining and consolidation of several existing joint ventures, distribution and service, and staffing. The case presents the complexity of managing country level operations and the role of executive leadership of a country manager.

Disciplines: General Management, International
Issue(s): International Strategy, International Joint Venture, Country Manager, Global Strategy
Industry: Transportation Equipment
Setting: China, Large organization, 2001
Length: 15 pages

9B10M093
Tavazo Co.
Paul W. Beamish, Majid Zarch
Publication Date: 11/12/2010
Teaching Note: 8B10M93

In June 2010, Naser Tavazo, one of the three owner/manager brothers of both Tavazo Iran Co. and Tavazo Canada Co., was considering the company's future expansion opportunities, including further international market entry. Candidate cities of interest were Los Angeles, Dubai and other cities with a high Iranian diaspora. Another question facing the owners was where to focus on the value chain. Should the family business use its limited resources to expand its retailer business into more international markets, or to expand their current retailer/wholesale activities within Canada and Iran?

The objectives of this case are: (A) to discuss the typical problems that small companies confront when growing internationally and the implication of being a family business in this transition; (B) to provide a vehicle for developing criteria for market selection; (C) to highlight the importance of focus in the value chain regarding horizontal vs. vertical integration.

This case can be used in international business, strategic management or family business (entrepreneurship) courses. In international business, it may be used as an internationalization case and positioned early in the course. In a strategic management course, it might be positioned in sections dealing with managerial preferences, or diversification.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Exports, Imports, Internationalization, Family Business, Market Selection
Industry: Agricultural Production - Crops, Food and Kindred Products
Setting: Canada ;Iran; United States; Dubai, Small organization, 2010
Length: 13 pages

9A95G012
Technophar in Viet Nam
Paul W. Beamish, Andrew Delios
Publication Date: 9/1/1995
Version Date: 2/18/2010
Teaching Note: 8A95G12

Technophar, a small but profitable manufacturer of hard gelatin capsule machines, was confronted with a potential default in its technology transfer agreement with a Vietnamese pharmaceutical firm. At issue is whether the company should pursue or terminate the Vietnam contract, particularly in light of potentially greater opportunities in neighbouring China. More fundamentally, Technophar needs to develop an international expansion strategy in terms of which markets to enter and how to determine market opportunities. This case should be used in an international business course to illustrate issues central to internationalization and the problems of a Stage I company progressing to Stage II, while competing in world markets.

Disciplines: General Management, International
Issue(s): Growth Strategy, International Business, Market Analysis, Technology
Industry: Chemicals and Allied Products
Setting: Vietnam/Canada/China, Small organization, 1995
Length: 18 pages

9B18M165
The Pearl Industry: Is There a Market Opportunity?
Liu Su, Alex Beamish, Paul W. Beamish, Mila Bojic
Publication Date: 10/25/2018
Revised Date: 10/25/2018
Teaching Note: 8B18M165

In May 2018, a China-born entrepreneur living in Canada was at a seaside market in Qingdao, China, inspecting inexpensive pearls. She wondered whether pearls presented a good market opportunity in the West. At markets in China, she consistently found cultured pearls that would cost far more in Canada. This experience led her to wonder whether or not it was feasible to sell pearls on a wholesale basis in Canada, or perhaps through one of many retail options. Or was there a reason why pearls—such a timeless product—did not present more of a dynamic market opportunity in the West?

Disciplines: General Management/Strategy, Entrepreneurship, International
Issues: industry analysis, competitive strategy, marketing plan, retail, SME
Industries: Agriculture, Forestry, Fishing and Hunting
Setting: Canada; China, Small, 2018
Length: 10 pages

9B12M103
Tianlong Company and the Toxic Capsule Scandal
Lili Dong, Paul W. Beamish
Publication Date: 11/19/2012
Teaching Note: 8B12M103

This case presents the perspective of a Chinese company, Zhejiang Tianlong Capsule Co. Ltd. (Tianlong), and its experiences with the negative impact of an industry scandal. On April 15, 2012, China Central Television disclosed that several capsule producers in Ru'ao had illegally used industrial-grade gelatin to produce medical capsules. The capsules were found to contain excessive chromium, a heavy metal harmful to human health.

Tianlong was not on the list of guilty companies, but the scandal threatened to ruin the reputation of all capsule firms located in Ru'ao. Most pharmacy companies immediately avoided Ru'ao after such a nationwide scandal. The director of Tianlong must decide how to address customers' concerns and keep Tianlong's good reputation from being damaged as a result of the current scandal. The director was also annoyed by the local government's requirement to suspend production. Some gelatin material had already been melted; suspending production would result in a direct financial loss. How should he respond to the supervision agency's order?

Disciplines: General Management/Strategy, International
Issue(s): Crisis Management; Strategy Implementation; Emerging Markets; Ethical Issues; China
Industry: Manufacturing
Setting: China, Large, 2012
Length: 11 pages

9B01M059
Time Warner Inc. and the ORC Patents
Paul W. Beamish, John Adamson
Publication Date: 1/29/2002
Version Date: 8/28/2009
Teaching Note: 8B01M59

Optical Recording Corporation (ORC) secured the rights to a technology known as digital optical audio recording. During the time it took to negotiate the final transfer of the technology ownership, it was rumored that some major electronics manufacturers were developing compact disc (CD) players that recorded digital optical audio signals. A patent lawyer advised ORC that the compact disc players and compact discs recently released by these companies might be infringing the claims of ORC's newly acquired patents. Based on this information, the company proceeded to successfully negotiate licensing agreements with the two largest CD manufacturers, Sony of Japan, and Philips of the Netherlands The third largest manufacturer, WEA Manufacturing, a subsidiary of Time Warner Inc., maintained a position of non-infringement and invalid patents. With the U.S. patent expiry date looming, ORC decided to sue Time Warner for patent infringement. When the defense counsel presented testimony that questioned the integrity of the licensing agreement, ORC's president realized that the entire licensing program was in jeopardy and must decide whether he should accept a settlement or proceed with the lawsuit.

Disciplines: General Management, International
Issue(s): Business Law, Patents, Licensing, Intellectual Capital
Industry: Electric & Electronic Equipment Supplies
Setting: United States/Canada/Japan, Large organization, 1992
Length: 16 pages
Award: Runner-up 2002 Academy of International Business - CIBER Case Competition

9A92G001
Toppan Moore
Paul W. Beamish, Shigefumi Makino, Joyce Miller
Publication Date: 7/9/1992
Version Date: 3/22/2010
Teaching Note: 8A92G01

The semi-annual meeting of the board of Toppan Moore, a joint venture between Toppan Printing of Japan and Moore Corporation of Canada, took place in Tokyo. With sales exceeding US$1 billion, Toppan Moore was a leader in the Japanese business forms industry and widely considered one of the most successful international joint ventures in Japan. While pleased with the venture's recent results, the issue for the board members was how to ensure continued prosperity.

Disciplines: General Management, International
Issue(s): Growth Strategy, Joint Ventures, Multinational, Subsidiaries
Industry: Printing, Publishing & Allied Industries
Setting: Japan, Large organization, 1991
Length: 15 pages
BestSeller: 1997
Award: Top 10 Best Selling Case at Ivey 1996-97

9A99M028
Trojan Technologies Inc: The China Opportunity
Pratima Bansal, Paul W. Beamish, Ruihua Jiang
Publication Date: 10/28/1999
Version Date: 1/18/2010
Teaching Note: 8A99M28

The senior market associate of Trojan Technologies reflected on the water shortages anticipated in developing countries created by their explosive economic growth. Trojan sold water disinfecting equipment, and the senior market associate's job was to find new areas for growth. China was particularly intriguing because it had as much water as Canada, but 40 times the population, and its economic boom would further stress current water resources. Trojan had set growth hurdles of 30 per cent per year, and it needed new markets to reach that objective. The task in new market development was to determine if Trojan should enter China, and if so, when, where and how. The associate knew little of China: how decisions were made for water disinfecting equipment, whether Trojan's patents would be protected, and what level of resources would be required. The vice-president of new business development wanted to see recommendations within the month.

Disciplines: General Management, International
Issue(s): Environment, International Business, Strategic Planning
Industry: Electric, Gas and Sanitary Services
Setting: China, Medium organization, 1999
Length: 14 pages
AWARD: Second place winner of the MDC of Hong Kong Case Writer of the Year Award in 2000.

9A96G004
TV Asahi Theatrical Productions, Inc.
Paul W. Beamish, C. Patrick Woodcock
Publication Date: 10/31/1996
Version Date: 2/10/2010
Teaching Note: 8A96G04

Kenji Sudo, the head of TV Asahi's Theatrical Productions subsidiary in New York, was simultaneously experiencing record success and parent company concerns about the long term role of this unit within the larger Japanese organization. Asahi's dilemma was whether to reinvest and grow this subsidiary, close it, or not take any action at the present time. An action plan is required.

Disciplines: General Management, International
Issue(s): Arts Administration, Internationalization, Subsidiaries, Implementation
Industry: Amusement and Recreation Services
Setting: USA/Japan, Small organization, 1996
Length: 14 pages

9B01M041
TVOntario
Paul W. Beamish, Gail Robertson
Publication Date: 7/11/2001
Teaching Note: 8B01M41

TVOntario is a non-profit television station owned by the Ontario government that provides educational programming commercial-free. TVOntario is recognized as a world leader in quality educational programming for all ages as well as providing programming on important issues within the province. However, the television broadcasting industry is very competitive, and larger networks have greater cash flows to produce programs that encourage advertising and increase revenues. TVOntario's Sales and Licensing Department revenues continue to decline, and the managing director of revenue and development is faced with determining the future of the department. The station's board of directors has put pressure on him to make a decision and he needs to come up with a plan before they decide to shut the department down.

Disciplines: General Management
Issue(s): Distribution, Government and Business, Industry Analysis, Licensing
Industry: Motion Pictures - TV, Radio & Video
Setting: Canada, Medium organization, 2001
Length: 22 pages

9A95G009
Vantage Heavy Equipment Limited (Revised)
Paul W. Beamish, Tom A. Poynter
Publication Date: 11/22/1996
Version Date: 2/16/2010
Teaching Note: 8A95G09

Vantage is a family owned firm which has been "led" by an ambitious, entrepreneurial CEO who now wants to take a less active role in the business. The company has been through two reorganizations in recent years, and performance has declined to a four-year low. The case focuses on the organizational and strategic issues which will need to be addressed by a new president.

Disciplines: General Management, Entrepreneurship
Issue(s): Growth Strategy, Organizational Structure
Industry: Machinery except Electrical
Setting: USA, Large organization, 1992
Length: 12 pages

9B15M116
VariCut's Strategic Choice
Dezhi Chen, Youping Chen, Paul W. Beamish
Publication Date: 11/13/2015
Teaching Note: 8B15M116

In March 2015, the managing director of VariCut Electronics Component Company in Shanghai, China, was contemplating whether the company should shift its business focus from label printing to label printers. Because of fierce competition and a slowdown in the company's 12-year-old label manufacturing business, the company was finding its competitive advantage hard to sustain. In contrast, the company's emerging business of producing label printers had been doing well, with 30 per cent annual growth. Although the label manufacturing business had begun to struggle, it was still the main source of company revenue (80 per cent). It was uncertain whether the company's survival and growth could be sustained if it decided to give up the label manufacturing business in order to focus on label printers. Should the company give up the label manufacturing business to make way for the label printer business? Or should it consolidate the two businesses and transition to the label printer business gradually?

Disciplines: General Management/Strategy, International, Entrepreneurship
Issue(s): Industry analysis, vertical integration, related product diversification, business transformation, China
Industry: Other Services
Setting: China, Small, 2015
Length: 10 pages

9B08M037
Victoria Heavy Equipment Limited
Tom A. Poynter, Paul W. Beamish
Publication Date: 4/15/2008
Teaching Note: 8B08M37

Victoria Heavy Equipment (Victoria) was a family owned and managed firm which had been led by an ambitious, entrepreneurial chief executive officer who now wanted to take a less active role in the business. Victoria had been through two reorganizations in recent years, which contributed to organizational and strategic issues which would need to be addressed by a new president.

Disciplines: General Management, Entrepreneurship
Issue(s): Decentralization, Growth Strategy, Leadership, Organizational Structure
Industry: Machinery except Electrical
Setting: Canada, Large organization, 2008
Length: 12 pages
Award: Top 10 Best Selling Case at Ivey: 1997-98, 1995-96

9B04M001
Vincor and the New World of Wine
Paul W. Beamish, Nikhil Celly
Publication Date: 1/14/2004
Version Date: 10/8/2009
Teaching Note: 8B04M01

Vincor International Inc. was Canada's largest wine company and North America's fourth largest in 2002. The company had decided to internationalize and as the first step had entered the United States through two acquisitions. The company's chief executive officer felt that to be among the top 10 wineries in the world, Vincor needed to look beyond the region. To the end, he was considering the acquisition of an Australian company, Goundrey Wines. He must analyze the strategic rationale for the acquisition of Goundrey as well as to probe questions of strategic fit and value.

Disciplines: General Management, International
Issue(s): Acquisitions, Growth Strategy, Internationalization, Market Entry
Industry: Food and Kindred Products
Setting: Canada/Australia/USA, Large organization, 2002
Length: 17 pages

9A90M007
Wayside Industries
Paul W. Beamish, Kerry McLellan
Publication Date: 1/1/1990
Version Date: 8/10/2001
Teaching Note: 8A90M07

In early 1990, the president of a small New Brunswick-based packaging manufacturer was assessing possible future directions for his firm. The alternatives being considered were: to invest in a new plant (to increase productivity); to upgrade production equipment (to permit access to new markets); to do both; to delay the decision; or to investigate divestment opportunities. The decision had to be made in the context of limited corporate resources in a declining market.

Disciplines: General Management
Issue(s): Corporate Strategy, Expansion, Relocation, Tradeoff Analysis
Industry: Paper and Allied Products
Setting: Canada, Small organization, 1990
Length: 17 pages

9B18M124
Western Regions Gas Pipeline Company: The Joint Ventures
Xiuqin Wang, Paul W. Beamish
Publication Date: 09/04/2018
Revised Date: 08/31/2018
Teaching Note: 8B18M124

In August 2015, the general manager of Western Regions Gas Pipeline Company was gazing at a natural gas pipeline map in his Beijing office. The multinational natural gas pipeline (MNGP) would deliver natural gas from the Republic of Timur to China through the Republic of Frespirit. The construction of the pipeline was at the planning stage. To construct and operate the MNGP, Western Regions Gas Pipeline Company was legally required to set up a joint venture with a local company in each of the transit countries. However, the construction period for the MNGP was extremely tight, and the relationships between the stakeholders were quite complicated. How to exercise control in the joint ventures to ensure the smooth construction and operation of the MNGP had become a difficult issue.

Disciplines: General Management/Strategy, International
Issue(s): joint ventures, organization design
Industries: Construction
Setting: China; West Asia, Large, 2015
Length: 7 pages

9B19M094
Where Have You Been?: An Exercise To Assess Your Exposure To The Rest Of The World's Peoples (2019)
Paul W. Beamish
Publication Date: 08/22/2019
Teaching Note: 8B19M094

This annually updated exercise assesses one's exposure to the rest of the world's peoples. A series of worksheets require the respondents to check off the number and names of countries they have visited whether for business, family or tourism reasons, and the corresponding percentage of world population which each country represents. The summary of a group's collective exposure to the world's people will inevitably be the recognition that together they have seen much, even if individually some have seen little. The teaching note provides assignments and discussion questions which look at: why there is such a high variability in individual profiles; the implications of each profile for one's business career; and, what it would take for the respondent to change his/her profile.

For marketers, it underscores the need to gather greater base knowledge about opportunities in 211 countries spread across 8 regions: Africa; North America and Caribbean; South America; Western Europe; Eastern Europe; Central Asia and Indian Subcontinent; Middle East; Asia Pacific.

Disciplines: General Management/Strategy, International
Issue(s): Career advancement, Intercultural relations, Team-building, Internationalization, Diversity, Hiring & employment
Setting: Global
Length: 11 pages

9B13M124
Yancoal: The Saskatchewan Potash Question
George Peng, Paul W. Beamish
Publication Date: 12/05/2013
Teaching Note: 8B13M124

In 2011, a major coal producer in China — Yancoal — must make several decisions in terms of product and geographic diversification. One option is to retain its focus on the coal business. Here, it can acquire other coal assets in Australia to further increase its coal reserves. Another option is to acquire 19 potash-exploration permits in Saskatchewan, Canada. This represents an opportunity for both product diversification and further geographic diversification. Yancoal has to decide whether it should focus on the coal industry or pursue the potash opportunity as well.

Disciplines: General Management/Strategy, International
Issue(s): Diversification; value creation; cartel; growth; alternatives; strategic choice; state-owned enterprise; China; Canada; Australia
Industry: Mining, Quarrying, and Oil and Gas Extraction
Setting: China, Canada; Australia, Large, 2011
Length: 20 pages
Award: Winner of the 2014 EFMD Case Competition under "Emerging Chinese Global Competitors"

9B06M088
Yunnan Baiyao: Traditional Medicine Meets Product/Market Diversification
Paul W. Beamish, George Peng
Publication Date: 1/23/2007
Version Date: 8/27/2008
Teaching Note: 8B06M88

In 2003, 3M initiated contact with Yunnan Baiyao Group Co., Ltd. to discuss potential cooperation opportunities in the area of transdermal pharmaceutical products. Yunnan Baiyao (YB), was a household brand in China for its unique traditional herbal medicines. In recent years, the company had been engaged in a series of corporate reforms and product/market diversification strategies to respond to the change in the Chinese pharmaceutical industry and competition at a global level. By 2003, YB was already a vertically integrated, product-diversified group company with an ambition to become an international player. The proposed cooperation with 3M was attractive to YB, not only as an opportunity for domestic product diversification, but also for international diversification. YB had been attempting to internationalize its products and an overseas department had been established in 2002 specifically for this purpose. On the other hand, YB had also been considering another option namely, whether to extend its brand to toothpaste and other healthcare products. YB had to make decisions about which of the two options to pursue and whether it was feasible to pursue both.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Internationalization, Brand Extension, Alliances, Product Diversification
Industry: Health Services
Setting: China, Medium organization, 2003
Length: 17 pages

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