

USER GUIDE FOR THE 39 COUNTRY INITIATIVE



HOW TO ORDER CASE STUDIES (39C ADMINS)

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VIDEO: [How to Select a Case](#) ; [How to Order a Case](#)

Ivey Business School offers Ivey Publishing case studies free of charge to schools enrolled in the 39 Country Initiative. The 39 Country Initiative provides relevant teaching materials for higher education teachers and students to improve management education in all countries of the world through book donations and by providing free access to the Ivey Business School business case studies collection.

This step-by-step guide shows how to place your first order on the Ivey Publishing Case Collection website as a 39 Country Initiative account holder.

Once you are familiar with the procedure, we invite you to watch our videos that discuss the benefits of case-based teaching, a collaborative, interactive, and learner-centered pedagogical formula that shares control of learning with the teacher: [Case Method Resources](#)

Case studies are one of the most powerful elements of management education. Ivey has taken a definitive step to make case studies more accessible to all schools in all countries, including emerging countries, those with a per capita GDP of less than \$2,000 per year. University professors in the 46 eligible countries can download cases from Ivey Publishing's more than 9,500 cases, technical notes, exercises, articles, etc. for free. To date, more than 2,700 teachers from eligible countries have registered with Ivey Publishing through the 39 Country Initiative.

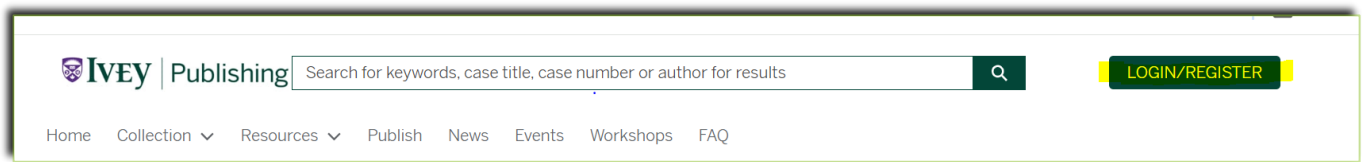
We believe in the transformative power of case-based learning. Through the 39 Country Initiative, we are committed to expanding access to high-quality business education in some of the world's lowest-income countries. In addition to the book donations and the free access to the Ivey Publishing case collection, 39 Country Initiative offers free Case-Teaching Workshops designed to support educators by providing practical, hands-on training in the art and science of case teaching. Led by experienced faculty members, these workshops equip participants with the tools, techniques, and confidence to deliver dynamic, discussion-based learning experiences that develop critical thinking, decision-making, and leadership skills in students. <https://www.ivey.uwo.ca/39country/workshops/>

While the initiative provides free access to Ivey Publishing's case studies for teachers and students in eligible countries, orders can only be placed after registration for the program and through your school's 39C Administrators. You can also find more detailed information on the official website of the 39 Country Initiative: <https://www.ivey.uwo.ca/39country/>

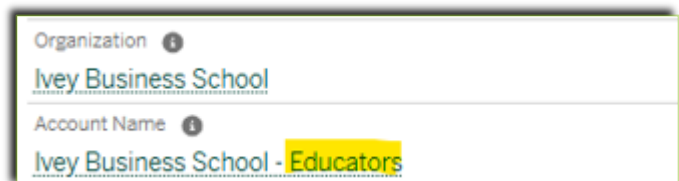
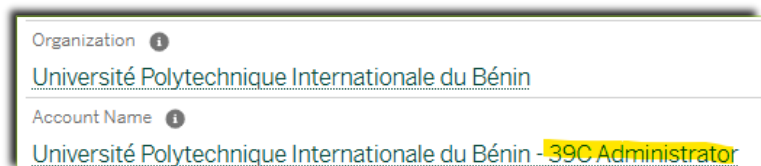
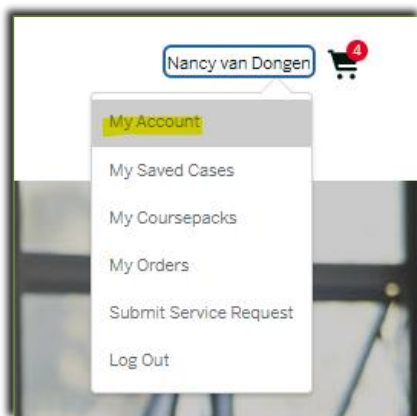
STEP 1: HOME PAGE

We will first go to the [HOME] homepage. <https://www.iveypublishing.ca/s/>

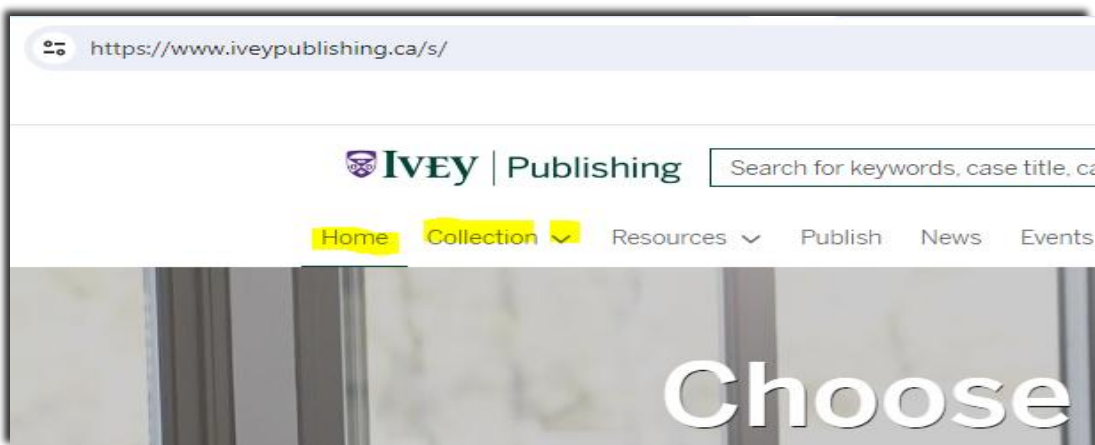
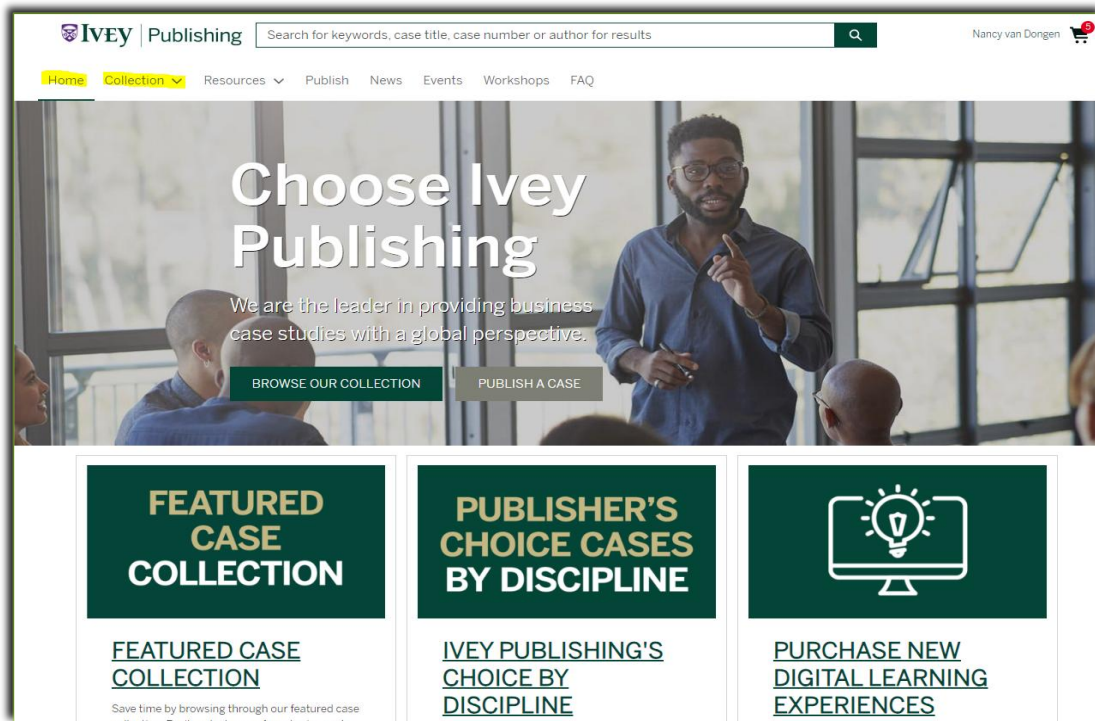
Log in to your account. If you have not yet created a Username and Password, please check your inbox for an email from Ivey Publishing asking you to do so.



NOTE: To verify that you are logged in and that you have an “Administrator” account, click on your name, then on [My Account] and confirm that the suffix “Administrator” is indicated in the section [Account Name]. If you have an “Educator” account, you can preview the cases and teaching notes. Please see your Administrator to order cases.

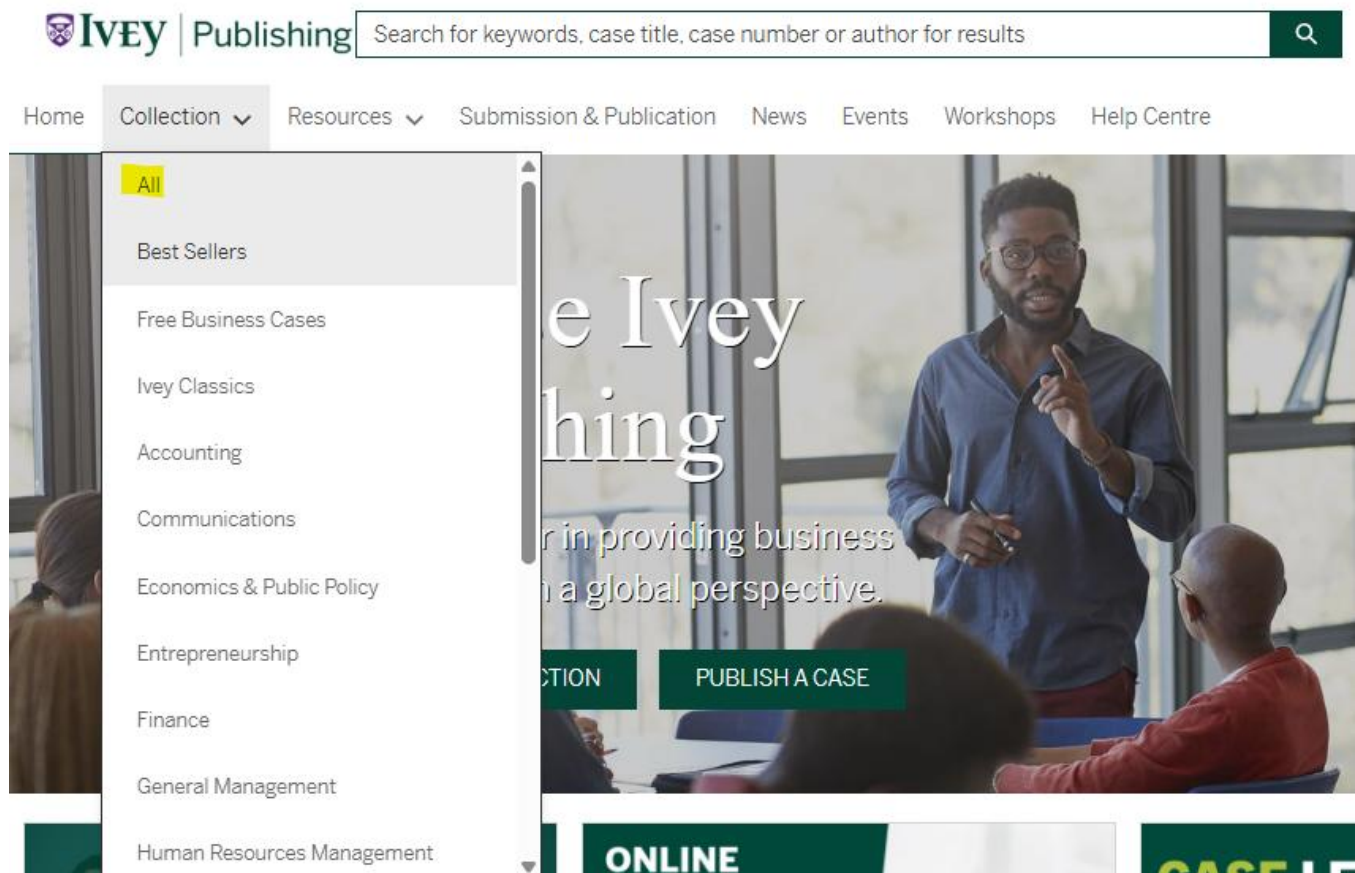


To browse the case collection, head to the [COLLECTION] drop-down menu next to the [HOME] tab.



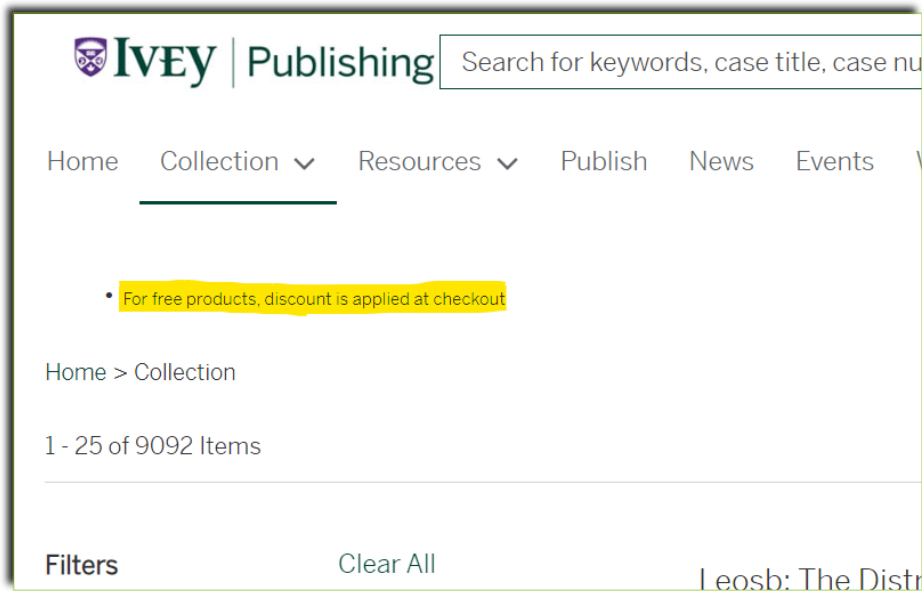
STEP 2: COLLECTION SELECTION

Under the **[COLLECTION]** tab you have a drop-down menu where you can make your selections according to your interests. For example, you can select **All**.



NOTE 1: FEE DISCOUNT MESSAGE

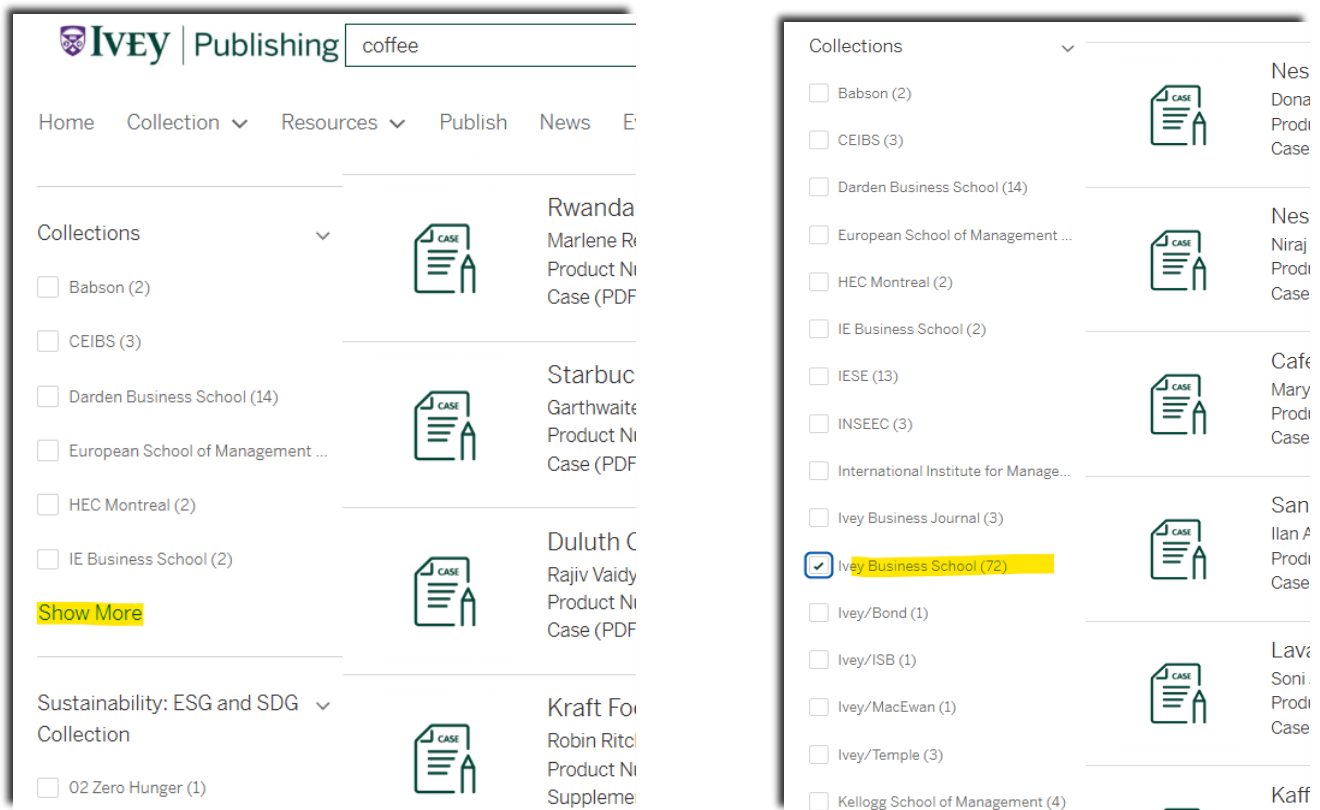
**You will notice here that it says that “For free products, discount is applied at checkout.” More on this later.



Educator and student accounts will see a reduction of 55 % and 45 % respectively at the checkout; **39C Administrator** accounts will see a reduction of 100% at the checkout. 39C registrants are encouraged to order and download cases through their school Administrators to obtain the 100% discount. See [NOTE 2](#).

NOTE 2: SELECTION OF IVEY BUSINESS SCHOOL CASES

After selecting **All**, scroll down to **[Collections]** and click on **[Show More]**. Here, you must select the **Ivey Business School** cases:



The screenshot shows the Ivey Publishing website interface. At the top, there is a search bar with the word 'coffee' and a navigation menu with links: Home, Collection, Resources, Publish, News, and E. Below the navigation bar, the 'Collections' section is displayed. It lists various business schools with their respective case counts and a 'Show More' button. The 'Ivey Business School (72)' collection is highlighted with a yellow background and has a checked checkbox. To the right of the list, there are icons representing case studies and their titles.

Collection	Case Count	Case Title
Babson	(2)	Rwanda Marlene R Product Ni Case (PDF)
CEIBS	(3)	Starbuc Garthwaite Product Ni Case (PDF)
Darden Business School	(14)	Duluth C Rajiv Vaidy Product Ni Case (PDF)
European School of Management ...		Kraft For Robin Ritc Product Ni Suppleme
HEC Montreal	(2)	
IE Business School	(2)	
IESE	(13)	
INSEEC	(3)	
International Institute for Manage...		
Ivey Business Journal	(3)	
Ivey Business School	(72)	
Ivey/Bond	(1)	
Ivey/ISB	(1)	
Ivey/MacEwan	(1)	
Ivey/Temple	(3)	
Kellogg School of Management	(4)	

Only Ivey cases are offered at a 100% discount to 39C Administrator accounts.

NOTE: Each school designates one or more **Administrators** in charge of placing orders on behalf of the teaching staff and students with **Educator** status.

For more information about the registration procedure, click [here](#).



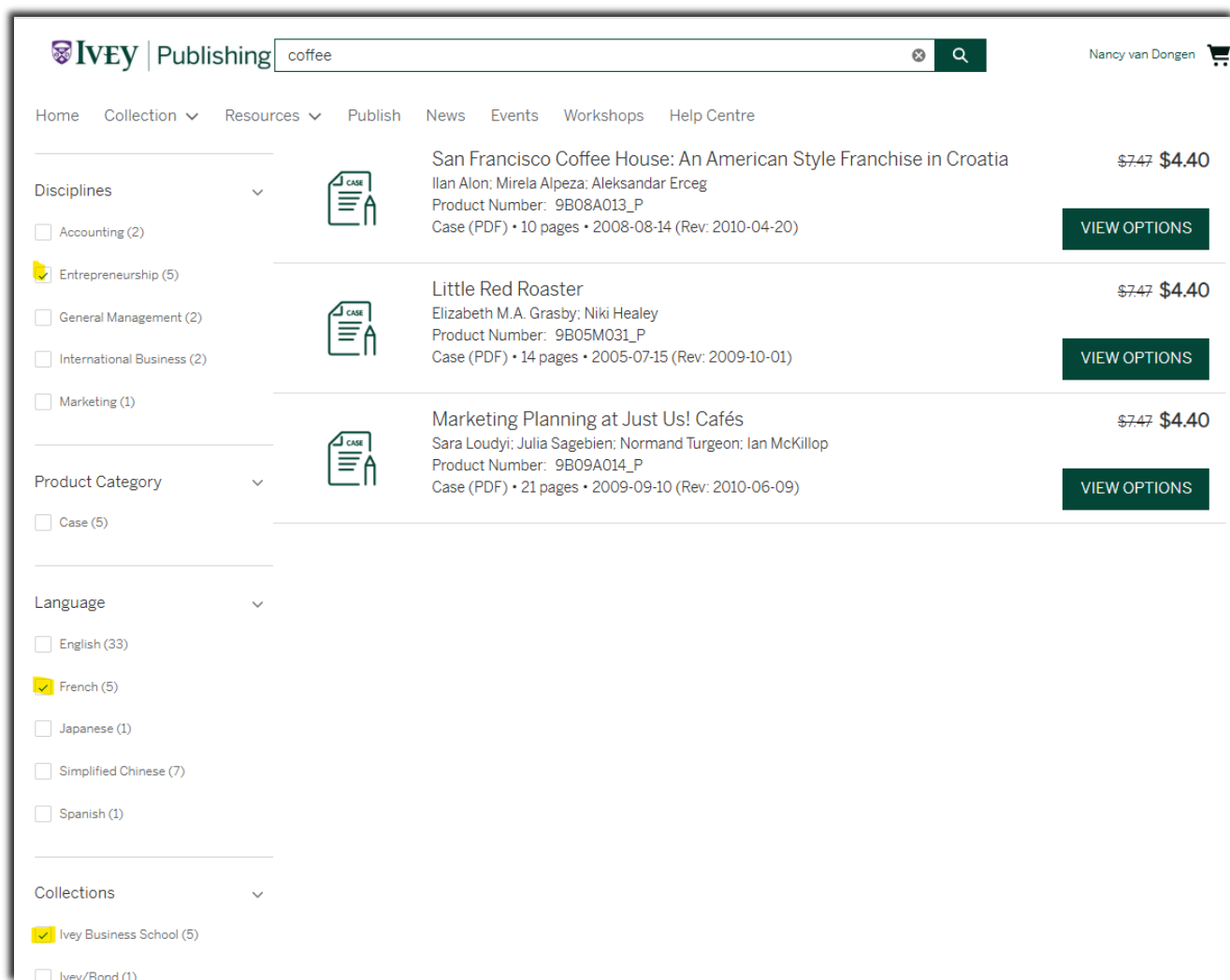
Use this QR code to register your **Educator** account.

Example: You can see that 3 of the 7 categories are selected from the menu on the left after entering the search word “coffee”:

Disciplines ► Entrepreneurship

Language ► French

Collections ► Ivey Business School



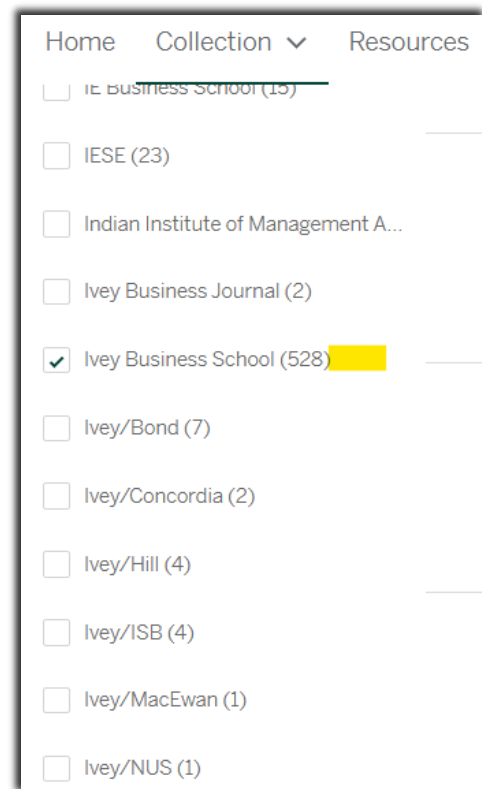
The screenshot shows the Ivey Publishing website interface. At the top, there is a search bar with the word "coffee" entered. Below the search bar, there are navigation links: Home, Collection, Resources, Publish, News, Events, Workshops, and Help Centre. On the left side, there are four filter categories: Disciplines, Product Category, Language, and Collections. Each category has a list of options with checkboxes. The "Disciplines" category has options for Accounting (2), Entrepreneurship (5), General Management (2), International Business (2), and Marketing (1). The "Product Category" category has an option for Case (5). The "Language" category has options for English (33), French (5), Japanese (1), Simplified Chinese (7), and Spanish (1). The "Collections" category has options for Ivey Business School (5) and Ivey/Bond (1). On the right side, there are three search results for "coffee". Each result includes a title, authors, product number, and a "VIEW OPTIONS" button. The results are: 1. San Francisco Coffee House: An American Style Franchise in Croatia, by Ilan Alon, Mirela Alpeza, and Aleksandar Erceg, Product Number: 9B08A013_P, Case (PDF) • 10 pages • 2008-08-14 (Rev: 2010-04-20), priced at \$7.47 and \$4.40. 2. Little Red Roaster, by Elizabeth M.A. Grasby and Niki Healey, Product Number: 9B05M031_P, Case (PDF) • 14 pages • 2005-07-15 (Rev: 2009-10-01), priced at \$7.47 and \$4.40. 3. Marketing Planning at Just Us! Cafés, by Sara Loudyi, Julia Sagebien, Normand Turgeon, and Ian McKillop, Product Number: 9B09A014_P, Case (PDF) • 21 pages • 2009-09-10 (Rev: 2010-06-09), priced at \$7.47 and \$4.40.

IMPORTANT: Be sure that **Ivey Business School** is selected **AFTER** every new search – the system does not remember your selections from the menu if you alter the text in the main search box.

NOTE: You need only select **Ivey Business School**; it encompasses all the co-published cases.

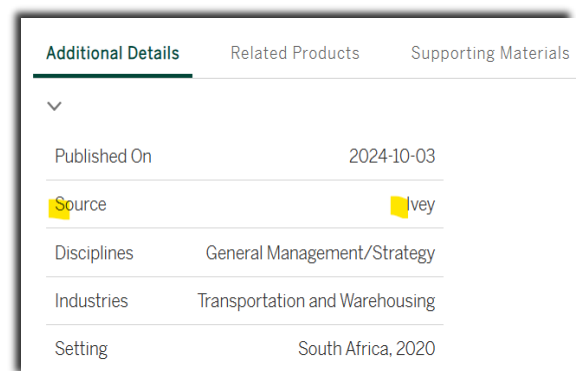
HINT: You can verify that you have indeed selected a case that is eligible for the 100% discount offered to the 39 Country Initiative Administrator accountholders by checking the **Additional Details** at the bottom of the page. It must be an Ivey source product.

*You must also verify that you are ordering through a **39C Administrator** account (see [STEP 1.](#))

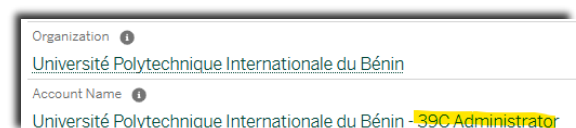


Home Collection ▾ Resources ▾

- ☐ IE Business School (15)
- ☐ IESE (23)
- ☐ Indian Institute of Management A...
- ☐ Ivey Business Journal (2)
- ☒ Ivey Business School (528)
- ☐ Ivey/Bond (7)
- ☐ Ivey/Concordia (2)
- ☐ Ivey/Hill (4)
- ☐ Ivey/ISB (4)
- ☐ Ivey/MacEwan (1)
- ☐ Ivey/NUS (1)



Additional Details		Related Products	Supporting Materials
▼			
Published On	2024-10-03		
Source	Ivey		
Disciplines	General Management/Strategy		
Industries	Transportation and Warehousing		
Setting	South Africa, 2020		

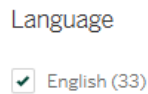


Organization ⓘ	Université Polytechnique Internationale du Bénin
Account Name ⓘ	Université Polytechnique Internationale du Bénin - 39C Administrator

STEP 3: FILTERING FOR CASES AND LANGUAGE

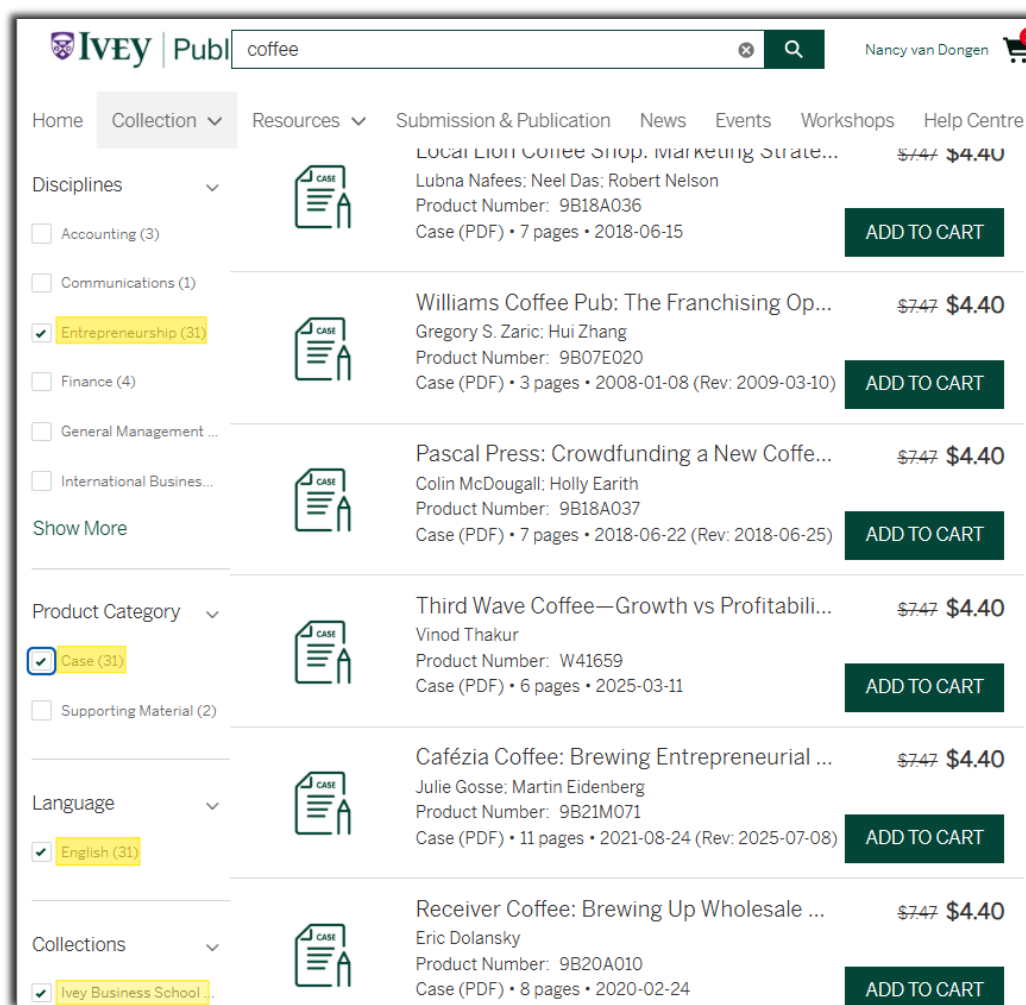
Under the **[Collection]** tab, on the left side of the page, select **Best Seller**.

Scroll down to **Language**, select



Scroll down to **Collections** and if necessary **[Show More]** and select **Ivey Business School**.

Example of possible selected **Filters: Discipline, Product Category, Language** and **Collections** fields are selected.



The screenshot shows the Ivey Business School website with the search term "coffee" entered. The left sidebar contains the following filters:

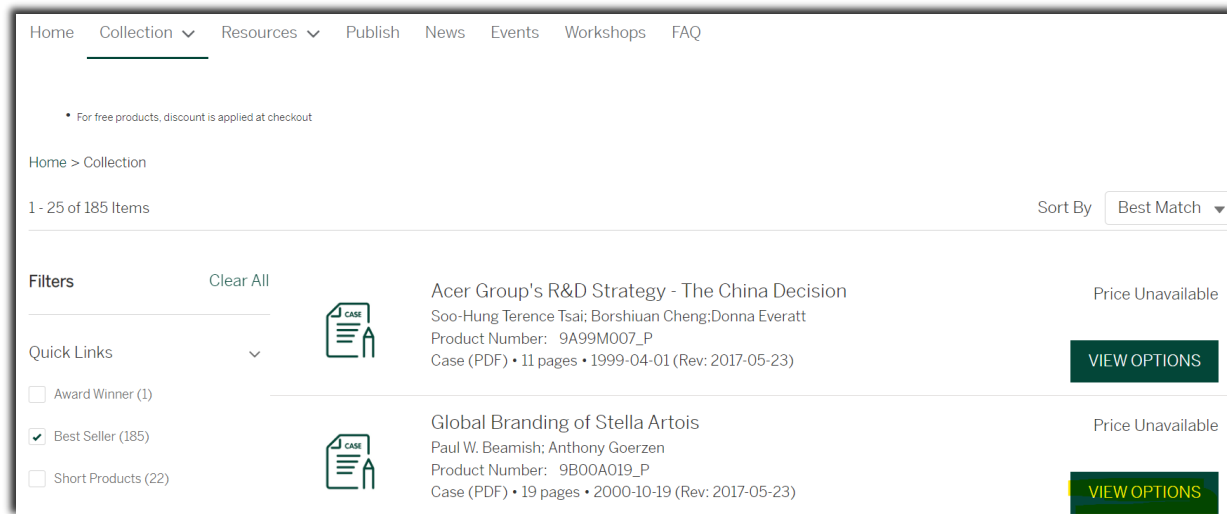
- Disciplines:**
 - ☐ Accounting (3)
 - ☐ Communications (1)
 - ☒ Entrepreneurship (31)
 - ☐ Finance (4)
 - ☐ General Management ...
 - ☐ International Busines...
 - Show More
- Product Category:**
 - ☒ Case (31)
 - ☐ Supporting Material (2)
- Language:**
 - ☒ English (31)
- Collections:**
 - ☒ Ivey Business School ...

The main content area displays a list of coffee-related cases with the following details:

Case Title	Authors	Product Number	Format	Pages	Revision Date	Price	Action
Local Lion Coffee Shop: Marketing Strate...	Lubna Nafees; Neel Das; Robert Nelson	9B18A036	Case (PDF)	7 pages	2018-06-15	\$7.47 / \$4.40	ADD TO CART
Williams Coffee Pub: The Franchising Op...	Gregory S. Zaric; Hui Zhang	9B07E020	Case (PDF)	3 pages	2008-01-08 (Rev: 2009-03-10)	\$7.47 / \$4.40	ADD TO CART
Pascal Press: Crowdfunding a New Coffe...	Colin McDougall; Holly Earith	9B18A037	Case (PDF)	7 pages	2018-06-22 (Rev: 2018-06-25)	\$7.47 / \$4.40	ADD TO CART
Third Wave Coffee—Growth vs Profitabili...	Vinod Thakur	W41659	Case (PDF)	6 pages	2025-03-11	\$7.47 / \$4.40	ADD TO CART
Cafézia Coffee: Brewing Entrepreneurial ...	Julie Gosse; Martin Eidenberg	9B21M071	Case (PDF)	11 pages	2021-08-24 (Rev: 2025-07-08)	\$7.47 / \$4.40	ADD TO CART
Receiver Coffee: Brewing Up Wholesale ...	Eric Dolansky	9B20A010	Case (PDF)	8 pages	2020-02-24	\$7.47 / \$4.40	ADD TO CART

STEP 4: SELECTING FROM FILTERED TITLES

The screen updates automatically, and all cases appear at the top of the page. To the right of the case that you are interested in, click **[View Options]**.



Home Collection Resources Publish News Events Workshops FAQ

• For free products, discount is applied at checkout

Home > Collection

1 - 25 of 185 Items Sort By Best Match

Filters Clear All

Quick Links

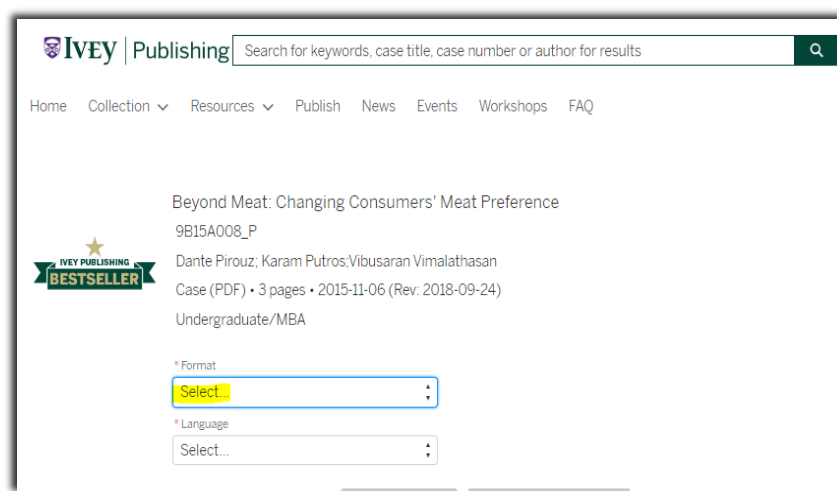
- ☐ Award Winner (1)
- ☒ Best Seller (185)
- ☐ Short Products (22)

	Acer Group's R&D Strategy - The China Decision Soo-Hung Terence Tsai; Borshuian Cheng; Donna Everatt Product Number: 9A99M007_P Case (PDF) • 11 pages • 1999-04-01 (Rev: 2017-05-23)	Price Unavailable VIEW OPTIONS
	Global Branding of Stella Artois Paul W. Beamish; Anthony Goerzen Product Number: 9B00A019_P Case (PDF) • 19 pages • 2000-10-19 (Rev: 2017-05-23)	Price Unavailable VIEW OPTIONS

STEP 5: CHOSING OF FORMAT AND LANGUAGE

Select the * **FORMAT** (always PDF), the * **Language** (French or English) and the number of copies you wish to order.

Choice of format...



IVEY Publishing Search for keywords, case title, case number or author for results

Home Collection Resources Publish News Events Workshops FAQ

Beyond Meat: Changing Consumers' Meat Preference
 9B15A008_P
 Dante Pirouz; Karam Putros; Vibusaran Vimalathasan
 Case (PDF) • 3 pages • 2015-11-06 (Rev: 2018-09-24)
 Undergraduate/MBA

IVEY PUBLISHING BESTSELLER

* Format
 Select...

* Language
 Select...

Choice of language....



Beyond Meat: Changing Consumers' Meat Preference
9B15A008_P
Dante Pirouz; Karam Putros; Vibusaran Vimalathasan
Case (PDF) • 3 pages • 2015-11-06 (Rev: 2018-09-24)
Undergraduate/MBA

* Format
PDF

* Language
Select...

QTY (1
per
person)

-

1

+

ADD TO CART

ADD TO FAVOURITES

.... and then the number or quantity you want to order. If you or the professor that you are ordering for has a class of 15 students, you may want to order 16 cases. Click on the **ADD TO CART** button.

* Format
PDF

* Language
French

Your Price: **\$9.71**

QTY (1
per
person)

-

4

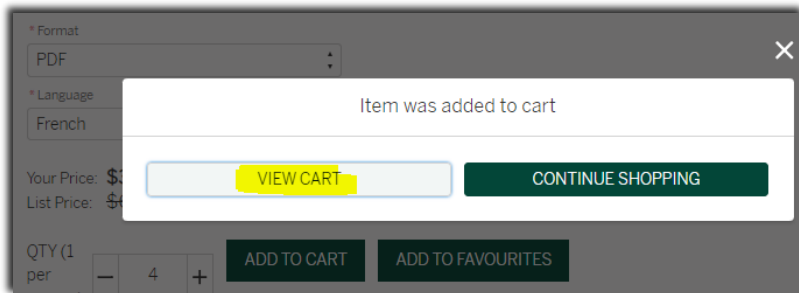
+

ADD TO CART

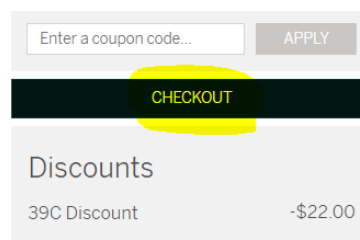
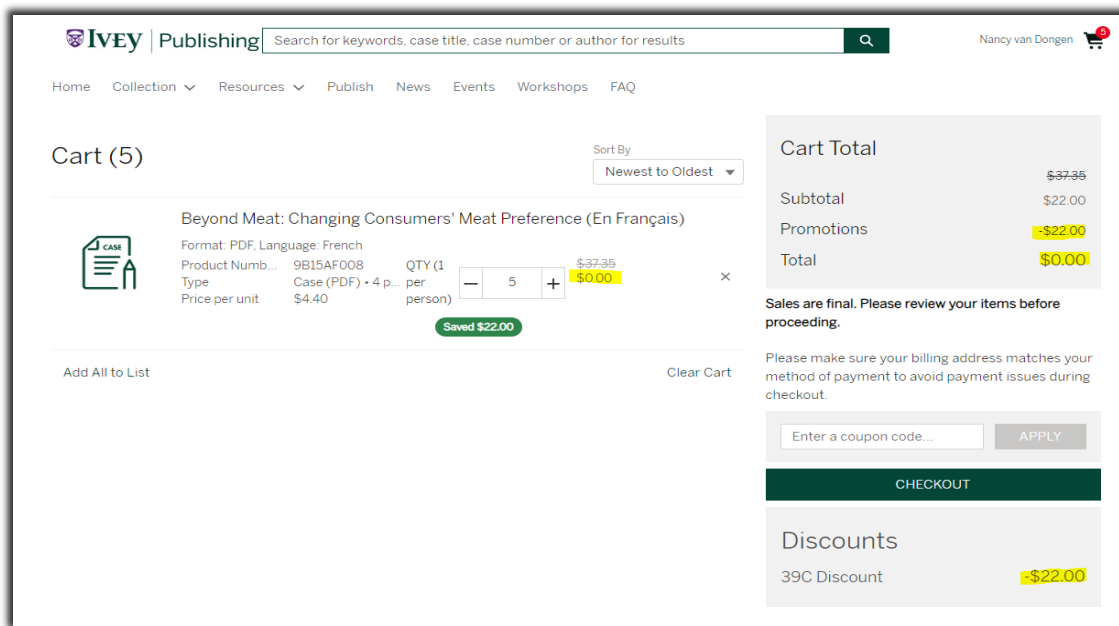
ADD TO FAVOURITES

STEP 6: SHOPPING CART AND CHECKOUT

This window appears. You click on the **[VIEW CART]** button:



NOTE: There are no fees associated with this order. The total remains \$0.00.



Then click on the **[CHECKOUT]** button.

If you see a fee associated with this order, please review [STEP 1](#) and [HINT](#)

STEP 7: SCHOOL INFORMATION

Here, you are asked to fill in the fields: your name, the course and the date of the course. For now, the course name and date may be guessed at, as you may not have a course to plan for the chosen case studies at the time of placing the order. Choose one of the options from the drop-down menu under ***Course Level**.

Checkout

COURSE DETAILS

- Digital files purchased will be customized with a copyright notice using the information entered below.
- Please enter correct course end date as access to files expire at the end of your course.
- For Individual or Corporate use, enter product use information (e.g. Personal Research, Seminar Name, etc.)

* Organization Name (university, company) Don't see your institution? For full results start a search and click on the magnifying glass ⓘ

Universit  Polytechnique Internationale du B nin

☐ My Organization isn't listed ⓘ

* Course Name ⓘ

* Professor's Name ⓘ

Complete this field.

* Course Start Date (ie., 20-Dec-2022)

* Course End Date (ie., 20-Dec-2023)

* Course Level ⓘ
--None--

Next

Example of populated fields:

Checkout

COURSE DETAILS

- Digital files purchased will be customized with a copyright notice using the information entered below.
- Please enter correct course end date as access to files expire at the end of your course.
- For Individual or Corporate use, enter product use information (e.g. Personal Research, Seminar Name, etc.)

* Organization Name (university, company) Don't see your institution? For full results start a search and click on the magnifying glass ⓘ

Universit  Polytechnique Internationale du B nin

☐ My Organization isn't listed ⓘ

* Course Name ⓘ
Affaires 101

* Professor's Name ⓘ
Nancy vD

* Course Start Date (ie., 20-Dec-2022)
Jan 5, 2024

* Course End Date (ie., 20-Dec-2023)
Jan 31, 2024

* Course Level ⓘ
Undergraduate

Next

STEP 8: BILLING ADDRESS INFORMATION

You are asked to indicate your address. This is important: **country, address, city, state, postal code,** and **phone number**. If the fields are not already completed, add the missing information.

Checkout

You must complete all fields to continue. Enter full address, including phone number to ensure a successful transaction.

Billing Address

Country
Benin

Street
1154 Rue Main

City
Benin City

State/Province
--None--

Zip/Postal Code

Phone
234 052-600044

Previous Next

Click **[NEXT]**

Verify that the **Total** indicates \$0.00

Checkout

CURRENCY: USD

CART ITEMS

Beyond Meat: Changing Consumers' Meat Preference (En Français) (9B15AF008)	Total: \$0.00
Quantity: 5	

CHECKOUT SUMMARY

Subtotal:	\$22.00
Promotions:	-\$22.00
Estimated Tax:	\$0.00
Total:	\$0.00

Previous Next

****As you can see, there are no fees associated with this order since the 39C discount is applied to your purchase through the 39C Administrator account registered with Ivey Publishing ****

STEP 9: PAYMENT PROCESS (NO PAYMENT)

VERY IMPORTANT! On the final page of [CHECKOUT], select [INVOICE]. You can see that there is no data to enter in the payment fields.

Checkout

Please verify your billing address is correct and make adjustments as necessary to avoid payment issues.
Visa Debit is not accepted at this time.

If cart total is equal to \$0. Use the Invoice payment type to complete your transaction.

Billing Address ⓘ

Country
Benin

Street
1154 Rue Main

City
Benin City

Province/State
--None--

Postal/Zip Code

* Phone
234 052-600044

Credit Card PayPal **Invoice**

* First Name
First Name

* Last Name
Last Name

* Card Type
Select a card type...

* Card Number
Enter a card number...

* CVV
...

* Expiry Month
MM

* Expiry Year
YYYY

Pay by Credit Card

In the **[PO Number]** field, you do not need to enter anything; leave the field blank.

Checkout

Please verify your billing address is correct and make adjustments as necessary to avoid payment issues.
Visa Debit is not accepted at this time.

If cart total is equal to \$0. Use the Invoice payment type to complete your transaction.

Billing Address ⓘ

Country
Benin

Street
1154 Rue Main

City
Benin City

Province/State
--None--

Postal/Zip Code

* Phone
234 052-600044

Credit Card PayPal **Invoice**

Enter PO Number ⓘ

123456789

Pay by Invoice

Then, click **[Pay by Invoice]** - **NO PAYMENT WILL BE REQUESTED**

IVEY | Publishing Search for keywords, case title, case number or author for results 

Nancy van Dongen 

Home Collection ▾ Resources ▾ Publish News Events Workshops FAQ

Thanks for shopping with us!
Order Number: 00232608

Your Order is complete. You will receive an email confirming your order. Orders are non-refundable.

CONTINUE SHOPPING **ACCESS PURCHASES**

Order Summary
Order Date: 1/5/2024, 11:59 AM

✓ Your Order: 1154 Rue Main Benin City Benin



Beyond Meat: Changing Consumers' Meat Preference (En Français)
Format: PDF, Language: French
Product Code: 9B15AF008
Quantity: 5
Total with Tax: \$0.00

Totals

Subtotal:	\$0.00
Tax:	\$0.00
Total:	\$0.00

Ivey Publishing will send you a receipt by email:

Ivey Publishing Invoice
Inbox x


Ivey Publishing
cases@ivey.ca
via iverca.onmicrosoft.com
to me

10:43AM (1 hour ago)
☆
😊
↶
⋮



INVOICE

Access Your Materials
Ask for Help

Billed To:
 Université Polytechnique Internationale du Bénin
 Nancy van Dongen
 1154 Rue Main
 Benin City, Benin
nvandongen.ivey@gmail.com

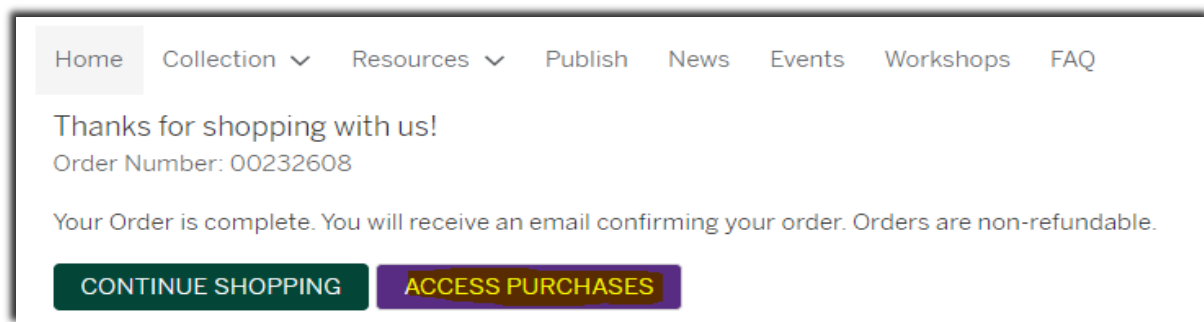
Invoice # 914246
 Order # 00237404
 01/15/2024
 Customer #: S156712
 PO #: No PO Number entered

Product #	Description	Qty	Unit Price	Tax	Total
9B10MF041	GENICON: A Surgical Strike into Emerging Markets (en Français)	4	\$3.90	\$0.00	\$15.60
				Subtotal	\$0.00
				Tax	\$0.00
				Total	\$0.00
				Balance Due	\$0.00 USD

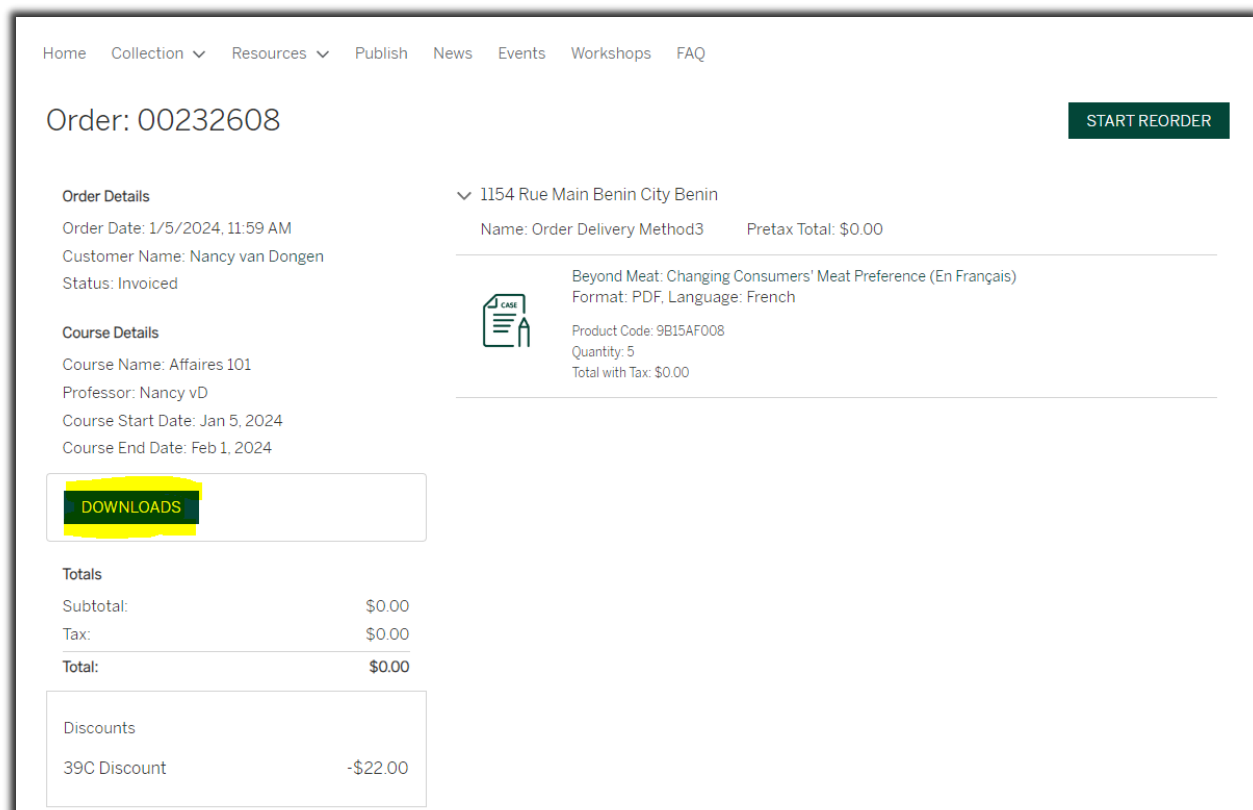
NO PAYMENT WILL BE REQUESTED

STEP 10: ACCESS YOUR NEW CASES

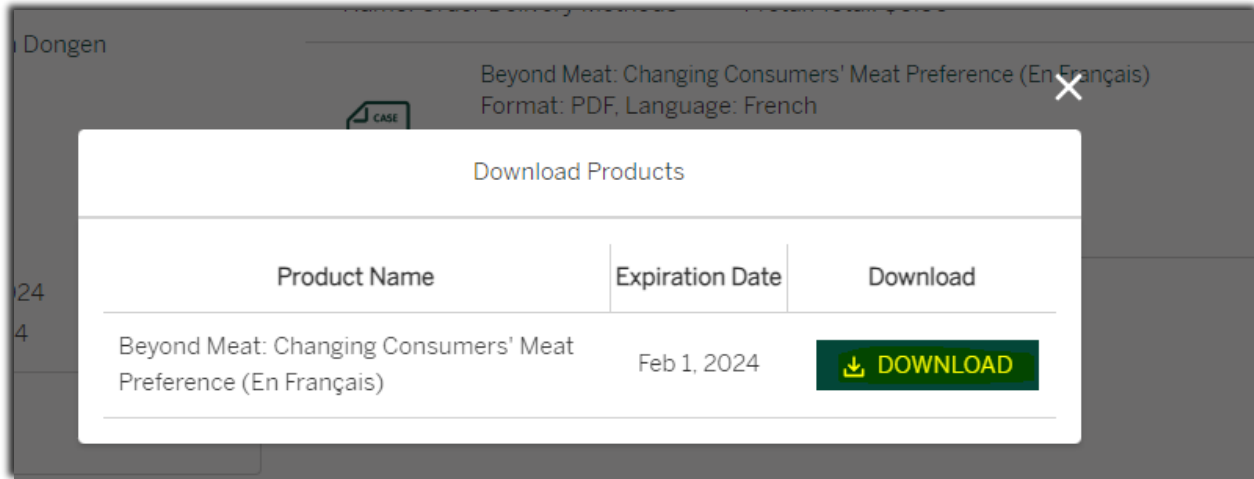
To access your documents, click on **[ACCESS PURCHASES]**



Then you can choose the **[DOWNLOADS]** button to upload your new case study(s). Your document appears in your computer **Downloads** folder.



When you click **[DOWNLOADS]**, this window appears:



Click **[↓ DOWNLOAD]**.

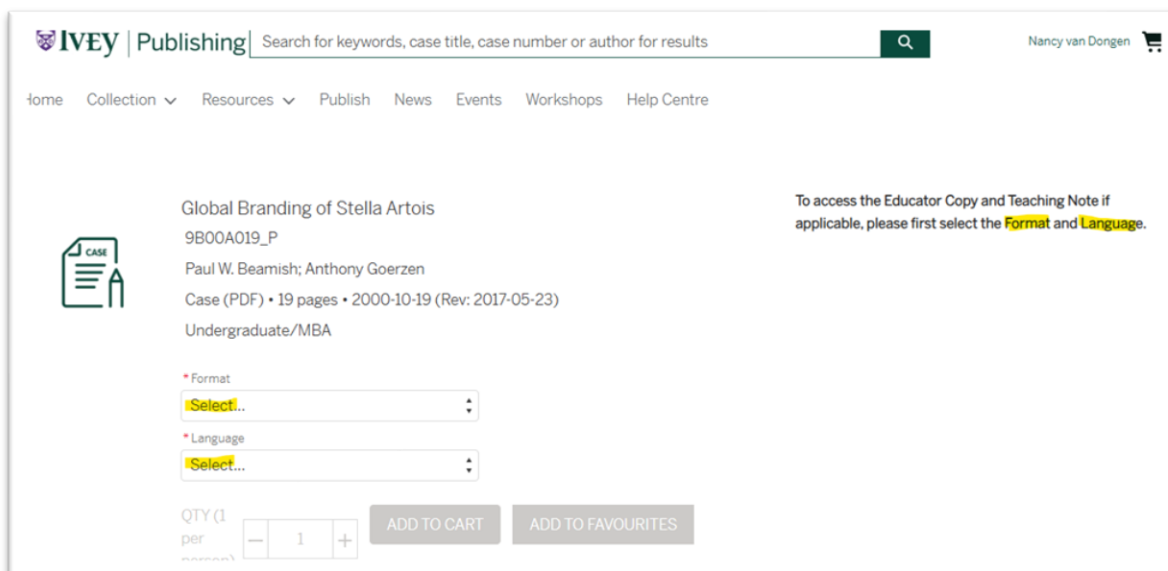
You can find your case studies among your files in the **Downloads** folder  on your computer.

NOTE: INSPECTION COPY

In **Step 5**, you have the option to inspect the document before ordering it.

If you click on the name of the document, this window appears, and by clicking on **[EDUCATOR COPY]**, you can preview the document before ordering it with the inspection copy.

NOTE: Faculty members that do not have Administrator status will be able to view an Educator copy. If they would like to place an order for this case, they must have a colleague with an Administrator account to complete the ordering process described in this guide.



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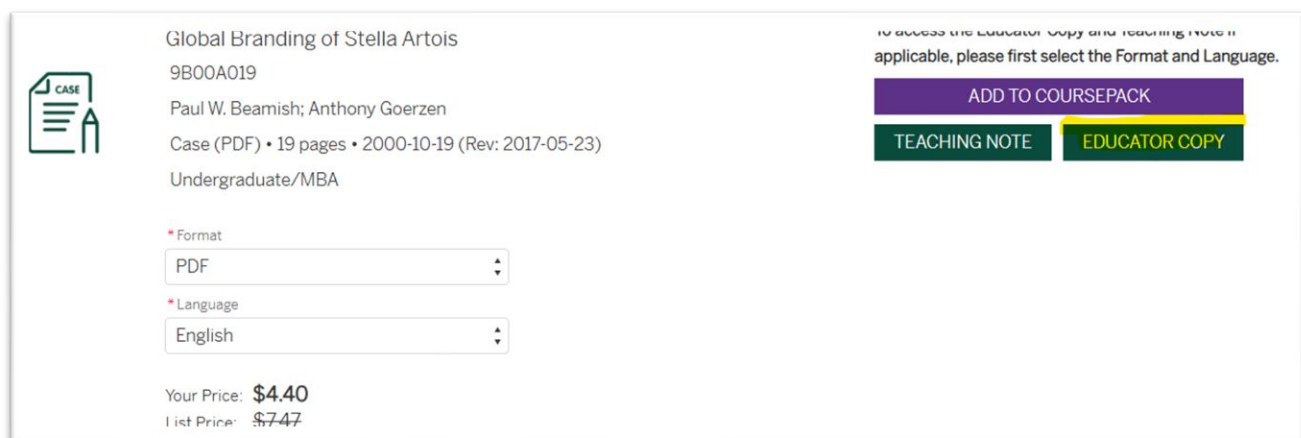
Global Branding of Stella Artois
9B00A019_P
Paul W. Beamish; Anthony Goerzen
Case (PDF) • 19 pages • 2000-10-19 (Rev: 2017-05-23)
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THE GLOBAL BRANDING OF STELLA ARTOIS

Professors Paul W. Beamish and Anthony Goerzen prepared this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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In April 2000, Paul Cooke, chief marketing officer of Interbrew, the world's fourth-largest brewer, contemplated the further development of their premium product, Stella Artois, as the company's flagship brand in key markets around the world. Although the long-range plan for 2000-2002 had been approved, there still remained some important strategic issues to resolve.

A BRIEF HISTORY OF INTERBREW

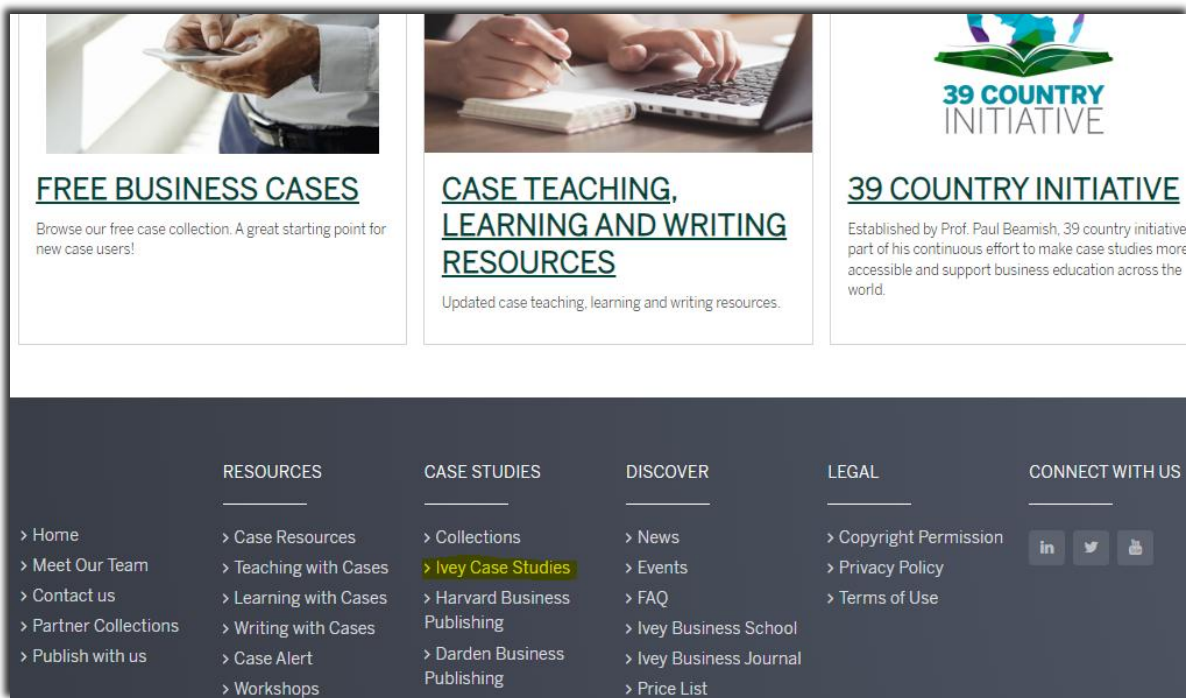
Interbrew traced its origins back to 1366 to a brewery called Den Hoorn, located in Leuven, a town just outside of Brussels. In 1717, when it was purchased by its master brewer, Sebastiaan Artois, the brewery changed its name to Artois.

The firm's expansion began when Artois acquired a major interest in the Leffe Brewery in Belgium in 1954, the Dommelsch Brewery in the Netherlands in 1968, and the Brasserie du Nord in France in 1970. In 1987, when Artois and another Belgian brewery called Piedboeuf came together, the merged company was named Interbrew. The new company soon acquired other Belgian specialty beer brewers, building up the Interbrew brand portfolio with the purchase of the Hoegaarden brewery in 1989 and the Belle-Vue Brewery in 1990.

Interbrew then entered into a phase of rapid growth. The company acquired breweries in Hungary in 1991, in Croatia and Romania in 1994, and in three plants in Bulgaria in 1995. Again in 1995, Interbrew completed an unexpected major acquisition by purchasing Labatt, a large Canadian brewer also with

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Sincerely,

Paul W. Beamish

Prof. Paul W. Beamish
Founder, 39 Country Initiative
Professor of International Business
Dean of the Fellows of the Academy of International Business (2014 – 2017)
Fellow of the Royal Society of Canada



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