

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 47 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 3,200 teachers from eligible countries have registered with Ivey Publishing through the 39 Country Initiative.

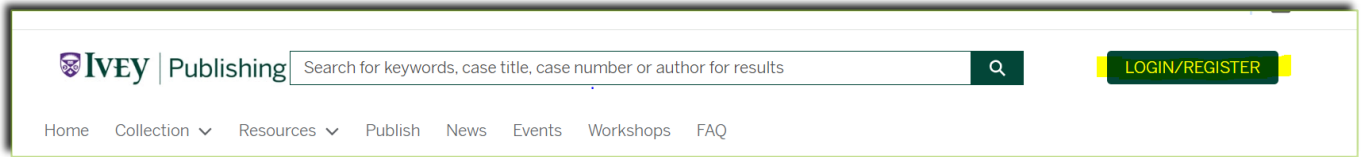
We believe in the transformative power of case-based learning. Through the 39 Country Initiative, we are committed to expanding access to high-quality business education in some of the world's lowest-income countries. In addition to the book donations and the free access to the Ivey Publishing case collection, 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/>

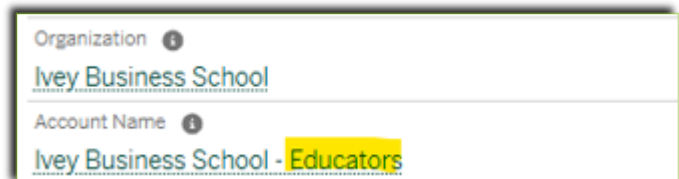
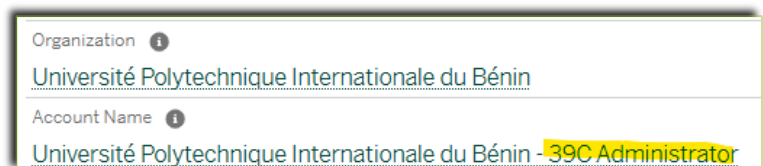
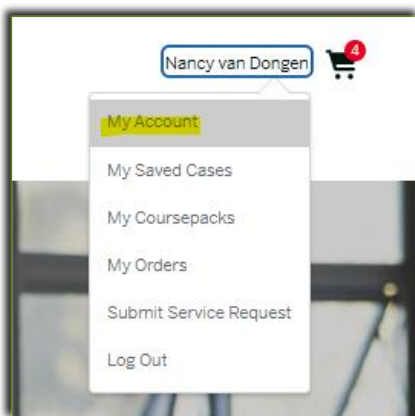
STEP 1: HOME PAGE

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

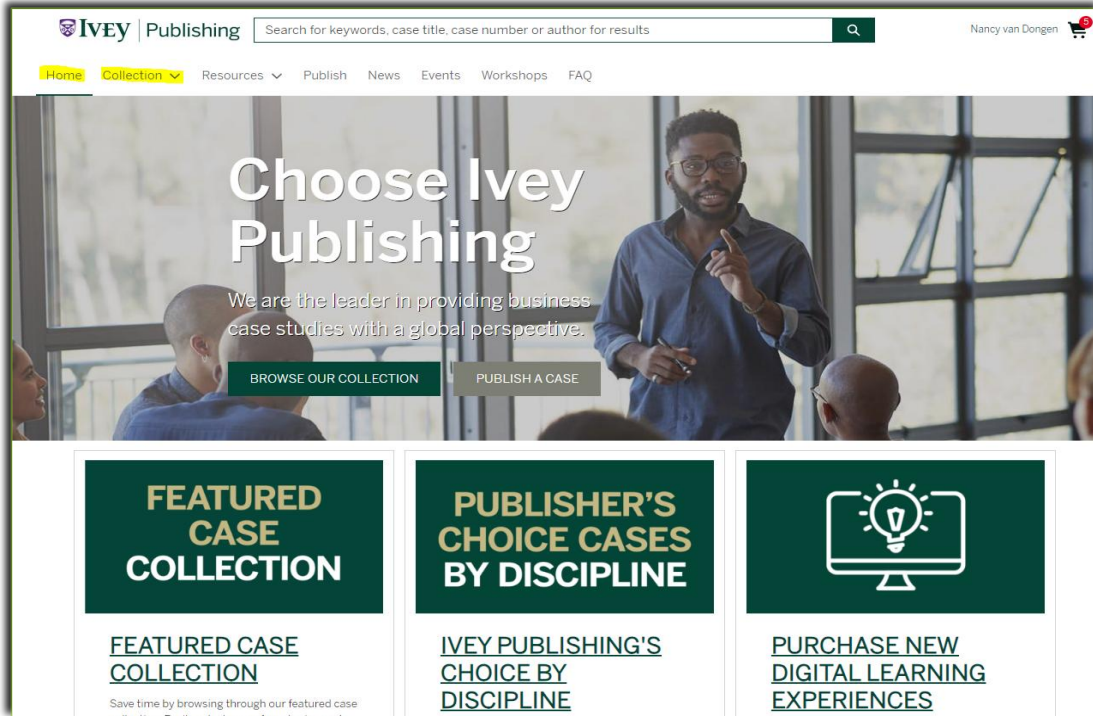
Log in to your account. If you have not yet created a Username and Password, please check your inbox for an email from Ivey Publishing asking you to do so.



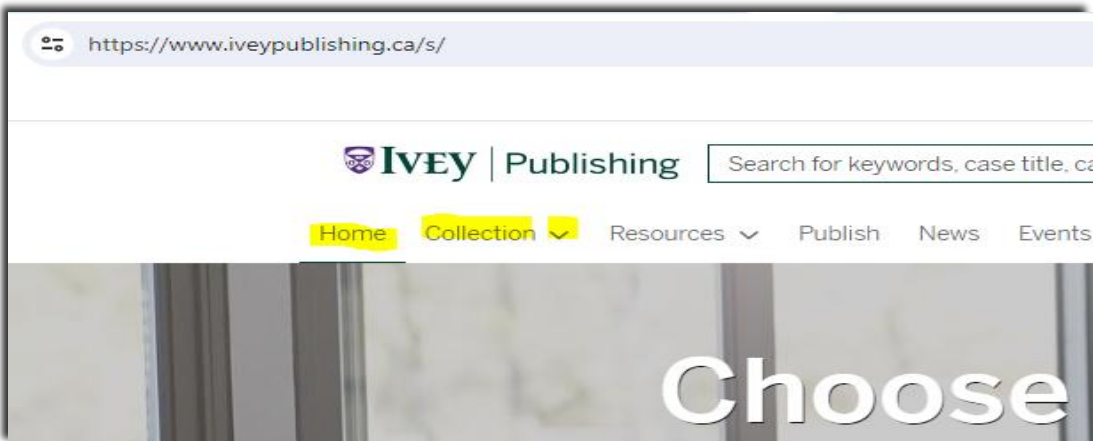
NOTE: To verify that you are logged in and that you have an “Administrator” account, click on your name, then on [My Account] and confirm that the suffix “Administrator” is indicated in the section [Account Name]. If you have an “Educator” account, you can preview the cases and teaching notes. Please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



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



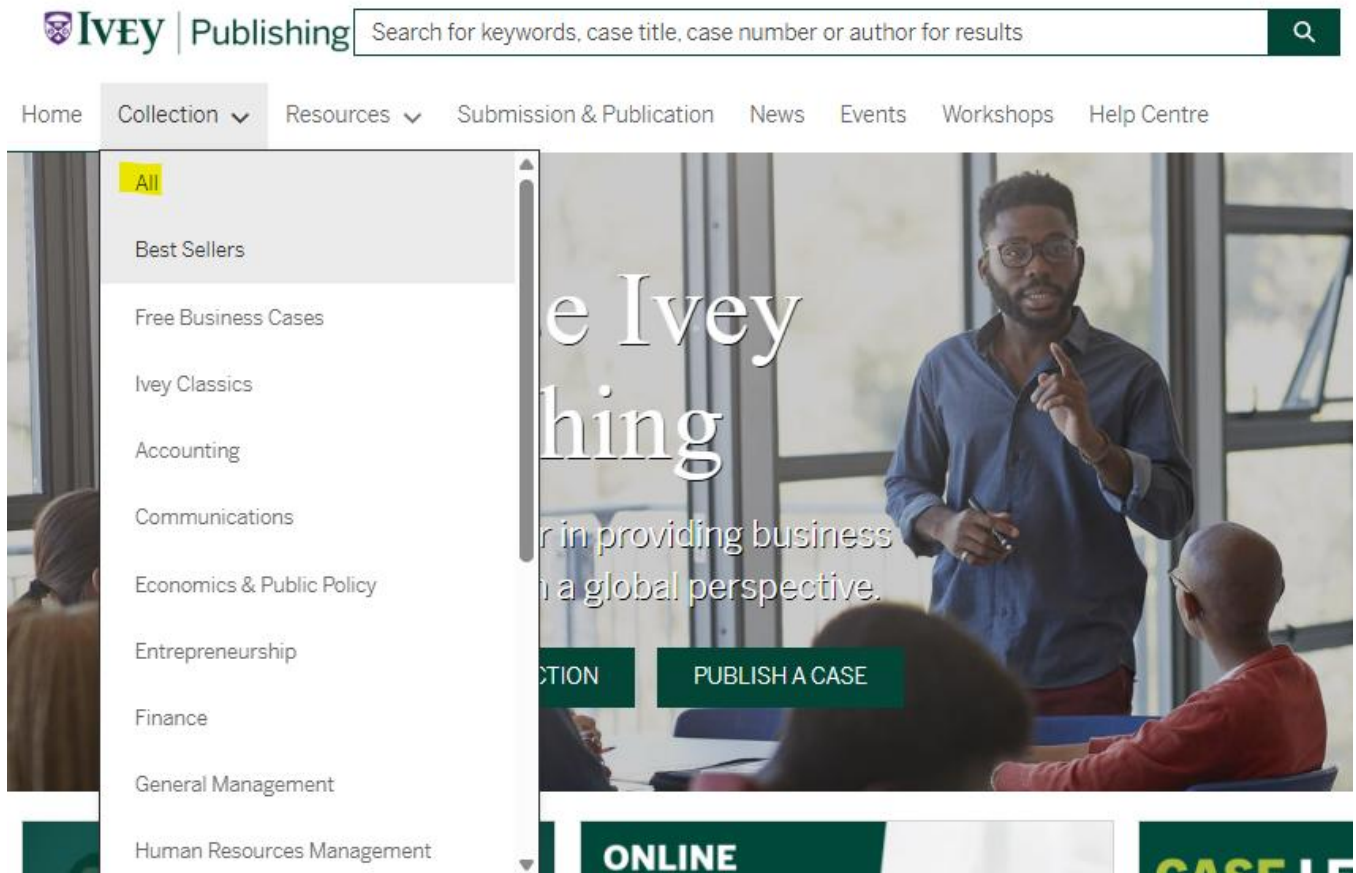
The screenshot shows the IVEY Publishing website homepage. At the top, there is a navigation bar with the IVEY logo, a search bar, and the name 'Nancy van Dongen'. Below the navigation bar, there is a main banner with the text 'Choose Ivey Publishing' and a sub-headline 'We are the leader in providing business case studies with a global perspective.' Two buttons are visible: 'BROWSE OUR COLLECTION' and 'PUBLISH A CASE'. Below the banner, there are three featured sections: 'FEATURED CASE COLLECTION', 'PUBLISHER'S CHOICE CASES BY DISCIPLINE', and 'PURCHASE NEW DIGITAL LEARNING EXPERIENCES'.



This is a close-up screenshot of the website's navigation bar. It shows the URL 'https://www.iveypublishing.ca/s/' in the browser address bar. The IVEY Publishing logo is on the left, followed by a search bar. The navigation menu includes 'Home', 'Collection' (highlighted with a yellow background and a dropdown arrow), 'Resources', 'Publish', 'News', and 'Events'.

STEP 2: COLLECTION SELECTION

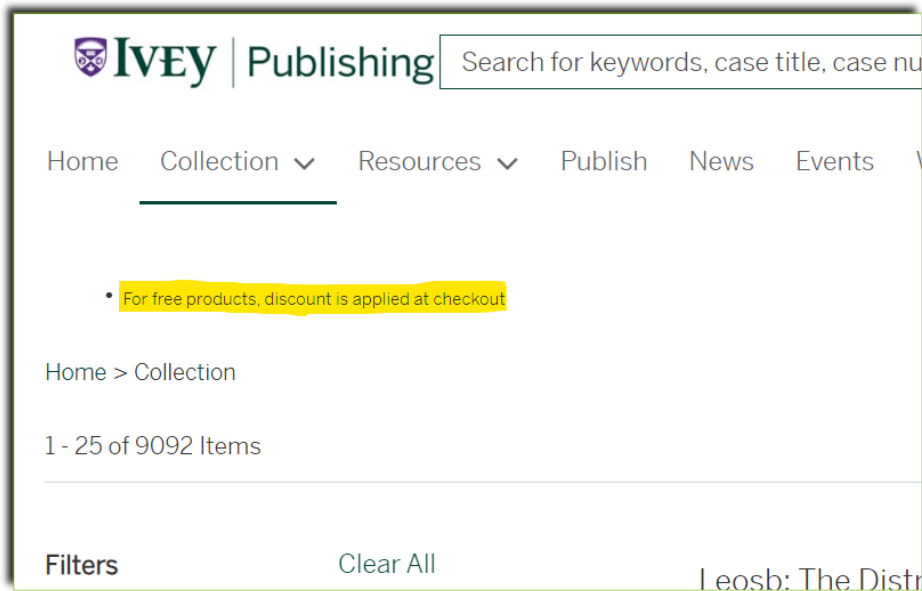
Under the [COLLECTION] tab you have a drop-down menu where you can make your selections according to your interests. For example, you can select **All**.



The screenshot shows the Ivey Publishing website interface. At the top, there is a search bar with the text "Search for keywords, case title, case number or author for results" and a magnifying glass icon. Below the search bar is a navigation menu with the following items: Home, Collection (selected), Resources, Submission & Publication, News, Events, Workshops, and Help Centre. The "Collection" dropdown menu is open, displaying a list of categories: All (highlighted in yellow), Best Sellers, Free Business Cases, Ivey Classics, Accounting, Communications, Economics & Public Policy, Entrepreneurship, Finance, General Management, and Human Resources Management. The background of the page features a large image of a man in a blue shirt speaking to a group of people in a classroom setting. Overlaid on this image is the text "The Ivey Publishing" and "Expert in providing business cases from a global perspective." Below the image, there are two green buttons: "SUBMIT A CASE" and "PUBLISH A CASE". At the bottom of the page, there are two more green buttons: "ONLINE" and "CASE FILES".

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.



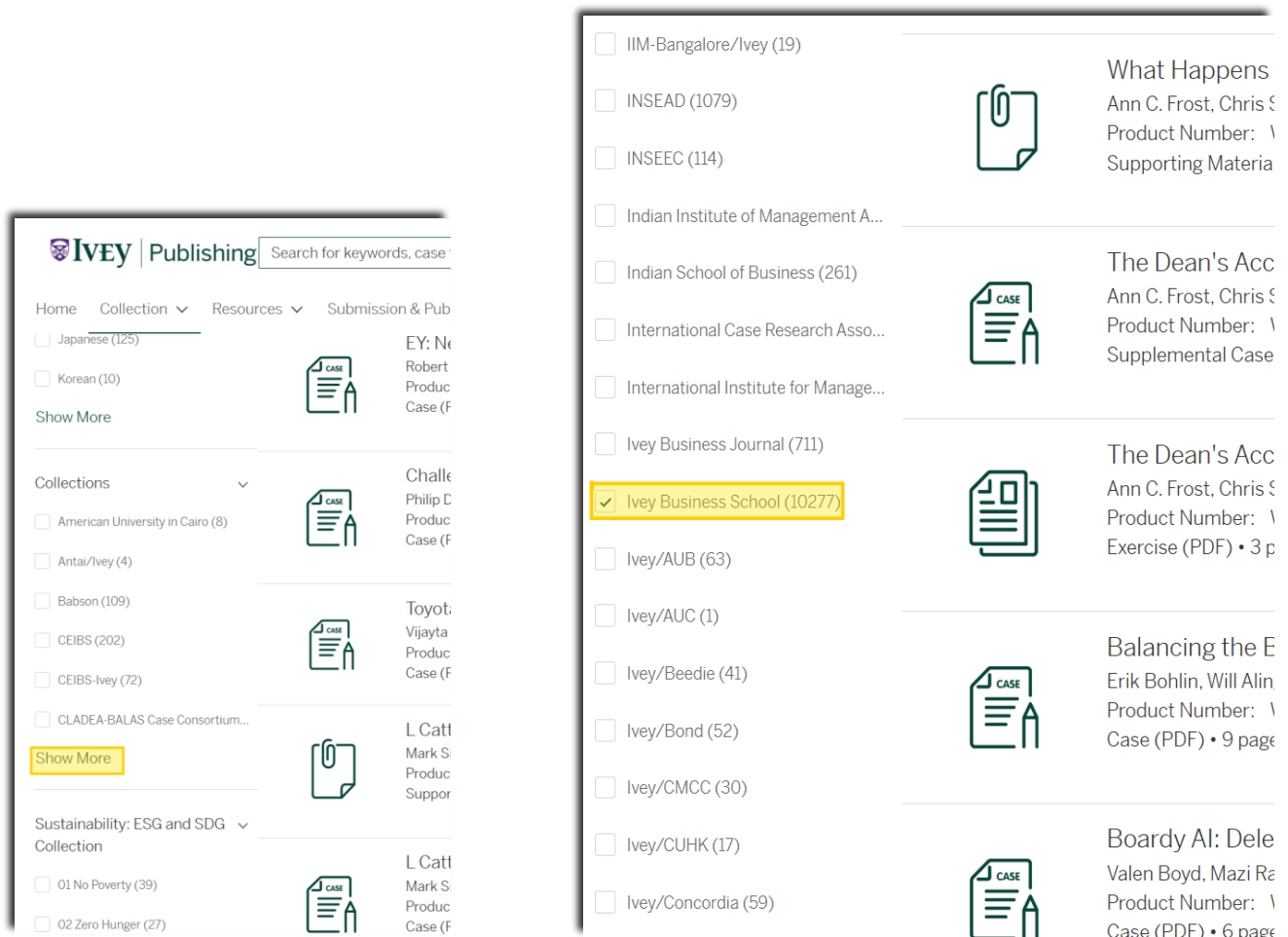
Educator and student accounts will see a reduction of 55 % and 45 % respectively at the checkout; **39C Administrator** accounts will see a reduction of 100% at the checkout. 39C Educators are encouraged to order and download cases through their school **39C Administrators** to obtain the 100% discount.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

IMPORTANT: It is possible that your school does not have a 39C Administrator set up yet. We need to be notified and given the names of the librarian, administration staff or faculty member that your school designates the 39C Administrators.

NOTE 2: SELECTION OF IVEY BUSINESS SCHOOL CASES

After selecting **All**, a vertical menu containing seven sections will appear on the left side of the webpage, allowing you to filter your selection.

First, 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. On the left, a vertical menu is open under the 'Collections' section, with a 'Show More' button highlighted. The main content area displays a list of cases with checkboxes. The 'Ivey Business School (10277)' case is selected and highlighted in yellow. The cases listed include:

- IIM-Bangalore/Ivey (19)
- INSEAD (1079)
- INSEEC (114)
- Indian Institute of Management A...
- Indian School of Business (261)
- International Case Research Asso...
- International Institute for Manage...
- Ivey Business Journal (711)
- Ivey Business School (10277)
- Ivey/AUB (63)
- Ivey/AUC (1)
- Ivey/Beedie (41)
- Ivey/Bond (52)
- Ivey/CMCC (30)
- Ivey/CUHK (17)
- Ivey/Concordia (59)

Each case entry includes a document icon and a brief description of the case, such as 'What Happens...', 'The Dean's Acc...', 'Balancing the E...', and 'Boardy AI: Dele...'. The 'Ivey Business School (10277)' case is highlighted in yellow.

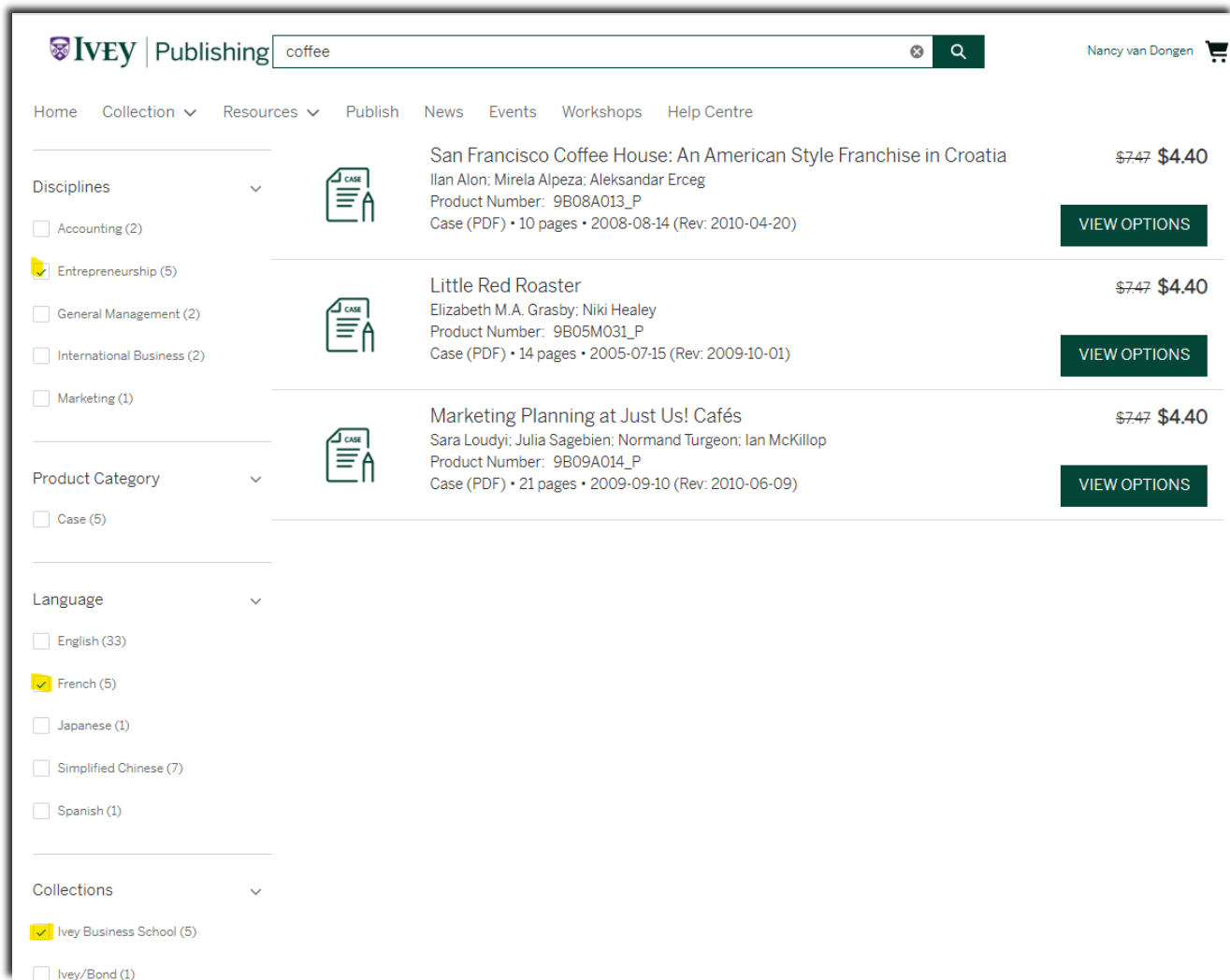
Then, for example, you can filter for a **[Discipline]** or a **[Language]**.

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

Disciplines ► Entrepreneurship

Language ► French

Collections ► Ivey Business School



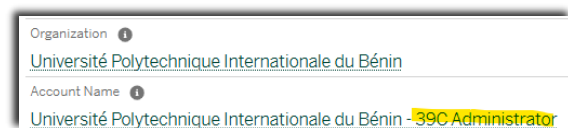
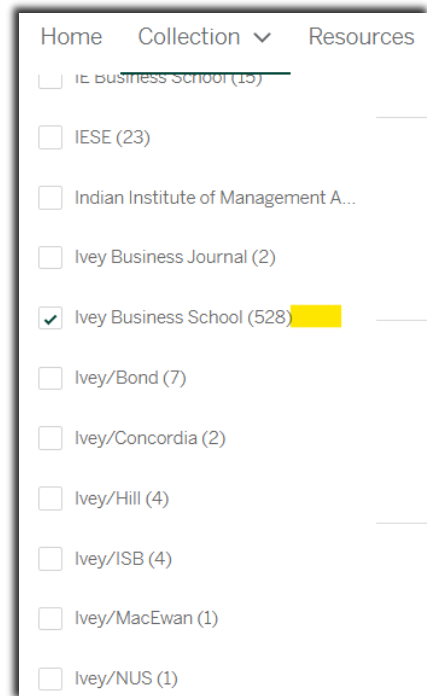
The screenshot shows the Ivey Publishing website interface. At the top, there is a search bar with the word "coffee" entered. To the right of the search bar, the user's name "Nancy van Dongen" and a shopping cart icon are visible. Below the search bar is a navigation menu with links for Home, Collection, Resources, Publish, News, Events, Workshops, and Help Centre. On the left side, there are three filter categories: Disciplines, Product Category, and Language. Each category has a dropdown arrow and a list of options with checkboxes. In the Disciplines filter, "Entrepreneurship (5)" is selected. In the Product Category filter, "Case (5)" is selected. In the Language filter, "French (5)" is selected. The main content area displays three search results, each with a "CASE" icon, a title, author information, product number, page count, 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 (original) and \$4.40 (current). 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 (original) and \$4.40 (current). 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 (original) and \$4.40 (current).

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-brand cases.

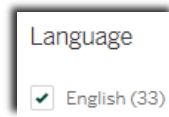
HINT: You can verify that you have indeed selected a case that is eligible for the 100% discount offered to the 39 Country Initiative 39C Administrator accountholders by checking the **Supplier** details under the title. It must be an **Ivey** source product.

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



STEP 3: FILTERING FOR CASES AND LANGUAGE

Under the [Collection] tab, on the left side of the page, select [All].

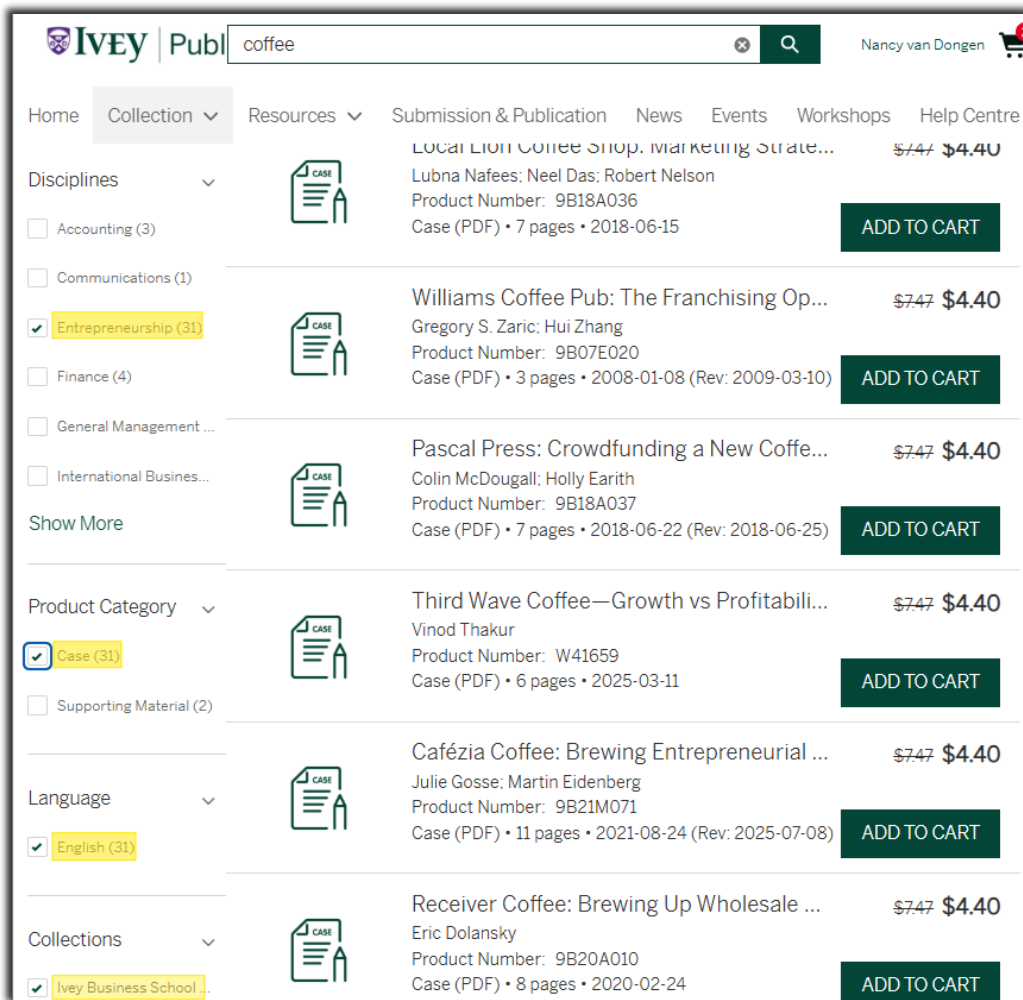


Scroll down to **Language**, select

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

Then select other possible **Filters: Publication Date; Disciplines; Product Category; Language; Collections; Sustainability: ESG and SDG Collection; Equity, Diversity, Inclusion Collection; Industries** and **Page Range**.

In the example below, the fields selected are: **Entrepreneurship, Case, English, Ivey Business School**



The screenshot shows the Ivey Business School website search results for 'coffee'. The search bar at the top contains 'coffee' and the user's name 'Nancy van Dongen' is visible. The left sidebar contains several filter categories:

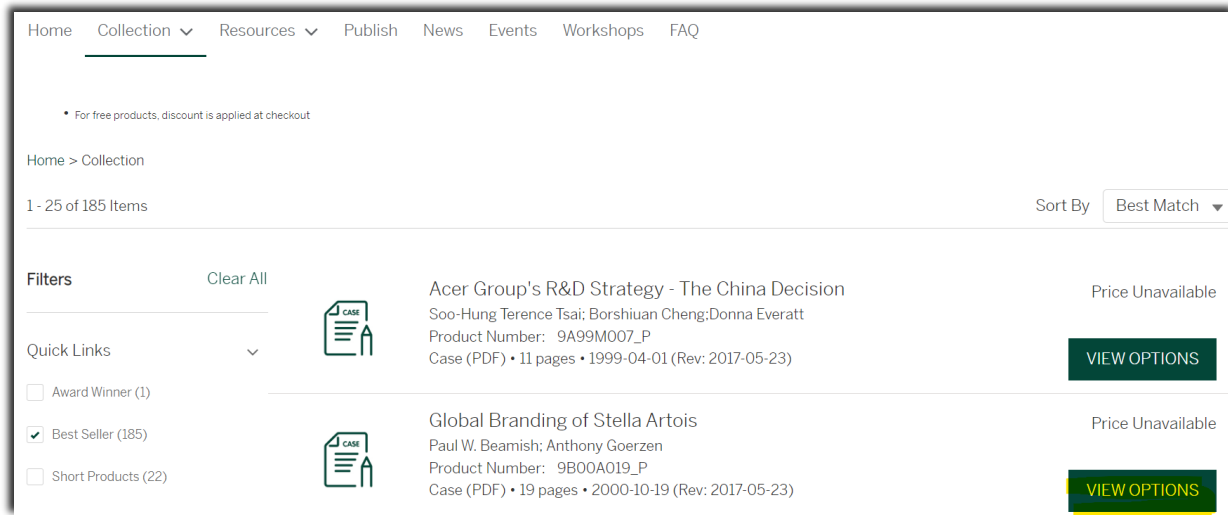
- Disciplines:** Accounting (3), Communications (1), **Entrepreneurship (31)**, Finance (4), General Management..., International Busines...
- Product Category:** **Case (31)**, Supporting Material (2)
- Language:** **English (31)**
- Collections:** **Ivey Business School**

The main content area displays a list of coffee-related cases, each with a 'CASE' icon, title, author, product number, page count, date, and price. Each case has an 'ADD TO CART' button.

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

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](#) or [ADD TO CART](#)



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

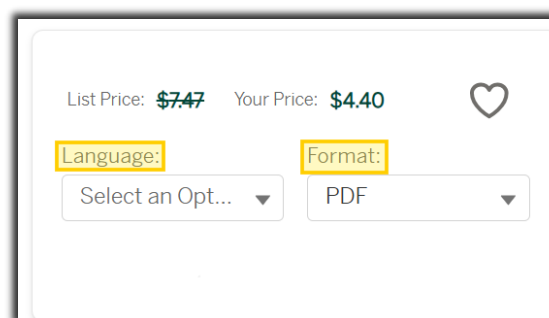
Quick Links

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

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

STEP 5: CHOSING OF LANGUAGE AND FORMAT

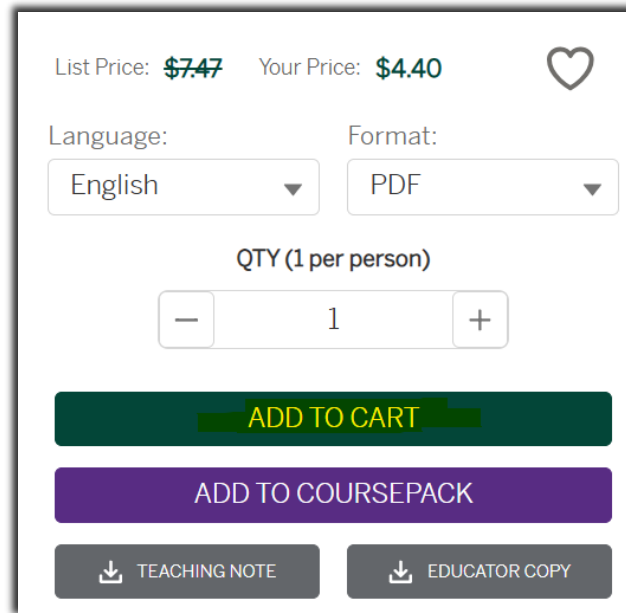
If the case is offered in more than one language, select the **Language** and the Format (usually PDF) and the number or quantity you want to order. If you or the professor that you are ordering for has a class of 15 students, you may want to order 16 cases.




List Price: ~~\$7.47~~ Your Price: \$4.40 ♥

Language: Select an Opt... **Format:** PDF

Then select **[ADD TO CART]**



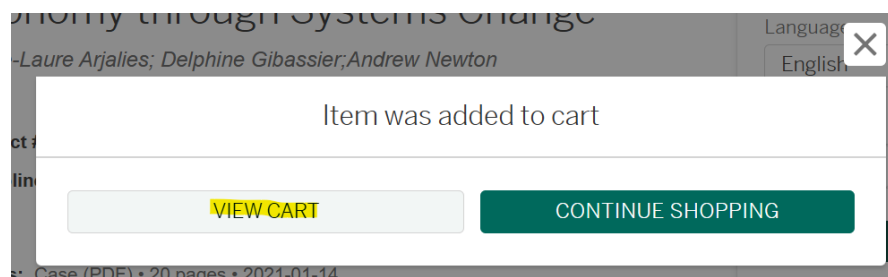
List Price: ~~\$7.47~~ Your Price: \$4.40 

Language: Format:

QTY (1 per person)

NOTE: The option to ADD TO COURSEPACK is not available at present for 39C Administrators.

NOTE: The amount shown, \$4.40 will disappear once you click on **[VIEW CART]**. See Step 6.

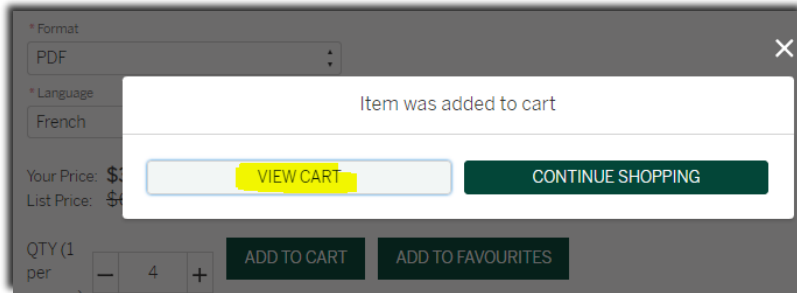


Item was added to cart

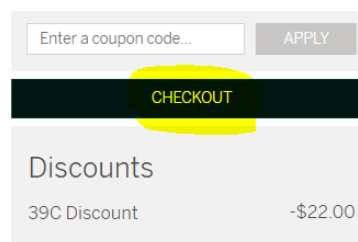
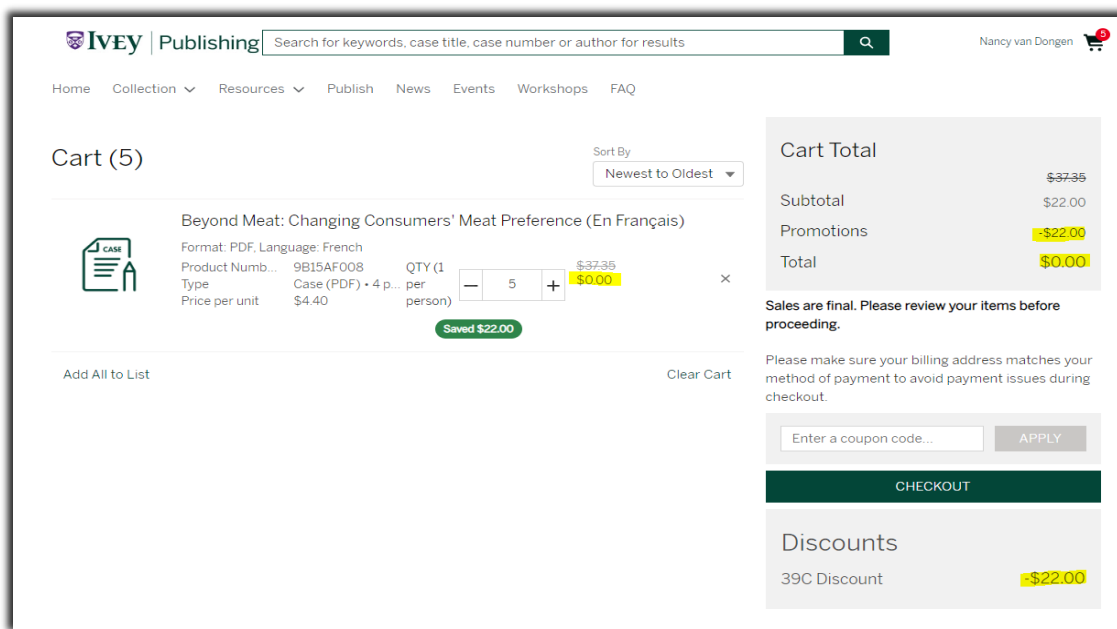
Case (PDF) • 20 pages • 2021-01-14

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 will be \$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 ⓘ

My Organization isn't listed ⓘ

* Course Name ⓘ

Complete this field.

* Professor's Name ⓘ

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

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

* Course Level ⓘ

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 ⓘ

My Organization isn't listed ⓘ

* Course Name ⓘ

* Professor's Name ⓘ

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

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

* Course Level ⓘ

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 and click on **[NEXT]**

Checkout

CURRENCY: USD

CART ITEMS


Tim Hortons in China: Franchising to Expand a Foreign Coffee Chain (W48761) Quantity: 1	Total: \$0.00
Zillow's Zestimate Meltdown: Struggle with AI in an Unpredictable Market (W48152) Quantity: 1	Total: \$0.00
EEVengers: Open Source to Sales (W49498) Quantity: 1	Total: \$0.00
Horn & Hardart: Reviving A Legacy Brand—Strategy, Positioning, And Investor Value (W47892) Quantity: 2	Total: \$0.00
Fruitzone India Limited (C): Data Collection & Analysis (MAR0477(C)) Quantity: 1	Total: \$4.40
Cartel Coffee Lab Inc.: Crowdfunding (W48030) Quantity: 1	Total: \$0.00
Northbridge's Gamble on the Global Leadership Summit (A): To Host or not to Host? (W49198) Quantity: 1	Total: \$0.00

CHECKOUT SUMMARY

Subtotal:	\$35.20
Promotions:	-\$30.80
Estimated Tax:	\$0.00
Total:	\$4.40

[Previous](#)
[Next](#)

You will then see the list of Cart Items, where you can verify that your purchases are Ivey cases. In the example, there is one case that shows \$4.40. This is not an Ivey case, and you can click on the

cart icon  and remove it from your cart.

Note: You will have to fill in the Billing Address again before completing the ordering process (unless you have completed Step 1 by filling in your “My Account Details”

Note: This page only displays 25 items

REVIEW YOUR ORDER ONCE AGAIN

Checkout

CURRENCY: USD

CART ITEMS

Beyond Meat: Changing Consumers' Meat Preference (En Français) (9BI5AF008) Quantity: 5	Total: \$0.00
---	---------------

CHECKOUT SUMMARY

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

****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)

A new section appears at the bottom of the page under the **Billing Address**,

Credit Card
 PayPal
 Invoice

* First Name * Last Name

* Card Type

* Card Number * CVV

* Expiry Month * Expiry Year

VERY IMPORTANT! Select **[INVOICE]**. You can see that there is no data to enter in the payment fields. In the **[PO Number]** field, you do not need to enter anything; leave the field blank.

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

Credit Card PayPal **Invoice**

Enter PO Number ⓘ
Enter here...


Pay by Invoice

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 **Invoice # 914246**
Order # 00237404
01/15/2024

[Access Your Materials](#) [Ask for Help](#)

Billed To: Customer #: S156712
 Université Polytechnique Internationale du Bénin
 Nancy van Dongen
 1154 Rue Main
 Benin City, Benin
 PO #: No PO Number entered
nvandongen.ivey@gmail.com

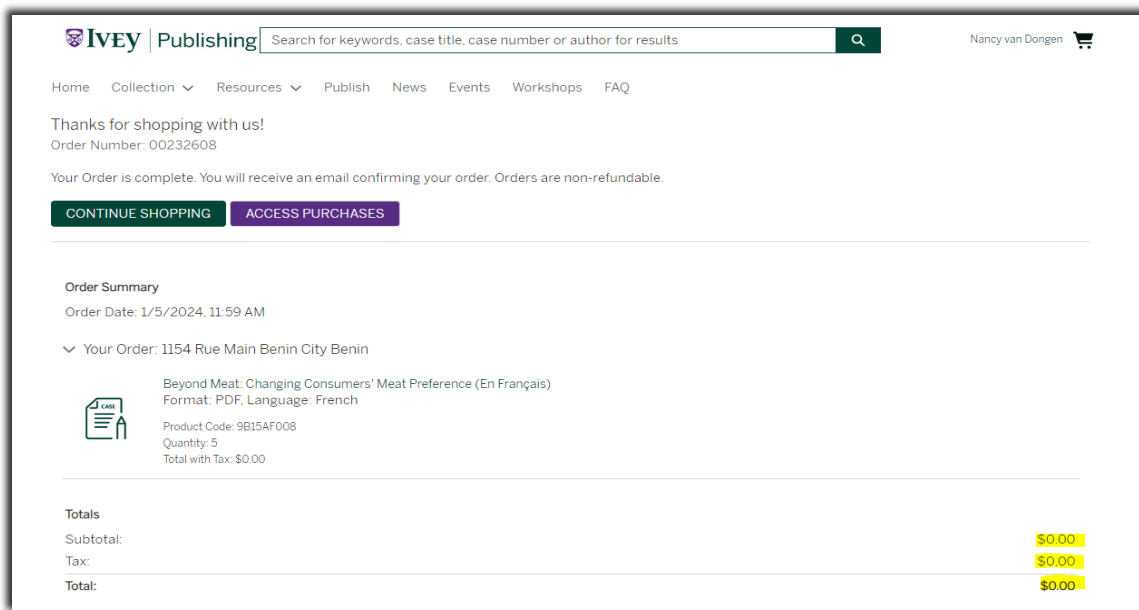
Invoice Summary

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]**



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](#)

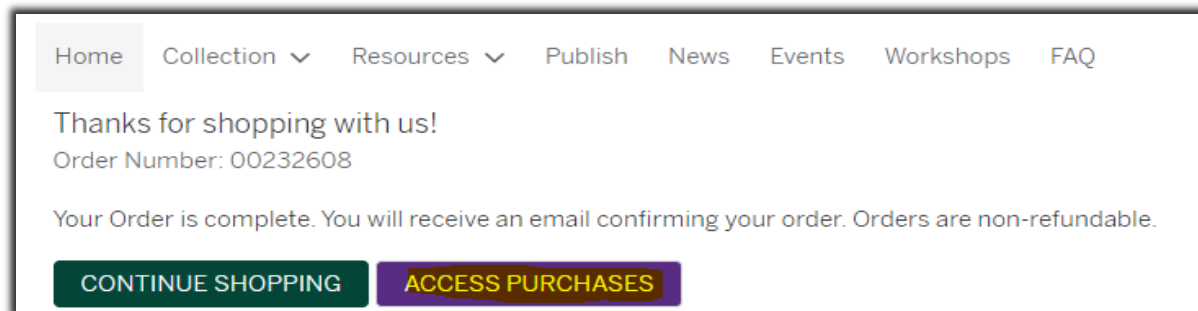
Order Summary
Order Date: 1/5/2024, 11:59 AM

▼ 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



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](#)

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

Home Collection Resources Publish News Events Workshops FAQ

Order: 00232608 START REORDER

Order Details

Order Date: 1/5/2024, 11:59 AM
Customer Name: Nancy van Dongen
Status: Invoiced

Course Details

Course Name: Affaires 101
Professor: Nancy vD
Course Start Date: Jan 5, 2024
Course End Date: Feb 1, 2024

DOWNLOADS

Totals


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

Discounts

39C Discount	-\$22.00
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1154 Rue Main Benin City Benin

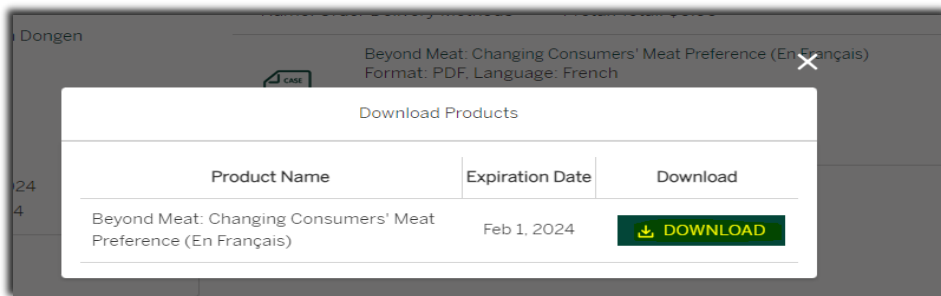
Name: Order Delivery Method3 Pretax Total: \$0.00



Beyond Meat: Changing Consumers' Meat Preference (En Français)
Format: PDF, Language: French

Product Code: 9B15AF008
Quantity: 5
Total with Tax: \$0.00

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



The screenshot shows a modal window titled "Download Products" with a table containing the following information:

Product Name	Expiration Date	Download
Beyond Meat: Changing Consumers' Meat Preference (En Français)	Feb 1, 2024	↓ DOWNLOAD

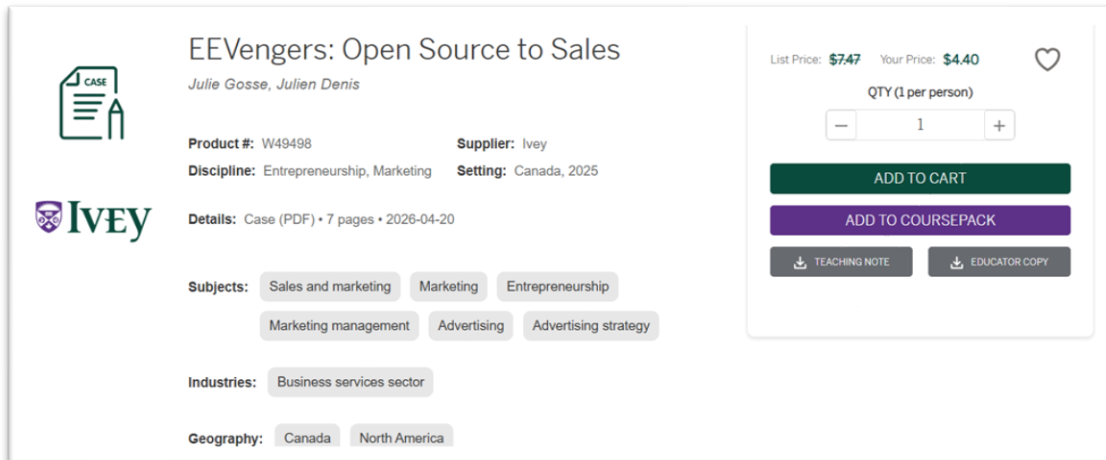
Click **[↓ DOWNLOAD]**.

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.



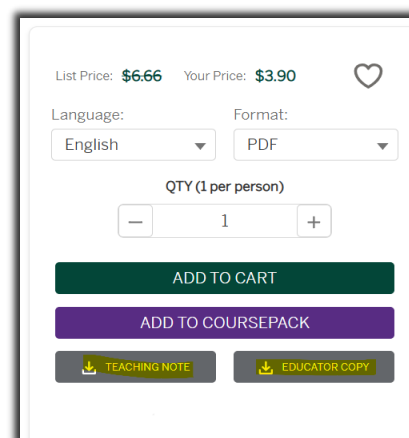
The screenshot shows a product page for 'EEVengers: Open Source to Sales' by Julie Gosse and Julien Denis. The product is priced at \$4.40 (down from \$7.47) and is available in a quantity of 1. The page includes an 'ADD TO CART' button, an 'ADD TO COURSEPACK' button, and download buttons for 'TEACHING NOTE' and 'EDUCATOR COPY'. The product details include: Product #: W49498, Supplier: Ivey, Discipline: Entrepreneurship, Marketing, Setting: Canada, 2025, Details: Case (PDF) • 7 pages • 2026-04-20. Subjects include Sales and marketing, Marketing, Entrepreneurship, Marketing management, Advertising, and Advertising strategy. Industries include Business services sector. Geography includes Canada and North America.

NOTE: Faculty members with Educator status will be able to view an Educator copy and the Teaching Note. If they would like to place an order for this case, they must have a colleague with an 39C Administrator account to complete the ordering process described in this guide.

NOTE: Certain 39C Administrators do not have access to the Educator Copy or the Teaching Note, but they can still place orders.

NOTE: In some cases, you must select the Format and Language in order to see the Educator Copy or the Teaching Note download buttons.

To access the Educator Copy and Teaching Note if applicable, please first select the **Format** and **Language**.



This screenshot shows a close-up of the product page's right side. It displays the price information (List Price: \$6.66, Your Price: \$3.90) and a quantity selector set to 1. Below the price, there are dropdown menus for 'Language' (set to English) and 'Format' (set to PDF). At the bottom, there are buttons for 'ADD TO CART', 'ADD TO COURSEPACK', and download buttons for 'TEACHING NOTE' and 'EDUCATOR COPY'.

INSPECTION COPY EXAMPLE



9B00A019

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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Version: 2017-05-23

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

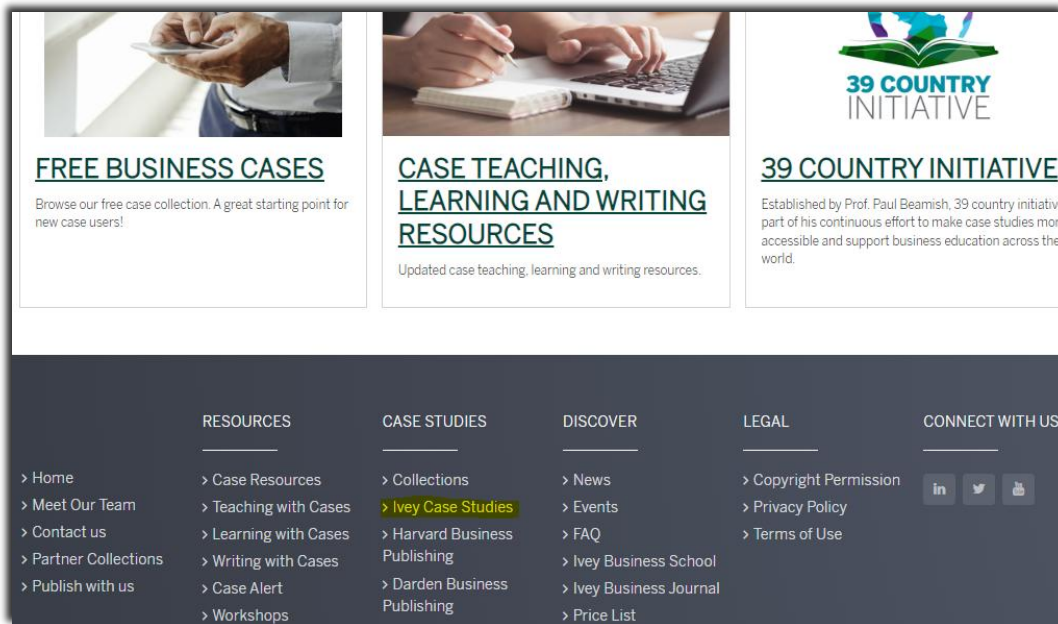
Interbrew traced its origins back to 1366 to a brewery called Den Hoorn, located in Leuven, a town just outside of Brussels. In 1717, when it was purchased by its master brewer, Sebastiaan Artois, the brewery changed its name to Artois.

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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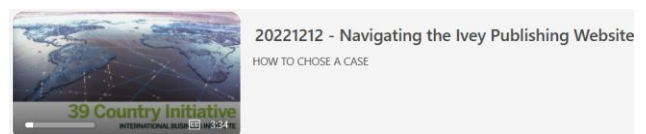


This link takes you directly to all of the approximately 10,269 item in English, 338 of which are translated into French.

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VIDEO: [How to Choose a Case](#)



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



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We do hope that this initiative will help in a small way to improve the quality of management education in your institution.

Sincerely,

Paul W. Beamish

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



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