

CASES WRITTEN 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

Difficulty: 4 - Undergraduate/MBA

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

Difficulty: 4 - Undergraduate/MBA

Length: 12 pages

9B10M020

Barrick Gold Corporation - Tanzania

Aloysius Newenham-Kahindi, Paul W. Beamish

Publication Date: 10/20/2010

Version Date: 09/21/2011

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/Strategy,

Organizational Behaviour/Leadership, International

Issues: Subsidiaries; Business and Society; Corporate

Social Responsibility; Cross Sector Social Partnership;

Government Relations

Industry: Mining

Setting: Tanzania; Canada, Large, 2010

Difficulty: MBA/Postgraduate

Length: 15 pages

9A98M033

Beijing Mirror Corp.

Paul W. Beamish, Xiao Yue Chen, Xin Zhao

Publication Date: 11/25/1998

Version Date: 2/10/2000

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

Difficulty: 4 - Undergraduate/MBA

Length: 25 pages

9A91G001

Braddock Manufacturing Maquiladora

Paul W. Beamish, Joyce Miller

Publication Date: 01/01/1991

A senior manager in a U.S. manufacturing firm must make a recommendation about whether 46 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). The case describes the origin and operation of Mexico's maquiladora program and compares Mexico with alternative regions for investment.

Disciplines: General Management/Strategy, International

Industry: Manufacturing

Setting: Mexico/USA, Large, 1990

Difficulty: 4 - Undergraduate/MBA

Length: 18 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

Difficulty: 4 - Undergraduate/MBA

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: 10/21/2002

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

Difficulty: 4 - Undergraduate/MBA

Length: 23 pages

9B10M091

CIBC Mellon: Managing a Cross-border Joint Venture

Paul W. Beamish, Michael Sartor

Publication Date: 11/05/2010

Teaching Note: 8B10M91

During his 10-year tenure, the president and chief executive officer (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). In mid-September 2008, the CEO was witnessing 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 any 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 broader financial 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 is intended to provide an example of best practice in joint venturing. There is a school of thought within the scholarly community that suggests that JVs are less profitable than wholly owned subsidiaries, are a transitional organization form, are very hard to manage, and are a vehicle that might result in the loss of one's technology. The CIBC Mellon JV provides a counterpoint. It has been quite profitable and stable, has not resulted in BNY Mellon losing its technology contribution, and senior management has been able to effectively manage operations.

A second objective is to underscore the value in paying attention to the details in designing and managing a joint venture because, during an actual crisis, you'll surely find out whether major problems exist. Carefully considering such details greatly improves the chances that it will survive. Some joint ventures never pass such a test of their resiliency.

The case can be used in the latter half of a strategic management course, or in a course about cooperative strategies.

Disciplines: General Management/Strategy, International

Issues: Financial Crisis; Joint Ventures; Leadership; Alliance Management; Managing Multiple Stakeholders; Strategy Execution

Industry: Finance and Insurance

Setting: Canada; United States, Large, 2008

Difficulty: 4 - Undergraduate/MBA
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: 2/10/2000

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

Difficulty: 4 - Undergraduate/MBA
Length: 20 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

Difficulty: 4 - Undergraduate/MBA

Length: 17 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
Difficulty: 4 - Undergraduate/MBA
Length: 12 pages

9B06M015

Cameron Auto Parts (A) - Revised*Harold Crookell, Paul W. Beamish*

Publication Date: 1/11/2006

Teaching Note: 8B06M15

This case is about a small American auto parts producer trying to diversify his 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 sequel to this case is available titled Cameron Auto Parts (B) - Revised, case 9B06M016.)

Disciplines: General Management, International
Issue(s): Corporate Strategy, Exports, International Business, Licensing
Industry: Transportation Equipment
Setting: US/United Kingdom, 2004
Difficulty: 4 - Undergraduate/MBA
Length: 13 pages
 BestSeller : 1999; 1998

9B06M016

Cameron Auto Parts (B) - Revised*Harold Crookell, Paul W. Beamish*

Publication Date: 1/11/2006

Teaching Note: 8B06M16

Two years after signing a license agreement in the U.K., the company 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 (A) - Revised, case 9B06M015.)

Disciplines: General Management, International
Issue(s): Corporate Strategy, International Business, Joint Ventures, Licensing
Industry: Transportation Equipment
Setting: US/Australia/EU

Difficulty: 4 - Undergraduate/MBA**Length:** 11 pages

9B10M019

Canadian Solar*Paul W. Beamish, Jordan Mitchell*

Publication Date: 04/05/2010

Version Date: 09/21/2011

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: Entrepreneurship, General Management/Strategy, International
Issues: China; International Business; Growth Strategy; Global Product; Internationalization
Industry: Manufacturing
Setting: Canada/China, Medium, 2009
Difficulty: 4 - Undergraduate/MBA
Length: 18 pages

9A99M025

Caron Furniture Ltee. (Revised)*Paul W. Beamish, Jonathon L. Calof, Anthony Goerzen*

Publication Date: 10/8/1999

Version Date: 2/11/2000

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
Difficulty: 4 - Undergraduate/MBA
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**Difficulty:** 4 - Undergraduate/MBA**Length:** 19 pages

9B10M100

Chabros International Group: A World of Wood*Paul W. Beamish, Bassam Farah*

Publication Date: 11/30/2010

Version Date: 03/19/2012 (Data)

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: Entrepreneurship, General Management/Strategy, International**Issues:** International Expansion; Market Entry; Growth Strategy; Exports**Industry:** Manufacturing**Setting:** Lebanon; Middle East; North Africa, Medium, 2010**Difficulty:** 4 - Undergraduate/MBA**Length:** 16 pages

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**Difficulty:** 4 - Undergraduate/MBA**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
Difficulty: 4 - Undergraduate/MBA
Length: 13 pages

9B11M006

Chinese Fireworks Industry - Revised

Paul W. Beamish

Publication Date: 01/11/2011

Version Date: 09/21/2011

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/Strategy, International
Issues: China; Market Analysis; Industry Analysis; International Marketing; Exports
Industry: Manufacturing
Setting: China, 2009
Difficulty: Undergraduate/MBA
Length: 13 pages
 BestSeller: 2003

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
Difficulty: 4 - Undergraduate/MBA
Length: 19 pages

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
Difficulty: 4 - Undergraduate/MBA
Length: 11 pages

9B11M001

Currie Road Construction Limited (A)

Paul W. Beamish

Publication Date: 01/07/2011

Version Date: 09/21/2011

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.

Issues: International Business; Corporate Strategy; Market Analysis; Location Strategy
Disciplines: General Management/Strategy, International
Industry: Construction
Setting: USA/Canada, Medium, 2008
Difficulty: 4 - Undergraduate/MBA
Length: 13 pages

9B11M002

Currie Road Construction Limited (B)

Paul W. Beamish

Publication Date: 01/07/2011

Version Date: 01/10/2011

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/Strategy, International

Issues: Corporate Strategy; Control Systems; Subsidiaries; Reorganization

Industry: Construction

Setting: USA/Canada, Medium, 2010

Difficulty: 4 - Undergraduate/MBA

Length: 4 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: 9/5/2008

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

Difficulty: 4 - Undergraduate/MBA

Length: 25 pages

BestSeller : 2009; 2008; 2007; 2006

9A99M015

Euro-Air (A)

Paul W. Beamish

Publication Date: 6/24/1999

Version Date: 1/17/2000

Teaching Note: 8A99M15

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): Communications, Compensation, Service Quality, Alliances

Industry: Air Transportation

Setting: Europe/Canada, Large organization, 1999

Difficulty: 4 - Undergraduate/MBA

Length: 7 pages

9A99M044

Euro-Air (B): Travel to Hong Kong

Paul W. Beamish

Publication Date: 12/17/1999

Teaching Note: 8A99M15

This supplement to the Euro-Air (A) case, 9A99M015, serves to contrast what competitor airlines do with respect to service recovery and communication. The larger issue relates to our ability to use these two short cases to explore the nature and limitations of certain non-equity international alliances.

Disciplines: General Management, International

Issue(s): Communications, Compensation, Service Quality, Alliances

Industry: Air Transportation

Setting: Canada/Hong Kong, Large organization, 1999

Difficulty: 4 - Undergraduate/MBA

Length: 2 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

Difficulty: 4 - Undergraduate/MBA

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: 3/8/2002

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

Difficulty: 4 - Undergraduate/MBA

Length: 13 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: 3/8/2002

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

Difficulty: 4 - Undergraduate/MBA

Length: 14 pages

9B12M024

Firstwell Corporation and the Production Mandate Question

Paul W. Beamish

Publication Date: 02/28/2012

Teaching Note: 8B12M024

Two facilities owned by 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.

Disciplines: General Management/Strategy, Operations Management, Entrepreneurship, International

Issues: Subsidiaries; MNE Reporting Structures; Production; Managing Politics in a Large Organization; Global Strategy; International Expansion; Canada; United States

Industry: Manufacturing

Setting: Canada; United States, Large, 2011

Difficulty: 4 - Undergraduate/MBA

Length: 12 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

Difficulty: 4 - Undergraduate/MBA

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
Difficulty: 4 - Undergraduate/MBA
Length: 10 pages

9B00A019

Global Branding of Stella Artois

Paul W. Beamish, Anthony Goerzen

Publication Date: 10/19/2000

Version Date: 8/29/2006

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
Difficulty: 4 - Undergraduate/MBA
Length: 23 pages
 BestSeller : 2006; 2005; 2004; 2003; 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
Difficulty: 4 - Undergraduate/MBA
Length: 9 pages

9A99M049

Granton Mines Limited (Revised)

J. Peter Killing, Paul W. Beamish

Publication Date: 4/24/2000

Version Date: 8/23/2001

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
Difficulty: 4 - Undergraduate/MBA
Length: 6 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
Difficulty: 4 - Undergraduate/MBA
Length: 13 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
Difficulty: 4 - Undergraduate/MBA
Length: 18 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
Difficulty: 4 - Undergraduate/MBA
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
Difficulty: 4 - Undergraduate/MBA
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
Difficulty: 4 - Undergraduate/MBA
Length: 15 pages

9A96G005

IPC Corporation, Singapore

Paul W. Beamish, Chow Hou Wee, Charles Dhanaraj
 Publication Date: 11/1/1996
 Version Date: 11/15/2002
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
Difficulty: 4 - Undergraduate/MBA
Length: 20 pages

9A97D010

International Decorative Glass

Robert Klassen, Paul W. Beamish, Jim Barker
 Publication Date: 8/28/1997
 Version Date: 11/11/2002
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

Difficulty: 4 - Undergraduate/MBA

Length: 18 pages

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

Difficulty: 4 - Undergraduate/MBA

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

Difficulty: 4 - Undergraduate/MBA

Length: 18 pages

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

Difficulty: 4 - Undergraduate/MBA

Length: 14 pages

BestSeller : 2000; 1999; 1998; 1996

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

Difficulty: 4 - Undergraduate/MBA
Length: 10 pages

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

Difficulty: 4 - Undergraduate/MBA

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 overarching 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

Difficulty: 4 - Undergraduate/MBA

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

Difficulty: 4 - Undergraduate/MBA

Length: 24 pages

9B04M012

Larson in Nigeria (Revised)

Paul W. Beamish, Isaiah A. Litvak, Harry Cheung

Publication Date: 2/3/2004

Version Date: 10/9/2009

Teaching Note: 8B04M12

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, complying with a promise to increase the share of local ownership, 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 of increasing local equity participation (i.e. coping with indigenization) and staffing problems (especially in terms of the joint venture general manager) have to be addressed.

Disciplines: General Management, International

Issue(s): Government Regulation, Staffing, Subsidiaries, Emerging Markets

Industry: Electric & Electronic Equipment Supplies

Setting: Africa, Large organization, 2003

Difficulty: 4 - Undergraduate/MBA

Length: 7 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
Difficulty: 4 - Undergraduate/MBA
Length: 19 pages

9A98M034

Mabuchi Motor Co., Ltd.*Paul W. Beamish, Anthony Goerzen*

Publication Date: 10/30/1998

Version Date: 2/11/2000

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
Difficulty: 4 - Undergraduate/MBA
Length: 14 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
Difficulty: 4 - Undergraduate/MBA
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
Difficulty: 4 - Undergraduate/MBA
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

Difficulty: 4 - Undergraduate/MBA**Length:** 15 pages

BestSeller : 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

Difficulty: 4 - Undergraduate/MBA**Length:** 9 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**Difficulty:** 4 - Undergraduate/MBA**Length:** 16 pages

9A95G004

Neilson International in Mexico (B)*Paul W. Beamish, Gayle Duncan*

Publication Date: 3/4/1995

Version Date: 12/4/2002

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**Difficulty:** 4 - Undergraduate/MBA**Length:** 2 pages

9B06M006

Nora-Sakari: A Proposed JV in Malaysia (Revised)*Paul W. Beamish, R. Azimah Ainuddin*

Publication Date: 11/30/2005

Version Date: 9/7/2006

Teaching Note: 8B06M06

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, International
Issue(s): Joint Ventures, Negotiation, Emerging Markets, Intercultural Relations
Industry: Communications Industry
Setting: Malaysia/Finland, Large organization, 2003
Difficulty: 4 - Undergraduate/MBA
Length: 21 pages
 BestSeller : 2009; 2002; 2001; 1999

9B06M005

Note on International Licensing

Paul W. Beamish

Publication Date: 11/28/2005

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, International
Issue(s): Corporate Strategy, Internationalization, Licensing, Technology Transfer
Setting: 2005
Difficulty: 4 - Undergraduate/MBA
Length: 20 pages

9B03M001

Note on the Cuban Cigar Industry

Paul W. Beamish, Akash Kapoor

Publication Date: 2/27/2003

Version Date: 10/21/2009

Teaching Note: 8B03M01

The cigar industry in Cuba has a mythical aura and renown that give it unparalleled recognition worldwide. The relationship between Cuba and the United States makes the situation in this industry particularly intriguing. Cuban cigars cannot currently be sold in the United States, even though it is the largest premium cigar market in the world. This note provides an opportunity for a structured analysis using Porter's five forces model and to consider several scenarios including the possible lifting of the U.S. embargo and the relaxation of Cuba's land ownership laws.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Government and Business, Industry Analysis, International Business, Internationalization
Industry: Tobacco
Setting: Cuba/USA/Canada, Large organization, 2002
Difficulty: 4 - Undergraduate/MBA
Length: 20 pages

9A94M014

Note on the Malaysian Pewter Industry

Paul W. Beamish, R. Azimah Ainuddin

Publication Date: 10/26/1994

Version Date: 12/12/2002

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
Difficulty: 4 - Undergraduate/MBA
Length: 24 pages

9A95G005

Note on the U.S. Cable TV Industry

Paul W. Beamish, Douglas Reid

Publication Date: 6/12/1995

Version Date: 12/4/2002

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
Difficulty: 4 - Undergraduate/MBA
Length: 28 pages

9A96G002

P.T. Sekbang Life Insurance (Indonesia)

Paul W. Beamish, Douglas Reid

Publication Date: 3/25/1996

Version Date: 11/15/2002

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
Difficulty: 4 - Undergraduate/MBA
Length: 26 pages

9A98M036

Palliser Furniture Ltd.

Paul W. Beamish, Anthony Goerzen

Publication Date: 12/11/1998

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

Difficulty: 4 - Undergraduate/MBA

Length: 17 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

Difficulty: 4 - Undergraduate/MBA

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

Difficulty: 2 - Intro/Undergraduate

Length: 12 pages

9A94G001

Pepsi Challenge - Russia 1992

Paul W. Beamish, Honorio Todino

Publication Date: 7/4/1994

Version Date: 8/9/2002

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

Difficulty: 4 - Undergraduate/MBA

Length: 21 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
Difficulty: 4 - Undergraduate/MBA
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
Difficulty: 4 - Undergraduate/MBA
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**Difficulty:** 4 - Undergraduate/MBA**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**Difficulty:** 4 - Undergraduate/MBA**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
Difficulty: 4 - Undergraduate/MBA
Length: 21 pages
 BestSeller : 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
Difficulty: 4 - Undergraduate/MBA
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
Difficulty: 4 - Undergraduate/MBA
Length: 14 pages

9A98M032

Royal Bank of Canada in Thailand*Paul W. Beamish, Bernice Scholten, Leslie Stephenson*

Publication Date: 10/6/1998

Version Date: 2/14/2000

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**Difficulty:** 4 - Undergraduate/MBA**Length:** 26 pages

9A92G002

Ruski Adventures*Paul W. Beamish, Ian Sullivan*

Publication Date: 7/9/1992

Version Date: 12/20/2002

Teaching Note: 8A92G02

The two major partners in Ruski 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**Difficulty:** 4 - Undergraduate/MBA**Length:** 22 pages

BestSeller : 1998; 1997

9A98G003

Samsung China: The Introduction of Color TV*Paul W. Beamish, David J. Sharp, Chang-Bum Choi*

Publication Date: 3/2/1998

Version Date: 10/14/2004

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
Difficulty: 4 - Undergraduate/MBA
Length: 20 pages
 BestSeller : 2007; 2001

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
Difficulty: 4 - Undergraduate/MBA
Length: 20 pages
 BestSeller : 2002

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

Difficulty: 4 - Undergraduate/MBA
Length: 12 pages

9A99M003

Selkirk Group in Asia

Paul W. Beamish, Lambros Karavis
 Publication Date: 2/20/1999
 Version Date: 2/10/2000
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
Difficulty: 4 - Undergraduate/MBA
Length: 18 pages
 BestSeller : 2004; 2003

9B12M003

Sher-Wood Hockey Sticks: Global Sourcing

Paul W. Beamish, Megan (Min) Zhang
 Publication Date: 02/13/2012
Teaching Note: 8B12M003

In early 2011, the senior executives of the venerable Canadian hockey stick manufacturer, Sher-Wood Hockey (Sher-Wood), were pondering 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
Issues: Offshoring; Outsourcing; Insourcing; Nearshoring; R&D Interface; Labour Costs; Canada
Industry: Manufacturing
Setting: Canada, Small, 2011
Difficulty: 4 - Undergraduate/MBA
Length: 11 pages

9A98M002

Ssangyong Corporation

Paul W. Beamish, David J. Sharp, Chang-Bum Choi, Yongwook Jun
 Publication Date: 3/20/1998
 Version Date: 10/3/2002
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
Difficulty: 4 - Undergraduate/MBA
Length: 17 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
Difficulty: 4 - Undergraduate/MBA
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

Difficulty: 4 - Undergraduate/MBA**Length:** 20 pages

BestSeller : 1997

9B01M032

Strategic Intelligence Pte. Limited (A)*Paul W. Beamish, Tom Gleave*

Publication Date: 6/20/2001

Version Date: 4/30/2002

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

Difficulty: 4 - Undergraduate/MBA

Length: 19 pages

9B01M039

Strategic Intelligence Pte. Limited (B)*Paul W. Beamish, Tom Gleave*

Publication Date: 9/5/2001

Version Date: 4/30/2002

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

Difficulty: 4 - Undergraduate/MBA

Length: 18 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

Difficulty: 4 - Undergraduate/MBA

Length: 17 pages

9A96G004

TV Asahi Theatrical Productions, Inc.

Paul W. Beamish, C. Patrick Woodcock

Publication Date: 10/31/1996

Version Date: 11/15/2002

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

Difficulty: 4 - Undergraduate/MBA

Length: 17 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

Difficulty: 4 - Undergraduate/MBA

Length: 22 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

Difficulty: 4 - Undergraduate/MBA

Length: 15 pages

9B10M093

Tavazo Co.

Paul W. Beamish, Majid Eghbali-Zarch

Publication Date: 11/12/2010

Version Date: 09/21/2011

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: Entrepreneurship, General Management/Strategy, International

Issues: Market Selection; Family Business; Internationalization; Imports; Exports

Industry: Agriculture, Forestry, Fishing and Hunting, Manufacturing

Setting: Canada; Iran; United States; Dubai, Small, 2010

Difficulty: Undergraduate/MBA

Length: 13 pages

9A95G012

Technophar in Viet Nam

Paul W. Beamish, Andrew Delios

Publication Date: 9/1/1995

Version Date: 2/26/2003

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

Difficulty: 4 - Undergraduate/MBA

Length: 21 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

Difficulty: 4 - Undergraduate/MBA

Length: 16 pages

9A92G001

Toppan Moore

Paul W. Beamish, Shigefumi Makino, Joyce Miller

Publication Date: 7/9/1992

Version Date: 3/24/2003

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

Difficulty: 4 - Undergraduate/MBA

Length: 18 pages

BestSeller : 1997

9A99M028

Trojan Technologies Inc: The China**Opportunity***Pratima Bansal, Paul W. Beamish, Ruihua Jiang*

Publication Date: 10/28/1999

Version Date: 7/21/2008

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. AWARD WINNING CASE - This case was second place winner of the MDC of Hong Kong Case Writer of the Year Award in 2000.

Disciplines: General Management, International**Issue(s):** Environment, International Business, Strategic Planning**Industry:** Electric, Gas and Sanitary Services**Setting:** China, Medium organization, 1999**Difficulty:** 4 - Undergraduate/MBA**Length:** 16 pages

9A95G009

Vantage Heavy Equipment Limited (Revised)*Paul W. Beamish, Tom A. Poynter*

Publication Date: 11/22/1996

Version Date: 12/4/2002

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**Difficulty:** 4 - Undergraduate/MBA**Length:** 14 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**Difficulty:** 4 - Undergraduate/MBA**Length:** 12 pages

BestSeller : 1998; 1996

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**Difficulty:** 4 - Undergraduate/MBA**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

Difficulty: 4 - Undergraduate/MBA
Length: 17 pages

9B11M107

Where Have You Been?: An Exercise to Assess Your Exposure to the Rest of the World's People

Paul W. Beamish

Publication Date: 11/08/2011

Teaching Note: 8B11M107

This 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 and the corresponding percentage of world population which each country represents. By summing a group's collective exposure to the world's people, the result 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 abroad.

Disciplines: General Management/Strategy, International

Issue(s): Career Development; Intercultural Relations; Team Building; Internationalization

Setting: Global

Difficulty: 4 - Undergraduate/MBA

Length: 11 pages

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

Difficulty: 4 - Undergraduate/MBA

Length: 17 pages

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