

IVEY ASIA | 2012 ANNUAL REPORT



# Building on our proud past.

Ivey made a bold decision almost 30 years ago when it entered Asia.

And this move set us apart. We embraced the Asian culture and recognized the opportunities long before China became such a dominant part of the global economy.

Today our engagement with Asia is embedded throughout Ivey – and includes our Hong Kong campus, Mainland partnerships, Chinese case translation network, Asian Management Institute, Ivey case usage at Chinese universities, China teaching projects and research on Japanese Foreign Direct Investment. By making this astute decision decades ago and seeing it through, we continue to stay ahead of the curve and, in doing so, create the leaders who will make an impact in Asia tomorrow. Today.

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## Ivey's Asia Strategic Imperatives

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### *Partnerships*

Collaborate with top Asian business schools and corporations to address China's need for internationally capable executives

### *Programs*

Create intensive and cutting-edge Executive MBA, Executive Development and Case-Method Learning education programs

### *Outreach*

Develop Asian educational material, content on key Asian markets and launch a large-scale publishing effort to produce a comprehensive collection of international business cases



## A Message from the Dean, Ivey Asia

Jan De Silva, EMBA '94  
Dean, Ivey Asia

### *The Case for Ivey Asia ...*

2013 marks the 15<sup>th</sup> anniversary of our Hong Kong campus.

The first Ivey Asia EMBA program, in our prestigious Hong Kong Convention and Exhibition Centre campus, commenced just 12 months after Hong Kong was handed back to China and with the effects of the Asian financial crisis still being felt. Perhaps not the ideal circumstances for opening a new campus and launching a new degree program, but, then again, perhaps they were. As one of only four exclusive Case-Method Learning schools in the world, Ivey had something unique to offer Asia, and markets here – especially China and Hong Kong – were experiencing tremendous change and were eager to embrace Ivey's offering.

The 1990s were the *Made in China* era and manufacturing continued its shift to lower-cost Southern China while Hong Kong's service-oriented activities continued to rapidly expand. Our first EMBA class had one participant from Mainland China. The majority of our students were executives with international financial services firms or involved in the export side of manufacturing. The case studies of the day were about Western multinationals learning how to do business in China.

By 2001, with faculty regularly on the ground and strong alumni support, Ivey became recognized for having the world's largest Asian case library and largest Chinese-translated case library. By 2002, Ivey became recognized as the Number 1 provider of executive education in Greater China by the *Financial Times*.

**With the emerging mega-trend of Chinese business seeking the knowledge to transform from domestic giants into strong international players, Ivey is at the centre of it all**

Fast forward to 2012, the era of *Sold in China*. Today's case studies are about China as the world's fastest growing consumer market. Of the 10 nationalities in our current EMBA program, 42 per cent are Chinese from the Mainland or Hong Kong. For the first time in Ivey's history, we began to offer case-based executive education programs in Chinese to an extremely appreciative audience in China.

How does a Canadian school with its roots in London, Ontario – a two-hour drive from Toronto – find itself on a growth path in China?

It starts with inquisitive and adventurous faculty. Professors Joe DiStefano and Paul Beamish were pioneers in recognizing the potential of Asia and especially China in the early 1980s. This sowed the seeds of interest among other Ivey faculty members.

It is followed by the generous support of alumni. Of particular note is the special relationship between the Ivey Business School and Henry Cheng, Chairman of Hong Kong-based New World Group. In 1998, his generous contributions in our formative years helped make our Hong Kong campus a reality.

The case for Ivey Asia is all about being active, on the ground, 365 days a year for the past 15 years. We are real-time participants, not outside observers. Our relevance in this market hangs on three core elements:

- 1) We offer the unique Ivey Case-Method Learning experience. Using real-life scenarios, every class is grounded in today's business world;
- 2) We attract classes full of diverse and highly talented business leaders with the work experience to ensure they can contribute, and the ambition to ensure they do; and,
- 3) Our professors facilitate classes rather than lecture. All experts in their fields, Ivey faculty know exactly how to get the very best out of every executive.

And all this is based in China. At a time when China and Asia have become the world's economic growth engines, Ivey Asia provides a unique learning experience for participants who are either delivering growth here or navigating mature Western markets.

What lies ahead? Our growth path is firmly facing north with interesting new partnerships with China University of Political Science and Law and the corporate universities of several large Chinese enterprises. With the emerging mega-trend of Chinese business seeking the knowledge to transform from domestic giants into strong international players, Ivey is at the centre of it all. As it was in 1998, the case for Ivey in Asia continues to be based on the real-world experience we bring to our classrooms.



# A Message from the Director, Ivey's Asian Management Institute

**Paul Beamish,  
HBA '76, PhD '85**

*Director, Asian Management Institute and Engaging Emerging Markets Research Centre, Executive Director, Ivey Publishing*

## *Bridging the gap ...*

On November 27, 2012, I had the honour of accepting on behalf of Ivey the inaugural Education Excellence Gold Award from the Canada China Business Council (CCBC). This distinction recognizes the School's achievements in expanding Canada's relationship with China through education, research, alumni relations and student/faculty exchanges. It was presented by His Excellency Zhang Junsai, Ambassador of the People's Republic of China to Canada, at a gala celebration.

This was a proud moment and indeed a cause for celebration. But the history leading up to this moment wasn't without its ups and downs. This milestone was the culmination of decades of hard work and some unexpected challenges along the way.

One of Ivey's most important contributions in Asia, and other areas of the world, has been its introduction and/or promotion of Case-Method Learning.

I remember when Zhao Chunjun, the former dean of Tsinghua University, sat in on one of my Ivey Executive Development classes. After the session he remarked on the value

of Case-Method Learning, but wondered whether it could ever work in China. Years later, Dean Zhao was one of the key people involved with the State Education Commission's passing of a regulation requiring that 25 percent of MBA courses in China be taught using the case method.

The Chinese government and top Chinese business schools, including Peking University and Tsinghua University in Beijing and Fudan University in Shanghai, have since recognized Case-Method Learning in business as the most comprehensive and practical way to ensure future Asian business leaders have solid integrative and decision-making skills. As a leader in case-learning education with a foot already in China, Ivey was in an ideal position to aid China in its journey down this road.

Ivey's history in China traces back about 30 years, when the School launched the China Project in 1984 through a CIDA-sponsored partnership with Tsinghua University. The original phase of this project was a commitment to prepare Chinese MBA and PhD students to visit Ivey, study the basis of a market economy,

work with visiting scholars, provide short-term instruction in China, and assist Tsinghua University in the development of its management faculty.

Since then, we have continued to be involved in China and other parts of Asia using a three-pronged strategy, which is outlined further in this report:

1. Partnerships
2. Programs
3. Outreach

Our commitment to China was solidified when Ivey became the first international business school to build an independent campus anywhere in Greater China. We set up in Hong Kong in 1998. As further affirmation of our long-term commitment to Asia, we also established the Asian Management Institute at our main campus in London, Canada in 1997 with the three-fold purpose of developing Asian educational material, recruiting Asia-specialized faculty members for

our programs in Canada and China, and researching key Asian markets, such as Japan, China and Hong Kong.

These moves set the stage for increasing engagement in Asia on a number of levels. The School has been making an impact in many ways, but some highlights of its impact in terms of Case-Method Learning in Asia include:

- The production of books and case studies;
- Case-training workshops;
- Translations of cases into Asian languages;
- Site licences for access to Ivey cases;
- Joint case centres and programs.

And Ivey's impact in Asia has not only breadth, but depth.

Ivey has already produced more than 80 business books for China and is the world leader in the development and distribution of Asian cases. This is demonstrable evidence of Ivey's engagement in Asia.

It can't be matched. This accomplishment ties back to our foresight in recognizing China as a land of opportunity, long before others saw its potential for growth.

It has paid dividends many times over. The CCBC award is just one example.

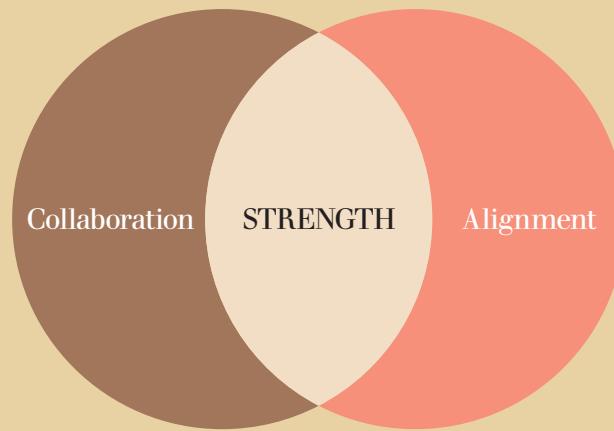
I close with the words of Zhang Junsai who wrote in a recent newspaper column:

"We now live in an increasingly interdependent world where the old notion of a zero-sum game should be abandoned in favour of mutual benefit and co-operation. China's plan for long-term development is now clear. It is high time to apply some long-term planning and strategic thinking to this important bilateral relationship."

We are proud that the School planted the seeds for a bilateral relationship with China decades ago. With continued care and attention, it will no doubt bear much fruit.

## Ivey Asia Highlights

- **1984** – Ivey launched “The China Project.” Partnering with Tsinghua University in Beijing, Ivey committed to prepare Chinese MBA and PhD students for studies at Ivey, work with visiting scholars, provide short-term instruction in China and help Tsinghua develop its management faculty.
- **1997** – Ivey established the Asian Management Institute (AMI) at its London, Canada campus – dedicated to the development and dissemination of the world's leading body of research and teaching materials on Asian business.
- **1998** – Henry Cheng, HBA '71, MBA '72, LLD '97, Chairman of New World Development Company Limited, donated C\$5 million in honour of his father, Cheng Yu Tung, to found Ivey's Hong Kong campus. The School also announced the facility will be named the Cheng Yu Tung Management Institute.
- **2001** – Ivey becomes the world's largest producer of Asian-based case studies.
- **2002** – Ivey is ranked the #1 provider of executive education in Greater China by the Financial Times, a ranking that is still in effect.
- **2007** – Ivey signed a Memorandum of Understanding with College of Commerce, National Chengchi University (CNCCU) for joint case development.
- **2008** – Ivey Asia celebrates its 10th anniversary with an address by General Colin Powell, retired U.S. Secretary of State, to 500 guests at the in Hong Kong.
- **2009** – Ivey joined forces with Indian School of Business for case development collaboration and an annual case competition.
- **2010** – Ivey signed a Memorandum of Understanding with the China National MBA Education Supervisory Committee and China Management Case-Sharing Centre for the development and dissemination of China-based cases around the world.
- **2011** – Ivey (overall) ranked 20th in the world for executive education in the Financial Times (UK) annual survey of the top 100 business schools worldwide. Ivey was also the highest-ranked Canadian business school for the 15th consecutive year.
- **2012** – Ivey and China University of Political Science and Law (CUPL) announce a new partnership to offer Ivey Executive Education programs in Chinese to Chinese executives.
- **2012** – Ivey receives the inaugural Canada China Business Council Gold Award for Excellence in Education in recognition of its outstanding achievements.
- **2012** – Ivey Asia offers the first Chinese-language Ivey executive education programs with a five-week custom program in Hong Kong for 235 Agricultural Bank of China Executives.



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# *Partnerships*

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In our highly evolved global market, business issues are becoming increasingly complex and multi-faceted. The organizations that will survive and thrive will be those that embrace multi-level collaboration. To teach this, we must live this. Today, Ivey partners with some of Asia's most prominent corporations and educational institutions to collaborate on customized programs that tackle complex problems from every angle. We also combine our knowledge and experiences to develop practice-oriented management research that makes important contributions to the world's knowledge and understanding of Asia.

# Partnership with ABC puts Ivey on the map in China.



*When Ivey and the Agricultural Bank of China partnered on a Case-Method Learning program in Chinese in 2012, we broke new ground. The success of the project is blazing a path for other Asian corporations to follow.*

Ivey's partnership with the Agricultural Bank of China (ABC) for customized executive education is opening the door to new relationships with high-profile partners.

The School's relationship with ABC was the first of two important partnerships for Ivey in Asia in 2012. Ivey also partnered with the China University of Political Science and Law (CUPL) on executive education.

Ivey's partnership with ABC began in 2010-11 when 25 of ABC's senior management spent 12 months in Canada earning an Executive MBA from Ivey Business School and being exposed to the day-to-day workings of one of Canada's top financial institutions at Bank of Montreal. The program was a win-win for both parties because it enabled ABC's executives to deepen their business knowledge

and heighten their skills within a North American context, while also contributing to Ivey's and Bank of Montreal's understanding of China.

Thanks to the success of the EMBA program, ABC sent 235 of its regional presidents to a five-week custom executive education program at Ivey Asia's Hong Kong campus in November 2012. This program was conducted in Chinese.

"We are extremely pleased to be working with Ivey Asia, a leader in executive education, on this unique training program. We look forward to advancing the selected ABC executives' leadership and business skills so they can attain a stronger grasp on real-world international challenges. The strong rapport we have with Ivey Asia ensures that they understand our needs and will provide the right training to help fuel the growth of our business."

— **Junshan Wang**, Deputy General Manager of Human Resources Department, Agricultural Bank of China

The ABC program is considered a flagship for Ivey and puts us in the forefront of international business schools offering exclusive case-based education in Chinese.

Moling Sheng, Ivey Asia's China Director, EMBA and Executive Development, said Ivey's Case-Method Learning is its competitive edge.

"The key takeaway for Ivey is that Case-Method Learning is highly effective and can overcome some of the barriers with translation," she said. "The participants liked the case method very much."

Sheng said the ABC partnership is an example she hopes many will follow.

"ABC was the first state-owned enterprise to have a large-scale program with Ivey. It's a good example for the financial services industry and a good example overall," she said. "Because of our partnership with ABC, other companies are now paying even more attention to Ivey."

Sheng stressed Ivey's extensive library of Asian cases, including Chinese-language cases, is also a valuable asset when negotiating future partnerships.

Looking ahead, Ivey Asia is pursuing potential opportunities to offer China-based programming to ABC or other companies in the financial services industry that will create a new path for others to follow.

# Ivey and CUPL: A growing partnership.

*When the China University of Political Science and Law (CUPL) celebrated its 60<sup>th</sup> anniversary in May 2012, Ivey representatives were on hand to congratulate CUPL on this milestone.*

The celebration also incorporated the launch of a new business book, *Legal-Business Management Cases*, which was jointly produced by faculty from the two schools. It is the first of a series.

The book was co-authored by Fengli Mu, an Associate Professor at CUPL and Director of CUPL Business School's Legal-Business Case Centre, and Michael Sartor, an Ivey PhD candidate and lawyer. It was edited by Ivey Professor Paul Beamish and Sun Xuan Zhong, Dean of CUPL Business School.

The two schools also announced they would be working together on joint programs that will provide Chinese executives with real-world, Case-Method

Learning of leadership and legal practices in international business. It will be the first program of its kind in China. Material from the book was used for a Beijing-based Ivey executive education program for CUPL in December 2012 and will be used in future Ivey-CUPL collaborations.

"This was a great experience. The value of this book is that it challenges students to focus on both the business and legal decision criteria that must be considered when analyzing business case studies," said Sartor. "The reality is that they will need to juggle both criteria in their future business decision-making."

As part of CUPL's 60<sup>th</sup> anniversary event, Sartor and Beamish taught one of the



CUPL Associate Professor Fengli Mu and Ivey PhD candidate Michael Sartor co-authored a new business book, *Legal-Business Management Cases*

cases in the book to CUPL students. They also hosted a workshop for CUPL faculty on how to teach with cases from a business and legal perspective.

## Student partners broaden Ivey Publishing's reach in China.



*A partnership between Ivey Publishing and Western students with extensive knowledge of both Chinese and English languages is translating into a win-win for both groups.*

Western student volunteers involved in the Case Translation and Publication Project (CTPP), which was launched in fall 2011, are translating Ivey business cases into Chinese. More than 250 cases had been translated by the end of 2012.

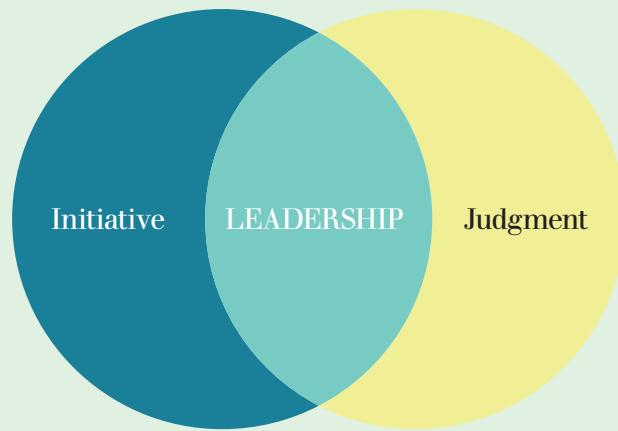
The project has substantially increased Ivey Publishing's production of Chinese-language cases and at the same time

reduced its costs. In return, the students are gaining valuable work experience and enjoying the social club element of the project.

"Participating in CTPP enriches my degree because it gives me a challenge and hands-on experience and helps me in terms of personal development," said Anna Fu, HBA '14 Candidate.

CTPP was created by Michelle Han, Associate Director of Ivey's Asian Management Institute. Han said she wanted to create a group that would allow students from China to meet and network and help Ivey Publishing with its translation needs.

Thanks to the boost from CTPP, Ivey Publishing now has more than 625 cases available in Simplified Chinese and is the largest distributor of Asian management cases.



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# *Programs*

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Ivey's Hong Kong campus offers top-ranked Executive MBA (EMBA) and Executive Development programs and the School has a 30-year track record of providing high-quality training programs and materials in Asia for business. Our programs emphasize real-world leadership through Case-Method Learning and equip participants with an ability to deal with complex, cross-enterprise challenges. Since 1998, more than 480 degrees have been granted through the Ivey Hong Kong EMBA Program. Our graduates achieve tremendous success. The numbers speak for themselves: one out of every two Ivey graduates holds a senior management position.

# Ivey's EMBA fuels business success in Asia.

*When Ivey first opened its Hong Kong campus in 1998, it had a strong presence. In the past few years, however, China's economy has changed. Ivey has responded by making strong changes to its programs to keep them relevant.*

Ivey's unique Case-Method Learning is striking a strong chord with executives in Asia. It provides a fast track for building international leadership capabilities and gaining in-depth exposure to classmates from a range of diverse cultures and industries.

Competition is a vital part of the game when it comes to delivering high-quality business education. And in the challenging Asia market, Ivey knows innovation is key.

Ivey Asia has dealt with competition in business education by making its EMBA programs more relevant than ever. Recent changes have included the introduction of Chinese-language programs and digital case distribution, to make access to education easier.

"Our expansion into Chinese-language programs makes sense given our growing library of Chinese-translated cases.

There is a demand for Chinese content. Our movement into Chinese-language delivery has created strong growth momentum," said Jan De Silva, Dean, Ivey Asia. "We're offering the programs people want in a way that best fits their needs."

For example:

A new module on entrepreneurship that focuses on growth-oriented businesses, innovation and the needs of the marketplace is providing EMBA participants with a foundation from which to successfully launch new businesses or take existing businesses to the next level.

A new international trip to Silicon Valley and San Francisco, planned for August 2013, will enable Ivey Asia's EMBAs to learn from senior Ivey alumni who are active in cutting-edge businesses and venture capital activities in the area.

"Program enhancements and an international trip that emphasizes innovation and growth are key requirements for business success in Asia," said De Silva.

Custom EMBA programs may also be on the horizon. Ivey Asia is currently working on a partnership with China University of Political Science and Law (CUPL) for an EMBA program in Beijing.

Going forward, Ivey Asia is targeting large Hong Kong and regional corporations to develop EMBA sponsorship programs for high performers and to help retain staff in an increasingly competitive market for talent.

"As the war for talent heats up, Ivey's unique case-method experience is increasingly being recognized as an optimal approach for building the internationally capable executives that are needed today," said De Silva.

Ivey Asia also added strong and experienced new team members to its EMBA program in 2011. Loron Orris, MBA '93, began as Regional Director of EMBA in late 2011, bringing with him many years of Asia business development and regional leadership experience with IMAX and the National Basketball Association. Moling Sheng joined Ivey Asia in Beijing in October 2012 as China Director, EMBA and Executive Development. She has previous experience with McKinsey Consulting, GE Capital and Cheung Kong Graduate School of Business.

Ivey Asia also introduced Career Services in 2012 to help prepare EMBA participants for progress in the workforce and to build relationships with organizations to create opportunities for Ivey graduates in China.

"We're making excellent progress," said De Silva. "And the future looks bright."



Ivey and CUPL representatives give a toast to celebrate their new partnership for joint programs focused on business and law

"Since I started at Ivey, I have kicked it up a notch at work. Almost all aspects of the program to date relate in some way or the other to the work/projects/staff I am currently in charge of. I try and incorporate my Ivey learning in my daily work particularly around our Operations Transformation and it is working quite well."

– **Ashvin Supersad**, EMBA '14 Candidate  
State Street Global Operations, Vice President

# Executive Development bringing relief in the war for talent in China.

*When it comes to success in business, people are typically a company's greatest asset. This is particularly true of companies in China, which are facing a shortage of talent amid rapid economic growth. That's why Chinese companies are making extra efforts to nurture their employees through specialized training and executive education so they can reach their fullest potential. Ivey Asia's offerings are helping to fast track that process.*



When Ivey Asia Dean Jan De Silva delivered the 2012 Donald L. Triggs Lecture in International Business in Vancouver, she led by pointing out an unusual paradox: In North America and Europe workers are begging for jobs. In China companies are begging for workers.

As China's demographics and role in the global economy are changing, the demand for people who can manage businesses, lead others, create and innovate is at a high. And executive education is proving to be the express train to that end.

"Companies are finding that investing in their own talent is yielding much better results and retention than bidding up for available talent in the market," said De Silva.

That's why Ivey Asia is developing niche programs that both meet a corporation's specialized needs and distinguish its offerings from competitors.

For instance, the Manulife-Ivey Leadership Program, delivered in February and March 2012, focused on leadership and risk management using the financial crisis as the case study. Led by Jeffrey Gandz and Associate Professor Stephen Sapp and aimed at senior business partners and regulators in Asia, the course included two case studies prepared specifically for the

program, The Rise and Fall of AIG and Risk Leadership at TD Bank Group.

"This very unique program created a market buzz," said De Silva, noting that a second session of the program will take place.

Ivey Asia is also making itself known to Human Resources (HR) leaders of Asian and Western multi-national companies. It started an HR Forum/Roundtable Luncheon Series in 2012 for HR heads. Two sessions were delivered in 2012: The War for Talent in China with De Silva, and China National Development Plan and Its Implications for Corporations in Asia with Henry Wang, Director General, Center for China & Globalization, and Ivey Asian Advisory Board member. More sessions are planned for 2013.

Ivey Asia's Executive Development team also hosted the Corporate Universities Conference in June 2012, which attracted more than 150 leaders of Human Resources and Learning and Development in Asia to Ivey's Hong Kong campus.

For the future, the School is working on new custom program growth opportunities with companies such as DHL, A.S. Watson, Huawei, Prudential, CRC, Cargill, Société Générale, Wallem, Sun Life and Esquel.



# Furthering business education in Asia through case workshops.

Ask Shih-Fen Chen about the impact Ivey has made in bringing Case-Method Learning to Asia and he'll point to dozens of Web photos, heaps of letters of appreciation and about 1,200 entries of his name in Chinese on Google.

Ivey's Case-Method Learning has been a key advantage for entering the China market and its case workshops have been well-received there.

"I'm treated like a celebrity. Participants line up after my workshops to have pictures taken with me. They post these photos on the Web because they are so proud to be a part of it. Many tell me it's a life-changing experience for them," said Chen, who is the William Shurniak Professor in International Business at Ivey and has taught case workshops in Asia since 2008.

Chen stressed that since Ivey is delivering high-quality case-method programs in Asia, it is quickly becoming a top brand in that area.

He explained that the increasing interest in Asia in case training is market-driven. With the increase in MBA, EMBA and executive education programs there, Case-Method Learning, rather than traditional lectures, is better suited to students with experience in the business world.

"Case teaching is the perfect solution," he said.

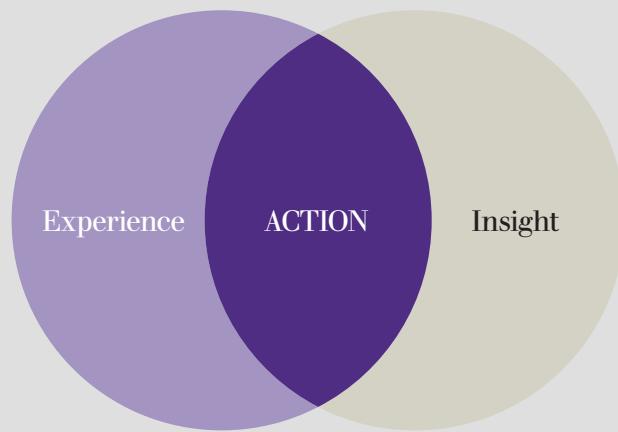
Chen alone has trained 1,800 participants in 32 workshops in Asia since 2008, and most of these participants are from the top universities in Asia, including Tsinghua University in China, Hong Kong University of Science and Technology, National Singapore University and National Chengchi University. On average, each of the 300 MBA schools in China has sent five faculty members to one of Chen's workshops and these participants then share their knowledge with their colleagues.

If he keeps up this pace, Chen said he hopes to deliver 200 workshops with more than 12,000 participants.

## At a Glance: Ivey's Executive Programs in Asia.

*In 2012, more than 1,000 executives participated in Ivey Executive Development offerings in Asia. Here is a summary of programs:*

- **Manulife: How Good Leaders Manage Enterprise Risks** – A leadership program, sponsored by Manulife, addressing the key strategic, operational, market, credit, reputational and regulatory risks faced by financial services companies.
- **Bank of China (HK) Ltd.: Leading from the Middle Program** – The fourth of the Bank of China's leadership program, participants focused on Innovation Leadership. More than 100 senior executives participated.
- **Civil Service Bureau: Advanced Leadership Enhanced Program for Directorate Officers** – This four-day program discussed the key challenges faced by the Directorate Officers of the Hong Kong Special Administrative Region.
- **Hong Kong Shanghai Hotels: Persuasion & Influence** – A three-day program on persuasion and influence for Hong Kong Shanghai Hotel managers in North America.
- **HPH: Next Generation Leader** – This program prepared HPH's next-generation of high potential leaders for their current or future strategic roles.
- **A.S. Watson Group: Management Development Program** – A two-day program on Practical Business Finance for middle managers from the region.
- **Civil Service Bureau: People Management in Public Sector** – This workshop enhanced participants' leadership competencies in people management and development.
- **Ivey Consortium Executive Program, September** – This 12-day consortium program for senior executives drew participants from eight companies.
- **Accelerating Talent Management Program** – This 12-day consortium program for mid-level managers had participants from five companies.
- **Agricultural Bank of China (ABC): Deputy Branch Managers Custom Program** – This five-week program delivered in Chinese consisted of three different modules: Risk Management, Financial Management, and Marketing Management. More than 250 ABC regional deputy branch governors from across China participated.
- **Ivey CUPL Consortium Executive Program** – The first of a four-part executive education program for senior executives in China was delivered with simultaneous translation in Chinese in Beijing by Ivey Professor Tony Frost.



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# *Outreach*

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Some of the fastest-growing economies in the world are in Asia. So if we want to interact, be relevant and do business with these economies, we have to understand what is going on in this part of the world. Ivey is dedicated to the development and dissemination of research and teaching materials on Asian business. We are also renowned around the world for our Case-Method Learning.

# Ivey Publishing makes its case in China.

*Ivey's production of business cases with a global perspective has prompted a chain of events, extending the Ivey brand in prominent areas of the world, such as China. Paul Beamish, Executive Director of Ivey Publishing, discusses how Ivey cases are meeting the demands of management education in China and what lies ahead.*

## **When did Ivey Publishing first make an appearance in China and what prompted this?**

Ivey Publishing has been in China to a limited extent for decades. Its growth there has been aligned with the evolution of Case-Method Learning in China. When the Chinese government began launching MBA degree education more than 20 years ago, there arose a need for MBA teaching cases. Ivey Publishing was able to help meet that need. We already had Asian content that was used in the Canadian market. We began distributing cases more actively to China to expand the Ivey brand and generate revenues.

## **How has it been received?**

We have been well received. Ivey Publishing offers additional value by being able to recommend Ivey professors who can teach case workshops in Asia. Although the case workshop is not a product offered directly by Ivey Publishing, we are facilitating a large number of case-teaching and case-writing workshops. One of the realities of Case-Method Learning is that professors need to feel comfortable teaching with cases. Ivey professors have been teaching with cases for decades so they are a good resource. Ivey Associate Professor Shih-Fen Chen, in particular, has been conducting a lot of these case

workshops in Asia in the last five years, because he can conduct them in English or Mandarin. As part of Ivey's case workshops, we teach an actual case to the Asian professors. They take on the role of the students and that's when they really start to understand it and realize the value of it.

## **What are some recent developments?**

China has become a significant adopter of Case-Method Learning. Today about 50 universities in China have set up case centres. Going forward in 2013, we are planning to host many directors of these case centres at Ivey and provide them with expertise on the set-up and management of a case management centre.

## **What do you foresee for the future?**

I'm optimistic our footprint and reputation in Asia will grow. And because China, in particular, is so large, with 1,200 universities, there should be many opportunities for us. Ivey's cases are now studied around the world and students in these other parts of the world have a greater awareness of Ivey. This is important because it can prompt inquiries about our degree programs. We are good at a lot of things at Ivey, but we are especially good at cases. Ivey Publishing is very important to the School from a branding perspective because, through our cases, we are creating a lot of brand awareness.

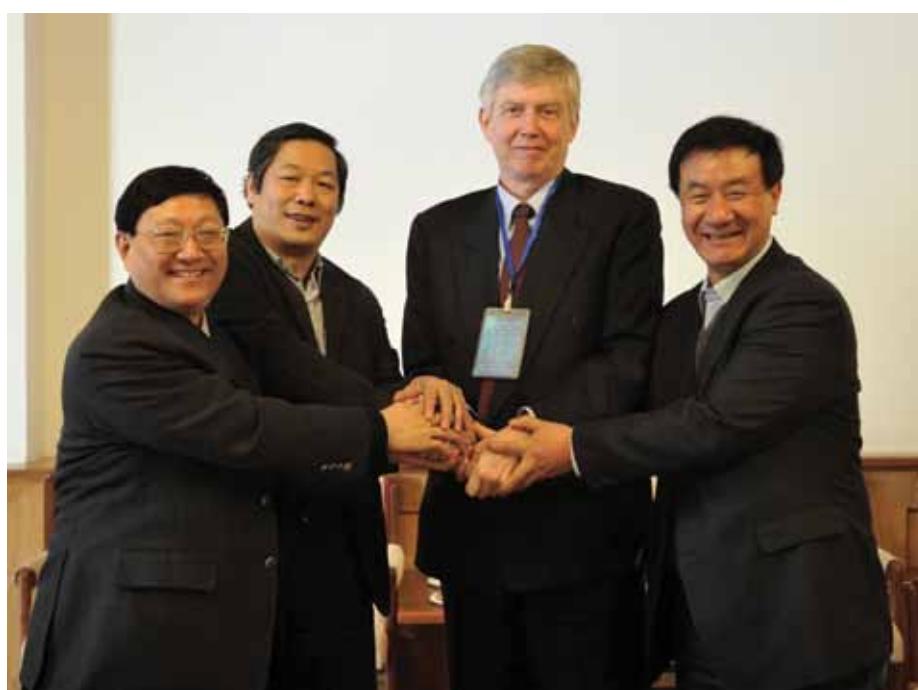


PHOTO: Paul Beamish with representatives from the China Management Case-sharing Centre. Ivey signed a Memorandum of Understanding with the China National MBA Education Supervisory Committee and China Management Case-sharing Centre in 2010 to collaborate on fostering the development and dissemination of China-based cases around the world.

# Ivey Publishing is top supplier of Indian business cases

*In May 2012, Ivey Publishing accomplished a significant milestone of registering more than 200 India-focused cases, the largest collection in the world.*

Ivey Publishing adds almost one new India business case each week. These cases are produced by Ivey faculty or through Ivey's collaboration with top Indian business schools such as Indian School of Business, Indian Institute of Management Bangalore and the Management Development Institute-Gurgaon.

In 2009, Ivey Business School entered into a partnership with Indian School of Business for case development collaboration and an annual case competition. The goal was to develop India-based materials for use in business education both in India and around the world as well as case training.

Ivey Publishing is already the second largest producer of management case studies in the world and the top producer of current, comprehensive Asian cases. These cases are used extensively in our degree and executive education programs and are a key source of Asian teaching material used by universities, businesses and government organizations.

## Ivey contributing to research on Japan

*Since 1994, the Ivey Business School has produced a major stream of research about Japanese Foreign Direct Investment. Its faculty and PhD program graduates and candidates have already authored 109 articles, six books, and 17 contributed chapters, with many more in process or review.*

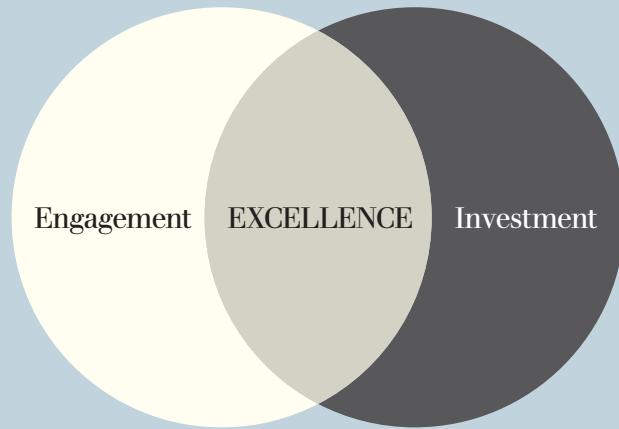
To date, almost 40 Ivey faculty members and PhD candidates along with PhD graduates now working in other countries including Malaysia, Lebanon, Korea, Singapore, China, Switzerland, Australia, the U.S. and Canada, contribute to research in this area.

In 2012, these scholars contributed to knowledge on topics such as travel time and the liability of distance, the liability of closeness, learning from age difference and multi-party international joint ventures and multiple post-formation change processes. The complete list of articles from 2012 is below:

- **Travel time and the liability of distance in foreign direct investment: Location choice and entry mode**, Kevin Boeh and Paul W. Beamish, *Journal of International Business Studies*
- **Multi-party international joint ventures and multiple post-formation change processes**, Chris Changwha Chung and Paul W. Beamish, *Journal of World Business*
- **Learning from age difference: Interorganizational learning and survival in Japanese foreign subsidiaries**, Young-Choon Kim, Jane W. Lu and Mooweon Rhee, *Journal of International Business Studies*
- **The liability of closeness: Business relatedness and foreign subsidiary performance**, Jianyun Tang and W. Glenn Rowe, *Journal of World Business*



Ivey MBA students visiting India in 2010 for the International Study Trip (left to right: Victor Diab, Adam Schlegel, Fiorella Marchinaires, Gunpreet Rekhi, Rachael Ibey and Razy Farook) In addition to learning about India businesses through cases, Ivey students learn about this fast-growing economic region through annual international study trips.



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# *Talent Development*

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The era of “Made in China” has evolved into the era of “Sales in China,” as China evolves into the world’s fastest-growing consumer market. Demand for talented, internationally-capable managers is unparalleled and is the biggest challenge facing western and Chinese multinationals alike. Through our efforts, we are helping to fulfill the need for highly-trained, internationally-capable business managers and leaders in China. Ivey graduates are prepared to lead in Asia and have a global perspective that will enable them to contribute to continued economic growth locally and internationally.

## The power of Ivey alumni.

*Ivey has 1,277 alumni in 17 countries in Asia who are part of a powerful business network.*

As Asian countries develop into economic powerhouses, Ivey's alumni are on the ground contributing to that growth, whether it's applying their skills and knowledge to business opportunities in Asia, contributing to research on international business or Asian countries, or helping to develop Asian business leaders through teaching or Case-Method Learning.



## Ivey students bring Case-Method Learning to China.



Ivey MBA student Myra Khanna teaching at Jinan University in Guangzhou

*Whether Ivey students take programs at our Hong Kong campus or one of our campuses in Canada, they are equipped with the skills and insights that will prepare them for success in Asia – or anywhere in the world. Through international study trips and exposure to international cases, particularly Ivey's large inventory of Asian-based cases, they are gaining the cross-cultural knowledge needed for today's globally-focused business environment.*

In addition to being a valuable source of future talent for Asia, Ivey students are sharing their knowledge to help equip Asian students for future business success.

Since 1994, one part of the Ivey experience has been the China Teaching Project (CTP). This student-run initiative offers Ivey students the opportunity to volunteer their time to teach a case-based course to undergraduate business students at the Shanghai Institute of Foreign Trade and Jinan University in Guangzhou. In the past, CTP has also conducted classes at Tsinghua University in Beijing.

CTP offers a unique opportunity for Ivey students to positively impact future business leaders in China while obtaining valuable international experience.

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**“The Ivey China Teaching Project has a long-established tradition of high-quality teaching using Ivey's finest cases. We consistently see greater student interest in the program.”**

– Alex Lau, MBA '12

# Ash Singh hones entrepreneurial skills in Singapore

*Growing up in Thornhill, Ontario, Canada, with its large Chinese community, Ash Singh, HBA '04, often marveled at the work ethic displayed by his Chinese neighbors and their ability to adapt and succeed.*



Ash Singh knew if he wanted to one day flourish in business, he should take a lesson from his Chinese neighbours.

"I found the Chinese some of the most hard-working and competitive people. I figured if I could compete with them in their home country, I could compete anywhere," he said.

That's one of the reasons why he chose Ivey's HBA program. He would have an

opportunity to compete with some of the brightest students in Canada and gain international experience that would increase his likelihood of success in an increasingly global business environment.

While doing his HBA, Singh participated in an exchange at Chinese University of Hong Kong and had a chance to fulfill that wish to compete with the Chinese on their own turf. While there, he launched a business network development company called Social Network Business Systems, which was eventually acquired by a Singapore company.

That development blazed a path for him to Singapore and he does not regret the move.

Singh has since experienced a whirlwind of business success.

Currently CEO of Interactive SG, a leading digital media company, which executes digital strategy for brands including Mattel, Skype and BlackBerry, he is also the creator of a reality TV program called Angel's Gate, which is produced under the umbrella of Interactive SG.

Singh also established At-Life, a company which created Singapore's largest customer loyalty rewards program, and has created a host of smaller companies and had a hand in many others.

His list of accolades is also long, with awards including one of Asia's Best Young Entrepreneurs by BusinessWeek magazine in 2009 and the Canadian Centennial Award for Excellence in Entrepreneurship in 2005. He also recently received an award from the Economic Times naming him as one of 13 overseas Indians to shine.

"I was lucky to have had the experience of an acquisition at such a young age. Regardless, I probably would have continued to do business here and be part of the rise of Asia," he said.

He cites Asia's growth and diversity as a benefit to doing business there.

"I can do business in Malaysia in the morning, fly to Indonesia in the afternoon and be back in Singapore to put my kids to bed."

# Changhui Zhou keeps Ivey's Case-Method Learning alive in China

*If there is ever any question about the power of a mentor, just ask Changhui Zhou.*



Zhou, PhD '02, credits the mentorship of Professor Paul Beamish as one of the biggest takeaways from his time at Ivey and says he expects it to be a life-long relationship.

And Zhou is happy to follow in Beamish's footsteps.

Now a Professor of Strategy and International Business at Guanghua School of Management, Peking University, Zhou shares the Ivey Case-Method

Learning in China. In the past 10 years, he has led hundreds of seminars or workshops on case writing and case teaching. Zhou stressed it's a much-needed contribution to the Chinese education system.

Zhou said Ivey's work in the area of Case-Method Learning in Asia influenced him to get involved when he returned home to work in China after graduating from Ivey.

"To me the most rewarding thing is to perhaps see things get changed or improved in China," he said.

Zhou added that his other love – international business – was further honed at Ivey. He was originally drawn to Ivey because of its expertise in conducting international business research. While at

Ivey, he did research on the international strategy of multinational companies and has continued that vein of work in China.

"Ivey educated me to be a scholar with a global perspective, aiming-high mentality and well-trained research methodology," he said.

While at Peking University, he has contributed to research on global innovation and knowledge flows in multinational firms, the evolution of foreign subsidiaries in China and the internationalization of Chinese enterprises.

Zhou has even continued to collaborate with Ivey faculty members on this research. A paper he wrote with Ivey Associate Professor Tony Frost on Subsidiary's Inflow and Outflow of Knowledge within Multinational Corporations won a best paper award at the 2005 Academy of International Business Conference.

So indeed, he is following in the footsteps of his mentor.

# Ivey Publishing

**1,315** CASES ON ASIA  
(INCLUDING TRANSLATIONS)

**838** ENGLISH-LANGUAGE CASES ON ASIA

**303**

CASES ON CENTRAL ASIA AND INDIAN SUBCONTINENT

**250**

CASES FOCUSED ON INDIA  
(THE LARGEST COLLECTION OF FIELD-BASED MATERIAL ABOUT INDIA IN THE WORLD)

**1,116**

TRANSLATED CASES IN THE IVEY PUBLISHING LIBRARY

**101**

CASES PUBLISHED IN TRADITIONAL CHINESE IN 2012

**618**

CASES PUBLISHED IN SIMPLIFIED CHINESE AS OF 2012

**44**

JAPANESE-LANGUAGE CASES PUBLISHED

**15**

ASIAN CO-BRANDING CASE AGREEMENTS

## Research

**13** ASIA-RELATED AWARDS FOR RESEARCH

**109** RESEARCH ARTICLES USING JAPANESE DATA

## Case workshops

**14**  
IVEY ASIAN CASE WORKSHOPS IN 2012

## Student exchange programs

**17**

STUDENT EXCHANGE PROGRAMS WITH MAJOR UNIVERSITIES IN ASIA (MBA & HBA)

**6**

STUDENT EXCHANGE PROGRAMS WITH MAJOR UNIVERSITIES IN ASIA (MSC)

## HBA

**18%**

HBA STUDENTS FROM ASIA-PACIFIC

## PhD

**12**

ASIAN STUDENTS ENROLLED IN IVEY'S PhD PROGRAM

### Countries

of Asian students enrolled in Ivey's PhD program

- China
- India
- Korea
- India
- Pakistan
- Taiwan

## MBA

MBA STUDENTS FROM CHINA

**70%**

**5%** MBA STUDENTS FROM THE REST OF ASIA-PACIFIC

**22%**

OF STUDENTS IN IVEY'S PhD PROGRAM ARE FROM ASIA PACIFIC

*(many of their dissertations are Asia-focused)*

**51**

ASIA-RELATED DISSERTATIONS OVERALL

### Countries

where PhD graduates are now working in Asia

- China
- India
- Indonesia
- Japan
- Korea
- Malaysia
- New Zealand
- Singapore

**24**

PhD GRADUATES NOW WORKING IN ASIA

## EMBA Hong Kong

**10**

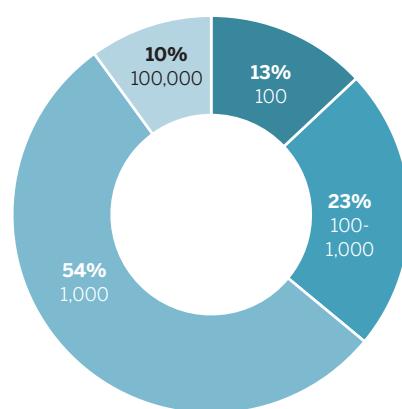
- China
- Canada
- Australia
- UK
- USA
- Indonesia
- Malaysia
- Singapore
- New Zealand
- Switzerland

NATIONALITIES REPRESENTED

**70%**

OF EMBA STUDENTS ARE HONG KONG-BASED

Students by Company Size  
(# of employees)



# Alumni

# 1,277

## NUMBER OF IVEY ALUMNI IN ASIA

480 are graduates from EMBA Hong Kong

### Countries

of Ivey Alumni in Asia

- Australia
- Bangladesh
- Greater China (including Hong Kong & Taiwan)
- India
- Indonesia
- Japan
- Korea
- Malaysia
- Myanmar
- New Zealand
- Pakistan
- Philippines
- Singapore
- Sri Lanka
- Thailand

# Faculty

# 13

NUMBER OF  
IVEY FACULTY  
WHO SPEAK  
AN ASIAN  
LANGUAGE

# 41

Number of **current**  
Ivey faculty who  
have taught in  
the Hong Kong  
programs since  
1998

# 11

Number of **past**  
Ivey faculty who  
have taught in  
the Hong Kong  
programs since  
1998

## BOARDS & COMMITTEES

### Ivey Asian Advisory Board

*Meet our Ivey Asian Advisory board, a highly influential team led by Henry Cheng, Chairman of New World Development Company Limited*



#### **Henry Cheng, HBA '71, MBA '72, LLD**

Chairman, New World Development Company Limited

#### **Derek Anthony**

Managing Director, The Music and Drama Institute Ltd.

#### **Paul Beamish, HBA '76, Ph.D '85**

Director, Ivey's Asian Management Institute and Engaging Emerging Markets Research Centre, Executive Director, Ivey Publishing

#### **Andy Chan, EMBA '08**

Co-President, Ivey Alumni Association, Hong Kong Chapter, Group Financial Controller, Natural Beauty Bio-Technology Ltd.

#### **John Cheh, LLD**

Vice-Chairman & CEO, Esquel Group

#### **Adrian Cheng**

Joint General Manager & Executive Director, New World Development Company Limited

#### **Robert A. Cook**

Senior EVP & General Manager, Asia Manulife Financial

#### **Simon Cua, EMBA '05**

Managing Director, Light Engine Ltd.

#### **Janet De Silva, EMBA '94**

Dean, Ivey Asia

#### **John Irwin**

CFO/CIO, Ivey Business School

#### **John Kao, HBA '76**

Director, Worldvest Holdings Ltd

#### **Leonie Ki, JP, SBS**

Executive Director, New World Development Company Limited

#### **Daniel Lam, EMBA '00**

Senior Vice President, Director, Hampton Securities (Asia) Limited

#### **Patrick Lam**

Executive Director, NWS Holdings Ltd.

#### **Eddie Law, HBA '91**

Chief Executive Officer, Zheng He Financial Holdings Limited

#### **Simon Leung, LLD**

Chief Executive Officer, Harrow International Management Services

#### **Dipak Rastogi, MBA '82**

CEO, Citi Venture Capital International

#### **Kishore K. Sakhraji, MBA '83**

Chair, Ivey Asia Development Committee, Director, Orangefield ICS Ltd.

#### **Rick Siemens**

Chairman, E-Kong Group Ltd.

#### **Carol Stephenson, O.C.**

Dean, Ivey Business School

#### **Henry Wang Huiyao**

Director General, The Centre for China and Globalization

#### **Allan Zeman, LLD, GBM, GBS, JP**

Chairman, Lan Kwai Fong Holdings Limited

### The Ivey Asia Development Committee

*This active working committee exists to help identify and execute development initiatives that enable Ivey to achieve its potential in Asia.*

Kishore Sakhraji (Chair)	MBA '83	Director, Orangefield ICS Ltd.
Jason Boyer	HBA '94	Vice-Chairman, REORIENT Group
John Charman	MBA '70	MD, Haverfield Partnerships
Simon Cua	EMBA '05	MD, Light Engine Limited
John Kao	HBA '76	Director, Worldvest Holdings International
Marisa Kwok	HBA '77	Founder & Director 2eight.two8
Daniel Lam	EMBA '00	Managing Partner, Hampton Securities (Asia) Limited
Patrick Lam	Advisory Board	ED, New World Holdings Limited
Ash Singh	HBA '04	CEO, Interactive.sg, Founder, Angel's Gate
Tony Teo	EMBA '00	ED, Singamas Containers Holdings Limited/ MD, PIL HK
May Tung	MBA '78	MD, DHR International
Randy Weddle	EMBA '09	MD, Asia Pacific, Herald Tribune
Jason Yeung	EMBA '01	Deputy CEO, Bank of China (Hong Kong) Limited

# 2012 Highlights

## JANUARY

### Beamish shares insights on case study culture in China

Professor Paul Beamish provided a keynote speech at the 3rd China Management Case-sharing Centre (CMCC) Management Case Forum in Shanghai.

## FEBRUARY

### Leadership lessons from the financial crisis

Ivey Asia ran the Manulife-Ivey Leadership program for senior-level business partners and regulators from around Asia. This unique program explored the impact of leadership on risk management using the 2008 financial crisis as the case study.

### Ivey partners with Management Development Institute (MDI) Gurgaon

Ivey signs a Memorandum of Understanding with the Management Development Institute (MDI) Gurgaon on joint case development.



Professor Kulwant Singh of ECCH with Jim Erskine

### Ivey honoured in case awards

Michiel (Mike) Leenders, MBA '59, and Jim Erskine, MBA '67, both Ivey Professors Emeriti, as well as Louise Mauffette-Leenders, received the Outstanding Contribution to the Case Method Award from the European Case Clearing House (ECCH) annual case awards.

### Japan-focused Ivey Publishing case wins award

An Ivey Publishing case, "Louis Vuitton in Japan," received a best case writing award from The European Case Clearing House (ECCH).

## MARCH

### Beamish's research appointment renewed

Paul Beamish was encouraged to continue his critical research on multinational enterprises and joint venture performance thanks to a seven-year renewal of his Canada Research Chair in International Management appointment, held since 2004.

## APRIL



### Ivey PhD student completes Asia-focused thesis

Ivey PhD student Michael Roberts, HBA '04, PhD '12, now Assistant Professor at MacEwan University School of Business, completed his thesis entitled International Returnees and the Capturing of Foreign Knowledge by Emerging Market MNEs.

## MAY



### New partnership with China University of Political Science and Law

Ivey Asia announces a multi-year exclusive partnership with China University of Political Science and Law. Through this partnership, Ivey will offer business/law combination programs in Chinese in Beijing.



### Ivey celebrates Hong Kong convocation and Ring Tradition Ceremony

Ivey Asia's 13<sup>th</sup> graduating class of EMBA students were honoured at their convocation ceremony on May 27 and also involved in a separate Ivey Ring Tradition Ceremony.

### John Cheh receives honorary degree

John Cheh, an internationally recognized expert in trade, economics and labour issues and one of the most recognizable individuals in the garment industry, received an honorary degree from Western University at its May 27 convocation ceremony in Hong Kong. Cheh is Vice-Chairman and CEO of Esquel Group and a member of the Ivey Asian Advisory Board.

### Beamish reports on China's internationalization challenge

Paul Beamish participated in the CUPL Legal-Business Management Forum 2012. He delivered a keynote speech entitled China's Internationalization Challenge: Combining Innovation, Global Integration, and the Legal-Business Interface.

### Ivey faculty lead case training in China

Faculty participated in a number of case-teaching and case-writing workshops in China. Professor Paul Beamish led the Case Teaching and Writing Workshop at Beijing Foreign Studies University May 18-19 and the Case Teaching and Writing Workshop at Zhongnan University of Economics and Law May 12-13. Associate Professor Shih-Fen Chen led the Case Teaching Workshop at Zhejiang University May 15-16 and the Case Teaching Workshop at Shanghai Institute of Foreign Trade May 8-9. Michael Sartor, a PhD Candidate, led the Case Teaching Workshop at China University of Political Science and Law on May 18.



### Ivey students teach in China

Six students from Ivey's MBA and MSc programs got to experience a different role in the classroom and gain a glimpse of life half way around the world as volunteer teachers for the Ivey China Teaching Project May 7 to June 8. The student-run initiative enabled them to teach a case-based course to undergraduate business students at the Shanghai Institute of Foreign Trade and Jinan University in Guangzhou.

## JUNE

### Ivey Asia hosts leaders on campus

Ivey Asia co-hosted the Corporate Universities Conference June 4-5. The forum attracted more than 150 leaders of Human Resources and Learning and Development in Asia to Ivey's Hong Kong campus.

## JULY

### Five-day case workshop at Tsinghua University

Associate Professor Shih-Fen Chen led the annual Case Teaching and Writing Workshop at Tsinghua University, which is funded by Pei Hua Foundation in Hong Kong. The five-day workshop ran July 9-13. Chen also led a Case Teaching Workshop at National Chengchi University July 17-18.

### Two-week summer business program for high school students at Hong Kong campus

More than 30 local and international high school students participated in this Ivey pre-business program. This two-week program immersed them in Ivey's real-life Case-Method Learning experience. The program culminated in a case competition which had participants working on teams and given a weekend to prepare for presentations to guest judges including the Canadian Consul General in Hong Kong, Ian Burchett and Dean Jan De Silva.

## AUGUST

### Two-week summer business program for high school students in Beijing

More than 30 Chinese and international high school students participated in this Ivey pre-business program. It was held at the campus of Canadian International School of Beijing.

### Ivey and ISB announce case writing winners

Ivey and the Centre for Teaching, Learning, and Case Development at the Indian School of Business (ISB) announced the winners of the ISB-Ivey Global Case Competition 2012. Winners included faculty from three institutions: MDI Gurgaon, China Europe International Business School (CEIBS) and T A Pai Institute of Management, Manipal, India.

## SEPTEMBER

### Donald L. Triggs Lecture – The War for Talent in China

Jan De Silva delivered the Donald L. Triggs Lecture in International Business in Vancouver on September 11. Entitled The War For Talent in China, De Silva discussed how the megatrends of population growth, urbanization and a growing middle class have made China a growth opportunity for Asian and western companies alike and how demographics are creating significant shortages in talent to realize this opportunity.

### Mark Kruger presentation on China's Leadership Transition ↓

Ivey's Asian Management Institute and Engaging Emerging Markets Research Centre hosted Mark Kruger, who delivered a talk called China: Leadership Transition and Economic Policy on September 12. Kruger is Minister-Counselor, Representative of Finance Canada, and Head of Section (Economics and Finance) at the Embassy of Canada, Beijing.



### Hong Kong students experience Canada

Ivey Asia's Hong Kong students had a week-long visit in London, Canada.

## OCTOBER

### New program for Agricultural Bank of China executives

Ivey Asia ran a five-week executive development program for 253 Regional Deputy Branch Governors of Agricultural Bank of China.



### Fengli Mu arrives at Ivey as visiting scholar

Fengli Mu, an Associate Professor at China University of Political Science and Law (CUPL) and Director of CUPL Business School's Legal-Business Case Centre, arrived at Ivey's London, Canada campus to start a year-long term as a visiting scholar.

### Launch of HR Forum/Roundtable Luncheon Series

Ivey Asia Dean Jan De Silva presented The War for Talent in China as the inaugural event for Ivey Asia's HR Forum/Roundtable Luncheon Series 2012.

## NOVEMBER



### Ivey honoured for education efforts in China

Ivey received the inaugural Education Excellence Award from the Canada China Business Council (CCBC) for outstanding achievements in expanding Canada's relationship with China through education, research, alumni relations and student/faculty exchanges. The award was presented by His Excellency Zhang Junsai, Ambassador of the People's Republic of China to Canada at a gala event in Montreal on November 27. Paul Beamish and Ivey Asia Dean Jan De Silva attend to receive the award.

### China delegation visits Western University

On November 12, a seven-person delegation from Chongqing government and industry visited Western University to discuss opportunities for co-operation on research, programs, business, etc.



### Global Ivey Day celebrated in China ↑

On November 15, more than 250 Ivey alumni gathered at four Global Ivey Day events taking place in Beijing, Shanghai, Hong Kong and Singapore.

### Jan De Silva interviewed on BNN

BNN features Jan De Silva on the topic of Mitigating Exploration Risk on November 26.

## DECEMBER

### Bloomberg TV looks to Ivey regarding China's labor market

Jan De Silva spoke in Hong Kong with Rishaad Salamat on Bloomberg Television's On the Move Asia show. She discussed the challenges facing China's labor market and businesses operating on the mainland.

### South China Morning post reports on Ivey Asia and cases

South China Morning Post interviewed Ivey Asia Dean Jan De Silva on Ivey Asia and cases. The article was published on December 11.

### Henry Wang discusses China National Development Plan

Henry Wang, Director General, Center for China & Globalization, and Ivey Asian Advisory Board member, presented China National Development Plan and its implications for corporations in Asia on December 7 as the second instalment of Ivey Asia's HR Forum/Roundtable Luncheon Series 2012.

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