

National University of Singapore
School of Business
Department of Business Policy

Module Code	BMA 5112 (Version: 6 December 2007)
Module Title	Asia Pacific Business
Semester	Semester II, 2007/2008
Modular Credit(s)	4
Department	Business Policy
Teaching staff	Dr. Andreas Birnik (andreas@nus.edu.sg)
Location	Monday Class: Conference Room A Tuesday Class: HSSML Conference Room
First session	Monday Class, 14 January 2007, 18:00-21:00 Tuesday Class, 15 January 2007, 09:00-12:00

AIMS & OBJECTIVES

This course seeks to develop an understanding of international business in an Asia-Pacific context. To achieve this, the course takes a practical and problem-oriented approach with a substantial focus on the use of case studies of real world companies operating in the region. The case study approach is supported by lectures, group presentations and class-room discussions regarding topics of relevance to the course.

The course is structured around three key themes: environmental analysis, international growth and multinational management.

In the *environmental analysis* section, we will develop an understanding of concepts, frameworks and theories that can be used to understand the international business environment from different perspectives relating to the economy, culture and politics. In contrast to the highly interactive style of the rest of the course, the first two classes will be lecture intensive to ensure that everyone quickly gains a common platform for the benefit of the rest of the course. To practice environmental analysis the class will be split into nine groups, each responsible for analyzing one country in the Asia-Pacific region. The assignment consists of making a 20 minute presentation of key insights that could be useful to know for a fresh MBA graduate who is interviewing for an expatriate position in the focal country.

In the section focused on *managing international growth*, we will explore theories relating to why multinational corporations and business groups exist, and study different forms of international expansion relating to fully owned subsidiaries, acquisitions, joint ventures and strategic alliances. There will be a second group assignment for this section of the course where participants will explore a growth related challenge for a multinational corporation in a country in the Asia-Pacific region. The findings will be reported back to class in a 25 minute presentation. A number of cases will also be discussed in relation to the topic of international growth.

The final part of the course relates to *multinational management*. In this section we will explore the management challenges of operating a multinational corporation. We will focus on the topics of global strategy, MNC headquarter management, MNC subsidiary management and some specific areas including marketing, HR, ethics and implementation in an Asia-Pacific context.

ASSESSMENT

Participants are expected to spend a minimum of ten hours per week on the course including the three hours in the class room. The course will be graded according to the following components:

Component	Grading weight
Group project 1: Country analysis	10%
Group project 2: Company analysis	30%
Group case write-ups	10%
Individual class participation	25%
Individual case examination	25%
Total	100%

Participants who miss a presentation or exam will receive a zero score for this part of the course unless there is a valid, documented medical excuse. Plagiarism is considered a serious offence and will result in a zero score. In addition, plagiarism may be reported to a higher authority within NUS.

Assessment Methods

1) Group projects 1 and 2 (10% and 30% of the grade)

Participants are required to form a total of nine groups to complete the two projects. The number of members in each group will approximately be a function of the total number of people enrolled in the course divided by nine. Regardless of the size of the group, each member is expected to play a vital role at each stage of the project. For clarification, each group will complete one country assignment and one company assignment.

I will set aside 20 minutes during the first class in order to form groups and select which country to work with on a 'first come, first served' basis. You may find it useful to discuss group formation prior to coming to class to facilitate this process. Beyond having nine groups, the only guideline is that all group members cannot be from the same country and ideally there should not be more than two people from the same country. A business school is a 'safe environment' in which to practice cross-cultural interaction compared with in the business world where both organizational performance and individual career success is at stake. Hence, I would encourage you to work in as culturally heterogeneous groups as possible to take full advantage of practicing working with colleagues from different backgrounds. This also increases your ability to build a geographically diverse network which might become advantageous later on in your careers.

The *country analysis* projects will be presented by participants during classes 3-11. The country analysis project represents 10% of the grade. Groups are expected to make a presentation of maximum 20 minutes of the key characteristics of the chosen country's business environment that a fresh MBA graduate interviewing for expatriate positions in the particular country might benefit from knowing in advance. Rather than mechanistically covering all possible angles, the focus of the task is to identify the most important factors and find a way to convey those in 20 minutes. The presentations will be followed by a discussion and an opportunity for class participants to ask questions. Beyond providing an opportunity to practice country analysis, this exercise will hopefully be a useful preparation for your upcoming job search and future management challenges across Asia. Groups are expected to primarily use Chapters 2-4 in the course text book together with the on-line sources discussed during the first two sessions. The intention is to provide an overview of the business environments in the

following nine countries in the Asia-Pacific region: China, India, Indonesia, Japan, Malaysia, the Philippines, South Korea, Thailand and Viet Nam. Each group is expected to upload their presentations on IVLE 24 no later than 09:00 on Monday morning before the class.

The *company analysis* will be presented during classes 12 and 13. This project carries a 30% weight of the total course grade. In the company analysis project, you will assume the role of management consultants making recommendations relating to market entry or international expansion for an existing company. You are free to select your own company to work with. If possible, I would encourage you to work with a real company rather than to conduct purely secondary research. Examples of companies selected during Semester 1 2007 include AT&T, Bread Talk, Cathay Pacific, Deep Ocean, Dunkin Donuts, London Business School, Mio Technologies, Shanghai Tang and Tata.

The experience from the previous class showed that groups working in-depth with a very clear question/hypothesis received better grades than those who made a broad and rather shallow company presentation without sufficient depth of analysis or clarity of recommendations.

Please e-mail me a one page proposal no later than 31 January covering the following details:

- Group members
- Project company
- Industry
- General topic (e.g. market entry)
- Project topic (e.g. your specific assignment)
- Your relationship (if any) to the project company
- A statement of originality meaning that the group members have not worked on a similar project before and that the project will be based on the team members' own analysis (i.e. not summarize a report made by some else).

If more than one Group proposes the same topic, the 'first come, first served' principle will be applied. In addition, I will not approve teams in the Monday and the Tuesday classes working on the same (or very similar) company projects. Though, I will allow you to work with the same company provided that the projects are sufficiently different.

During classes 12 and 13, all groups are expected to make a presentation of maximum 25 minutes. As with the country presentations, the company presentations will be followed by a discussion and questions from class participants. I have chosen to schedule all company presentations at the end of the course to allow all groups maximum opportunity to complete a high quality assignment and draw on materials covered during the course. The deliverables for the company analysis project are a presentation and a written report. Your PowerPoint slides should be posted to IVLE no later than Thursday 3 April 12:00. You are also required to submit a three page 'board paper' summarizing your recommendations. The board papers should be written in a 12 point font with reasonable margins. In addition, you are allowed an appendix of maximum 1 page to show graphs or financial forecasts if required. Please upload your 'board papers' at the same time as your presentation. The 'board papers' should be sufficiently focused to allow the board of your client organization to make a decision based on your recommendations.

For the class presentation, we will treat your presentation as the final internal 'dry run' before making the presentation to the client. This means that you can explain your methodology and some company basics that it might be inappropriate to include in a final client presentation. I expect groups to come well prepared and class participants to challenge the presenters with insightful questions. As already mentioned, a business school is a safe environment and it is important that course participants practice their argumentation skills. Expect me to assume a role similar to Donald Trump in the reality TV show 'The Apprentice' for practice purposes. So come well prepared or you might get fired!

To prevent a 'free rider' syndrome, you will also be asked to complete a peer review of the other group participants. Please e-mail me a one page Word or PDF document with your confidential assessment of your colleagues before the end of Thursday April 17. The assessment format should be according to the following format 3=Excellent (A), 2=Good (B), 1=Satisfactory (C) and 0=Not satisfactory (D). You should not rate your own performance. Please provide a short motivation for any C and D grades given. Also do not forget to include your own name as grader and whether you belong to the Monday or Tuesday group.

2) Group case write-ups (10% of grade)

Each group is required to submit a 1-page note each week with details about:

1. What is the central issue in this week's case? (minor focus)
2. What can you learn from this week's case? (major focus)

Please upload your case notes on IVLE no later than 09:00 on Monday morning before the class. You are required to complete this assignment in group and simply dividing the notes between group members, without discussing the content, is equivalent to cheating on a group assignment. The objective of this exercise is to make you reflect on your learning experience. Hence, I want you to discuss what you have learnt from the case rather than to try to answer the case questions (which we will discuss in class). As such you are encouraged to reflect on personal work experience in relation to situations that are either similar or different to those discussed in the case. Please don't forget to include the names of the group members at the top of your 1-page submission.

3) Class Participation (25% of grade)

Given the heavy emphasis on case analyses, class participation is closely tied with learning. For this reason, it is essential that all class participants be ready to discuss and analyze pre-assigned issues and problems on cases and readings. I expect that each member of the class can offer focused comments that show how a particular concept is illustrated in a case and how substantive problems can be resolved. In analyzing a case, class members should be able to identify problems, explore strategic alternatives, and develop strategic recommendations. In particular, I use the following questions to evaluate class participation:

1. Is the participant a good listener?
2. Do the comments reflect careful analysis?
3. Do the comments add to our understanding of the situation?
4. Is there a willingness to try new ideas (beyond repeating case facts)?
5. Is the participant able to critically reflect upon his/her own experience in relation to the case?
6. Is the participant considerate of other class members?

While group work is required for the weekly 1-page note, it is highly encouraged for preparation of the case questions. Cases normally include dilemmas as encountered by managers, so it is important to deal with them as they are written and there is little need to search for additional or more recent data. Given the importance of participation, class attendance is mandatory for students' success in this class and an individual's absence will affect their final grade, whether excused or not. Participation in each class will be graded between 0-3. If you do not show up to class, you will receive a 0 grade for this particular class. Those who attend class will receive a grade between 1-3. The final oral participation grade will be a weighted average of your level of participation and the scores received for each class.

During classes 3-11, each group will be responsible once for taking down class participation and proposing individual class participation grades. Participation should be marked with 1=present and 0=not present (D). The scores should be in the format of 3=excellent (A), 2=good (B), 1=satisfactory (C). A grade of 1 should be given to students who are present but who make a limited contribution to a particular class. Please submit your proposed grades to me via e-mail, no later than 12:00 on the Wednesday following the class.

Please bring your name cards to each session throughout the semester to ensure that I grade your oral participation fairly. I will do my best to learn your names but I will be teaching one full class on Monday evening and another on Tuesday morning.

I would also ask each one of you to upload a 1-page career statement, with a photograph attached, in the designated folder in IVLE by Monday, January 21 at 09:00. The ideal career statement, for this purpose, gives provides a picture of **1) where you are coming from** (i.e. country, international experience, industry experience, functional experience), **2) your ideal job after your MBA** (i.e. career objectives, industry preferences, functional preferences), and **3) where you want to be when you reach the top of your career**. This provides me with an opportunity to learn if some course participants have experience or aspirations of particular relevance in relation to some of the case discussions. It also allows you to learn more about each other for networking purposes. A standard CV does not always contain sufficient forward- orientation to understand where someone is going.

4) Business case test (25%)

The business case test will be held at the end of the semester on a date to be confirmed. The examination will evaluate your case analysis skills and the ability to apply the concepts learned in the class to the test case. It is an open book format and you are requested to type the exam on your laptops. There is no restriction on the materials that can be brought into the test. The only restriction is that no communication is permitted with other students in the class, with electronic media such as by phone, the internet, e-mail, SMS or sharing books/notes. Students are advised that plagiarism guidelines will apply to all answers provided. The length of your answer will be limited to 2,500 words and the business case test will count for 25% of the final grade. At the end of the exam, you will need to upload the exam papers in a designated folder in IVLE using your name and matriculation number as file name. In addition, you are requested to verify with the exam invigilator that the exam paper has reached the IVLE folder prior to leaving the examination venue. As a safety measure, against internet/e-mail failure, students are requested to bring a USB drive to the examination.

REQUIRED READING

1. International Business: An Asia Pacific Perspective, First Edition. Andrew Delios and Paul W. Beamish. Pearson Education South Asia (Prentice Hall). ISBN 013127533X. Publication Date: 28 June 2004. Available for purchase in campus book shop.
2. Strategy Toolbox in PowerPoint format uploaded in IVLE. The objective of the toolbox is to bring everyone up to a minimum level of proficiency in strategic analysis given the different backgrounds of course participants.
3. Other readings as listed in this course outline.

OVERVIEW OF SESSIONS

#	Course theme	Topic
1	Environmental analysis	Environmental analysis (part I)
2	Environmental analysis	Environmental analysis (part II)
3	Managing international growth	The multinational enterprise and business groups
4	Managing international growth	Market entry and expansion
5	Multinational management	Global strategy
6	Multinational management	MNC configurations of strategy and structure
7	Multinational management	Managing the MNC: The headquarter perspective
8	Multinational management	Managing the MNC: The subsidiary perspective
9	Multinational management	Marketing in MNCs
10	Multinational management	HR in MNCs
11	Multinational management	Ethics and social responsibility in MNCs
12	Managing international growth	Presentations of group projects (part I)
13	Managing international growth	Presentations of group projects (part II)
14	Multinational management	Implementation and change in MNCs

DETAILS OF SESSIONS

Class	Date	Description of class and required materials
1	Jan 14/15	<ul style="list-style-type: none"> • Introduction to the course • Formation of groups • 'What is International Business' • Lecture: Environmental analysis I • Case: no case this week <p>Textbook: Chapters 1 and 2 in Delios & Beamish</p> <p>Articles:</p> <ul style="list-style-type: none"> • Porter, 1990, The competitive advantage of nations, Harvard Business Review, 68(2): 73-93
2	Jan 21/22	<ul style="list-style-type: none"> • Lecture: Environmental analysis II • Case: Beijing Mirror Corp. (in Delios & Beamish) <p>Textbook: Chapters 3 and 4 in Delios & Beamish</p> <p>Articles:</p> <ul style="list-style-type: none"> • Hofstede, 1980, Motivation, leadership, and organization: Do American theories apply abroad?, Organizational Dynamics, 9(1): 42-63 • Liberthal & Lieberthal, 2003, The great transition, Harvard Business Review, 81(10): 70-81 • McEwen, Fang, Zhang & Burkholder, 2006, Inside the mind of the Chinese consumer, Harvard Business Review, 84(3): 68-76

Class	Date	Description of class and required materials
3	Jan 28/29	<ul style="list-style-type: none"> • Lecture: The multinational enterprise and business groups • Country presentation: Malaysia • Case: Nora-Sakari: A proposed JV in Malaysia (updated version exists compared to Delios & Beamish book) <p>Textbook: Chapters 8 and 9 in Delios & Beamish</p> <p>Articles:</p> <ul style="list-style-type: none"> • Khanna & Palepu, 1997, Why focused strategies may be wrong for emerging markets, Harvard Business Review, 75(4):41-51
4	Feb 4/5	<ul style="list-style-type: none"> • Lecture: Market entry and expansion • Country presentation: Viet Nam • Case: Technophar in Viet Nam (in Delios & Beamish) <p>Textbook: Chapters 5, 6 and 7 in Delios & Beamish</p> <p>Articles: No articles this week</p>
5	Feb 11/12	<ul style="list-style-type: none"> • Lecture: Global strategy • Country presentation: India • Case: Eli Lilly in India: Rethinking the joint venture strategy <p>Textbook: No chapter this week</p> <p>Articles:</p> <ul style="list-style-type: none"> • Levitt, 1983, The globalization of markets, Harvard Business Review, 61(3): 92-102 • Douglas & Wind, 1987, The myth of globalization, Columbia Journal of World Business, 22(4): 19-29 • Ghemawat, 2007, Why the world isn't flat, Foreign Policy, 159: 54-60 • Ghemawat, 2007, Managing differences: The central challenge of global strategy, Harvard Business Review, 85(3): 58-68
6	Feb 18/19	<ul style="list-style-type: none"> • Lecture: MNC strategy and structure configurations • Country presentation: Japan • Case: Philips versus Matsushita: A new century, A new round <p>Textbook: Chapter 10 in Delios & Beamish</p> <p>Articles:</p> <ul style="list-style-type: none"> • Bartlett & Ghoshal, 1988, Organizing for worldwide effectiveness: The transnational solution, California Management Review, 31(1): 54-74 • Porter, 1986, Changing patterns of international competition, California Management Review, 28(2): 9-40
	Recess week	

Class	Date	Description of class and required materials
7	Mar 3/4	<ul style="list-style-type: none"> • Lecture: Managing the MNC: The headquarter perspective • Country presentation: Thailand • Cases: Fritidsresor under pressure (A): The first 10 hours (distributed prior to class), Fritidsresor under pressure (B): The first week (to be distributed in class), Fritidsresor under pressure (C): After the tsunami (distributed in class) <p>Textbook: No chapter this week</p> <p>Articles:</p> <ul style="list-style-type: none"> • Campbell, Goold & Alexander, 1995, The value of the parent company, California Management Review, 38(1): 79-97 • Goold, Campbell & Alexander, 1998, Corporate strategy and parenting theory, Long Range Planning, 31(2): 308-314 • Goold & Campbell, 2003, Structured networks: Towards the well-designed matrix, Long Range Planning, 36(5): 427-439
8	Mar 10/11	<ul style="list-style-type: none"> • Lecture: Managing the MNC: The subsidiary perspective • Country presentation: China • Case: Hilti (A) (distributed prior to class), Hilti (B) (distributed in class) <p>Textbook: Chapter 11 in Delios & Beamish</p> <p>Articles:</p> <ul style="list-style-type: none"> • Birkinshaw & Fry, 1998, Subsidiary initiative to develop new markets, Sloan Management Review, 39(3): 51-61 • Bower & Gilbert, 2007, How managers' everyday decisions create or destroy your company's strategy, Harvard Business Review, 85(2): 72-79
9	Mar 17/18	<ul style="list-style-type: none"> • Lecture: Marketing in MNCs • Guest lecturer (tentative) • Country presentation: Philippines • Case: Splash Corporation (A): Competing with the big brands <p>Textbook: No chapter this week</p> <p>Articles:</p> <ul style="list-style-type: none"> • Birnik, Birnik & Sheth, 2008, The branding challenges of Asian manufacturing firms, draft manuscript to be handed out in class • Birnik & Bowman, 2007, Marketing mix standardization in multinational corporations: A review of the evidence, International Journal of Management Reviews, 9(4)

Class	Date	Description of class and required materials
10	Mar 24/25	<ul style="list-style-type: none"> Lecture: HR in MNCs Country presentation: South Korea Case: ING Insurance Asia Pacific <p>Textbook: Chapter 12 in Delios & Beamish</p> <p>Articles:</p> <ul style="list-style-type: none"> Bartlett & Ghoshal, 1992, What is a global manager?, Harvard Business Review, 70(5):124-132 Quelch & Bloom, 1996, Return of the country manager, McKinsey Quarterly, 2: 30-43 Stewart Black & Gregersen, 1999, The right way to manage expats, Harvard Business Review, 77(2): 52-63
11	Mar 31 Apr 1	<ul style="list-style-type: none"> Lecture: Ethics and social responsibility in MNCs Country presentation: Indonesia Case: Manulife in Indonesia A (to be distributed prior to class), Manulife in Indonesia B (distributed in class) <p>Textbook: Chapter 13 in Delios & Beamish</p> <p>Articles:</p> <ul style="list-style-type: none"> Hamilton & Knouse, 2001, Multinational enterprise decision principles for dealing with cross cultural ethical conflicts, Journal of Business Ethics, 31(1): 77-94 Fionna & Webber, 2002, Politics, legal systems and corruption in Indonesia: A historical overview (INSEAD Note 202-040-5)
12	Apr 7/8	<ul style="list-style-type: none"> Project presentations
13	Apr 14/15	<ul style="list-style-type: none"> Project presentations
14	Apr 21/22	<ul style="list-style-type: none"> Lecture: Implementation and change in MNCs Course wrap-up with Q&A Case: no case this week <p>Textbook: No chapter this week</p> <p>Articles:</p> <ul style="list-style-type: none"> Nohria, Joyce & Roberson, 2003, What really works, Harvard Business Review, 81(7): 42-52

Case Summaries and Assignment Questions

Session 1, January 14/15

No assignment questions or materials to prepare.

Session 2, January 21/22

BEIJING MIRROR CORP.

Beijing Mirror had invented a new type of rearview mirror which could effectively eliminate blind spots in driving. But the company did not have the necessary resources to market the product on its own. Many domestic and overseas companies have made proposals to cooperate with Beijing Mirror in developing and marketing the product. Mr. Ming Tian, Manager of the Strategic Management Department at Beijing Mirror, must prepare an action plan with his recommendations regarding how to enter domestic and international markets. This decision involves where, when, and how to make market entries.

Case Question:

1. As a consultant to Mr. Tian, what will you recommend to him? Why?

Session 3, January 28/29

NORA-SAKARI: A PROPOSED JV IN MALAYSIA

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 the challenge is to find a way to try to restructure a win-win deal.

Case Questions:

1. Why have the negotiations so far failed to result in an agreement? Is the formation of the JV between Nora and Sakari the best way for both parties to achieve their objectives?
2. As Zainal, what would you do to ensure that Nora fulfills the TMB contract?
3. If Zainal decides to renegotiate (and assuming that Kuusisto agrees), how should he restructure the terms of the deal?

Session 4, February 4/5

TECHNOPHAR VIET NAM

The Technophar in Viet Nam case provides a history of Technophar's worldwide operations and presents the issue of a technology transfer to Viet Nam. Gary Dube, one of three vice-presidents in this firm, must balance the benefits of developing a turn-key plant in Viet Nam, against the possibility of failure in this market, and against foregone opportunities in other markets. Beyond the immediate decision at hand is the need for a solution to the company's approach to international markets. The company is verging on much more rapid growth provided it can exploit all its latent foreign market opportunities. A second issue in this case is the identification and development of a strategic approach to the determination and development of foreign market opportunities.

Case Questions:

1. Do a size-up of Technophar's organization strengths and weaknesses.
2. What should Technophar do about the Viet Nam contract?
3. In the context of both regional and worldwide demand for capsule machines (and pharmaceutical products), are there any countries on which Technophar should be focusing its efforts for identifying and developing market opportunities?

Session 5, February 11/12

ELI LILLY IN INDIA: RE-THINKING THE JOINT VENTURE

Eli Lilly and Company is a leading US 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.

Case Questions:

1. Did Eli Lilly pursue the right strategy to enter the Indian market?
2. Carefully consider the evolution of the joint venture. Evaluate the three successive JV leaders. What were the unique challenges faced by each?
3. How would you assess the overall performance of the JV? What did the parties learn from the JV?
4. What action would you recommend regarding the Ranbaxy partnership? What are the implications of your recommendation? How would you implement this?

Session 6, February 18/19

PHILIPS VERSUS MATSUSHITA: A NEW CENTURY, A NEW ROUND

This case presents the development of the international strategies and organizations of two major competitors in the global consumer electronics industry. The history of both companies is traced and their changing strategic postures and organizational capabilities are documented. Particular attention is given to the major restructuring each company is forced to undertake as its competitive position is eroded.

Case Questions:

1. How did Philips become the leading consumer electronic company in the world in the postwar era? What distinctive competence did they build? What distinctive incompetencies?
2. How did Matsushita succeed in displacing Philips as number 1? What were its distinctive competences and incompetencies?
3. What do you think of the change each company has made to date? – The objectives, the implementation, the impact? Why is the change so hard for both of them?
4. What recommendations would you make to Gerald Kleisterlee? To Kunio Nakamura?

Session 7, March 3/4

FRITIDSRESOR UNDER PRESSURE (A): THE FIRST 10 HOURS

When the tsunami hit Southeast Asia on 26 December 2004, the leadership team at a Swedish tour company must manage a devastating crisis affecting thousands of its customers and employees in Thailand. This case documents the challenges the company faced in the first ten hours of the crisis when the normal course of business is interrupted. Amid the uncertainty of those first hours, the leadership team must make a range of decisions to orchestrate the company's response and manage the rest of its business.

Case Questions:

1. How would you assess Fritidsresor's emergency routines and procedures?
2. What do you think of the way that the following managers handled the situation?:
 - a. Mikael Edwards
 - b. Lottie Knutson
 - c. Johan Lundgren
3. What would you have done if you were in the position of Christian Clemens?
4. How should a multinational corporation prepare for unexpected events of this nature and magnitude? How would you structure governance and decision making?

Fritidsresor (B) and (C) cases will be distributed in class to facilitate further discussions.

Session 8, March 10/11

HILTI (A)

The Liechtenstein company Hilti has a strict global strategy which all country organizations are required to follow. On a global basis, Hilti has been very successful using a highly standardized approach. However results in the Hong Kong subsidiary have deteriorated since the new strategy was enforced. Should an exception be made leading to local adaptation in Hong Kong? If so, should the exception only be allowed in Hong Kong, or implemented across Asia?

Case Questions:

1. Is Hilti's global strategy an asset or a liability?
2. Should an exception be made for the Hong Kong subsidiary?
3. If so, should the exception be made for all of Asia or just for Hong Kong?
4. What approach should you take as a subsidiary manager versus headquarters in a situation like this?

The Hilti (B) case will be distributed in class to facilitate further discussions.

Session 9, March 17/18

SPLASH CORPORATION (A)

Set in the Philippines in November 2005, the case examines a local company that has been extremely successful in several product categories in its own domestic market and is defending its market position against intense competition from powerful multinational corporations, emerging domestic rivals and newer low-cost alternatives. The management of Splash needs to decide how to grow the company faced with fierce competition from some of the world's most sophisticated marketing companies.

Case Questions:

1. How would you define branding, marketing and positioning strategies?
2. What are the key elements behind Splash's success to date and the key challenges?
3. How would you go about developing Splash's brand positioning going forward?
 - a. What components should the brand positioning include?
 - b. Which customer segments are key for the brand in the future?
 - c. Which functional and emotional customer needs should be addressed?
 - d. How will the positioning be differentiated from competitors?
4. Should Splash continue to use a multi-brand strategy with several product brands in the market?

- a. What are the benefits and challenges with a multi-brand strategy?
 - b. Are there other ways of organizing the product portfolio
5. How would you develop an implementation plan for the re-positioned Splash brand?
- a. What aspects of the marketing mix would you use and how?

Session 10, March 24/25

ING INSURANCE ASIA-PACIFIC

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.

Case Questions:

1. As Jacques Kemp, what is your assessment of the situation for ING Asia Pacific?
2. What type of changes do you propose?
3. What major challenges are you likely to encounter in trying to implement your changes?

Session 11, March 31/April 1

MANULIFE IN INDONESIA (A)

The case recounts the unanticipated trials and tribulations experienced by a Canadian insurance company, Manulife, when it tried to take over its local partner's stake in their Indonesian joint venture. The case illustrates the problems that a foreign company may encounter in a country where the rule of law is weak or absent. The B case will be distributed after a class discussion of the A case.

Case Questions:

1. How would you describe the state of the legal and regulatory framework in Indonesia (hint: see INSEAD note)?
2. What measures can a multinational take to protect its position in an environment such as Indonesia? In light of this, does Manulife appear well prepared to operate in Indonesia?
3. How would you assess Manulife's position in terms of being able to acquire DSS's stake in AMJI? What could threaten the acquisition?

The Manulife (B) case will be distributed in class to facilitate further discussions.

Session 12, April 7/8

Project presentations and discussions.

Session 13, April 14/15

Project presentations and discussions.

Session 14, April 21/22

Final class. No case discussion.