第二届黑龙江省“高教社杯”商务英语系列大赛

——案例分析大赛题目

Case Analysis (1) —Business Communication

By October 1996, it had been four months since management at the Bank of Nova Scotia (BNS) increased its stake in the Mexican bank, Grupo Financiero Inverlat (Inverlat), from 8.1 %, to an equity and convertible debt package that represented 54% ownership of the bank. A team of Canadian managers had been sent to Mexico to assume management of the ailing financial institution immediately after the deal was struck. Jim O'Donnell, now Director General Adjunto (DGA)I of the retail bank at Inverlat, had been there from the beginning.

Jim was a member of the original group that performed the due diligence to analyze Inverlat's finances before negotiations could begin. Later, he and his wife Anne-Marie (also an executive with the bank) were the first Canadians to arrive in Mexico in May 1996. Since then, 14 additional Canadian managers had arrived, and restructured the four most senior levels within Inverlat The pace of change had been overwhelming. Jim now wondered how successful his early efforts had been and what could be done to facilitate the remaining restructuring?

Case Analysis (2) —Business Communication

On Monday, August 4, 1997, Trevor Woods, President of Bristol Compressors, Asia-Pacific, chaired a meeting of his top management team to discuss the company's on-going management challenges in the region. The Hong Kong-based team, known as the Management Committee (Me), included Woods, aged 46, and seven other senior functional managers. Despite attractive markets in the region, Bristol Compressors' growth in Asia-Pacific had not met expectations. A broad consensus had emerged among MC members that lack of management depth was a major factor contributing to the company's weak performance. Although everyone present was convinced that something had to be done, a specific plan had not yet been developed. Please help to come up with a set of recommendations to increase significantly management bench strength in the region.

Case Analysis (3) —Business Communication

Jonathon Greywell locked the door on the equipment shed and began walking back along the boat dock to his office. He thought about the matters that had weighed heavily on his mind during the last few months. Over the years, Greywell had established a solid reputation for the Coral Divers Resort as a safe and knowledgeable scuba diving resort. It offered not only diving, but a beach front location. As a small but well regarded allaround dive resort in the Bahamas, many divers had come to prefer his resort to other crowded tourist resorts in the Caribbean.

However, over the last three years, revenues had declined and, for 1995, bookings were flat for the first half of the year. Greywell felt he needed to do something to increase business before things got worse. He wondered if he should add some specialized features to the resort that would distinguish it from others. One approach was to focus on family outings. Rascals in Paradise, a travel company that specialized in family diving vacations, had offered to help him convert his resort to one which specialized in family diving vacations. They had shown him the industry

demographics that indicated that families were a growing market segment (see Exhibit 1) and made suggestions about what changes would need to be made at the resort. They had even offered to create menus for children and to show the cook how to prepare the meals.

Another potential strategy for the Coral Divers Resort was adventure diving. Other resort operators in the Bahamas were offering adventure-oriented deep depth dives, shark dives and night dives. The basic ingredients for adventure diving, reef sharks in the waters near New Providence and famous deep water coral walls, were already in place. However, either of these strategies, family or adventure, would require changes and additions to his current operations. He was not sure whether any of the changes was worth the time and investment or whether he should instead try to improve upon what he was already doing.

A final option, and one which he had only recently thought about, was to leave New Providence and try to relocate elsewhere. An issue here was how much he might be able to recover if he sold Coral Divers and whether better opportunities existed elsewhere in the Bahamas or around the Caribbean.

Case Analysis (4) —Marketing

Steve Goldstein, the CEO of Levi's, had a problem. As he examined the sales figures for men's jeans, he saw that business was starting to decline. Part of the problem was that he and his colleagues had been a little too successful at meeting the needs of this market by linking Levi Strauss very closely with the jeans market rather than say, the slacks market. As the traditional Levi's jeans customers got older, they wanted to buy pants other than jeans so they looked elsewhere for new styles of pants. Jeans sales dropped dramatically in the 1980s as baby boomers (then aged 18-34) graduated to more conservative clothes.

In response, Levi Strauss did its homework. The company's research showed that consumers would be receptive to buying other "non-jeans styles" bearing the Levi's name. When Levi's noticed that a line of slacks sold by its Japanese subsidiary was catching on in Japan, the firm introduced this line in the United States under the Dockers name.

By the early 1990s, the Dockers line was pulling in almost a half billion dollars in sales. Although sales of Dockers were booming, men wanted even more variety, especially because relaxed dress codes in many workplaces were making casual clothing more acceptable, even for grown-up baby boomers. Goldstein knew this generation of men was more sophisticated about fashion than their fathers were. These men tended to own a "wardrobe of jeans" rather than just one or two pairs. Because many of them had already accumulated enough of Levi's more traditional jeans styles (the 501 and 505 models), they saw no need to continue to buy more. How could Levi's sell more pants to this large consumer segment?

Case Analysis (5) —Marketing

In a brutal economy few industries have been more knocked around than the poor airlines. Just take a look at which have either been trotted through bankruptcy court or have frantically tries to stave it off: United, US Airways, American, and more. Then there's Southwest, a perennial thorn in the other carriers' sides. Southwest not only survived the recession, but even managed to turn a profit. The strategies that helped the company through it: a near-fanatical approach to

cost-savings, a training structure that instills the unique Southwest culture in every newly hired employee, and a consistent management style through the wildly fluctuating economy.

"It all goes back to Herb Kelleher's mantra," says spokesman Ed Stewart. "In good times, manage as though bad times are just around the corner because they're sure to come."

And come they did. Beginning with 9/11, which hit the industry like a sledgehammer, Stewart remembers like it was yesterday. The frantic calls to friends at other airlines, the effort to make sure every Southwest plane got down immediately and safely. He also immediately knew, as other company execs did, that it could be the beginning of financial devastation for the sector. So, Southwest swung into action with a series of savvy moves. So, what marketing strategies were employed by Southwest Airlines to deliver customer satisfaction?

Case Analysis (6) —Management

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Case Analysis (7) —International Trade Practice

An export company in China made an offer to an American importer, "Red bean, FAQ 2005, USD250.00/MT FOB Dalian, packed in jute bags, containing 40KGS per bag." Within the validity period, the American importer gave a reply: "Referring to your telex, we hereby confirm our acceptance. Goods packed in 50KGS per bag." After receiving this, the export company started to prepare the goods. A few days later, when the price of red bean plummeted in the American market, the importer denied the contract claiming in its telex that "the contract is invalid because you have not confirmed our alteration to the package." But the export company insisted that the contract was valid. A dispute was thus arisen. Is the contract effective?

Case Analysis (8) —International Trade Practice

Bank A in London opened an L/C with the amount of US$100,200. The date of payment was "45 days after the date of bill of lading"; both the date of shipment and the date of expiry was January 15. The L/C required 8 documents.

On January 15, when receiving the documents presented by the exporter, the negotiating bank

examined the documents based on the terms of the L/C. When everything was found in strict compliance with the L/C terms, the negotiating bank negotiated the documents and sent the negotiated documents to the issuing bank for reimbursement.

On January 25, the issuing bank examined the documents accordingly, made payment, and presented documents to the buyer for payment.

The buyer paid and got the documents.

But when presenting the bill of lading to the carrier, the buyer was told that the bill of lading was a forged one.

The buyer immediately asked for refund from his issuing bank, claiming that the banks did not observe their liability of examining documents carefully. Should the banks be responsible for the B/L swindle? What caused this kind of risk?

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