

November 4, 2015

Dear Holland America Line Global Case Competitor,

The case being used in the 2015 Holland America Line Global Case Competition is **IMAX: Expansion in BRIC Economies** (Ivey Publishing W15058, March 2015).

In addition to the case, students will also be provided with supplemental Excel spreadsheets (in digital form).

Charge to students

Your team will play the role of a strategic planning group within IMAX Corporation; the judges will represent the CEO and upper management of the company.

Richard Gelfond, IMAX CEO, has asked your team to **address the questions below and to present your recommendations to upper management.**

1. How should IMAX allocate its future expansion by country in the BRIC economies (Brazil, Russia, India, China)? In particular, over the next 10 years, what percentage of screen growth should go to each of the BRICs?
2. For the top two countries on your list in #1, recommend some strategies for growth in those markets and for mitigating the risks.
3. Given competition in the industry and given your recommendations regarding international expansion, how much should the company invest in R&D going forward and what should the company invest in?

You have 10 minutes for your presentation, and the judges will ask you questions for 10 minutes after that. The judges will expect every team member to speak at some point during the presentation and/or Q&A period.

Please arrive at your designated presentation rooms 15 minutes before your transition time. This will ensure we remain on schedule.

Good luck!

The Global Business Center

