

April 12, 2012

Dear GBCC Teams,

Enclosed you will find the case for the 2012 Global Business Case Competition, *Li & Fung 2012, Harvard Business School, January 2012*. This letter contains some important information about the case analysis and competition rules.

Case analysis

You are the top executives at Li & Fung, and you are preparing an important presentation to stock market investors and analysts. You are expected to explain the strategies that you will implement to achieve the goal of a \$1.5 B. core operating profit in 2013. The audience will want to know the following specific information:

1. Will the company grow through acquisitions or organically? If acquisitions, what are some examples of targets? If organically, in what part(s) of the business?
2. Which global markets provide the greatest opportunities for sales growth and why?
3. How will the sourcing network change as China's economy changes?
4. Forecast of how your strategies will affect the firm's income statements for 2012 and 2013.

You need to convince the audience that the \$1.5 B. goal is feasible, but you also need to demonstrate a realistic view of the potential threats to the company and risks in your strategies.

Competition notes and rules

- Obviously, you will need to do outside research in order to prepare your presentation.
 - However, you may not conduct any personal interviews as part of that research. For example, do not call, visit, or e-mail anyone at the case company. The only sources that you may use are publicly available ones (print or electronic).
 - Note: You are allowed to ask librarians where reference materials are located.
- Do not discuss the case, your research, or your presentation with anyone outside your team (this includes your advisor, your ambassador, and GBCC managers) before Saturday's competition.
- If you have a question about the competition, the rules, these instructions or the case, contact Kathleen Hatch (khatch@uw.edu).

I look forward to seeing your presentations on Saturday. Have fun!

Sincerely,



Debra Glassman
Faculty Director, Global Business Center