

November 14, 2012

Dear Holland America Line Global Case Competitor,

Included in this email you will find the case for the competition, “**Phase Separation Solutions (PS2): The China Question**” (Richard Ivey School of Business, University of Western Ontario, 2012).

Charge to Student Teams: your role is to recommend a course of action regarding PS2’s opportunities in China. You will present recommendations and supporting analyses to judges who will play the role of the Board of Directors of West Mountain Capital.

As described in the case, PS2 has been offered two opportunities to bring its proprietary technology to China in collaboration with a government agency and a private company. Your team must answer the following questions:

- Should PS2 enter the Chinese market now?

Hint: consider firm resources and capabilities, as well as market demand both short-term and long-term.

- If PS2 does enter the Chinese market now, which joint venture opportunity should it pursue? Is it feasible for PS2 to do both?

Hint: think about the company’s risk tolerance, growth strategy, operational capabilities, financial resources, and profit potential.

- What ownership level should PS2 assume for its JV option, assuming it decides to accept one or both offers?

Hint: consider issues of intellectual property and relationship with local partners.

You are allowed (and expected) to use as part of your analysis publicly available information.

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