

Completed Case Studies

VIP Shop vs Jingdong: B2C Electrical Appliance Suppliers Part Ways

Case researcher He Shan, advised by Professor Liu Jing

VIP Shop and Jingdong represent different developmental paths for China's B2C electrical appliance sector. A unique business model and careful management and sustained profitability at VIP Shop have underpinned strong stock market performance. However, under its current model, it needs to maintain its advantages by upgrading. In contrast, Jingdong is a large scale chain supplier. Continued losses in recent years have not helped it confront criticisms about its strategic direction. In terms of profit-making and chosen scale of business, which looks to be the market winner?

Haier's Network Innovation Practice

Case researcher Yang Yan, advised by Professor Ou Jihong

In 2012, Haier announced a strategic network transformation, which Zhang Ruimin hopes would lead Haier from being a traditional home appliance manufacturer to a user-centric online firm. In two short years, Haier has made a series of restructuring attempts, including organizational restructuring, internal reform mechanisms and innovative pre- and post-production practices. Zhang Ruimin started the strategic transformation not just with the help of Haier's own accumulated resources, but also on the foundation of seven years of "globalized transition" to become an internet-oriented firm. This case describes Haier's internet journey, and examples of sales and product design innovations, to see how these seeds entered Haier via internet-based company transformation.

Color Life: Challenges of Transformation to a Platform Model

Case researcher Cui Huanping, advised by Professor Liao Jianwen

Color Life used to be a traditional property management business. Subject to the rise and fall of labor costs and property management fees, profit margins kept getting squeezed. So Color Life built an online platform, and developed a community around the concept of a "one kilometer shopping" platform together with suppliers. With Jingdong and Yihao Dian, Color Life integrated into a vertical supplier chain, providing value-added services for families. What challenges remain for such an online platform property management firm? How to resolve clashes between the old traditional way of working and the new online business model?

Jiuxian.com – A Vertical Supply Chain for Chinese Liquor

Case researchers Zhou Yi and He Shan, advised by Professor Zhang Weining

Jiuxian.com is China's largest comprehensive e-commerce service for

liquor. Originating as a traditional supplier, Jiuxian.com has continuously upgraded its business model based on market demand and industry conditions. With B2C as its foundational model, B2B, C2B, o2O are all being tried out on the market. With its explorative approach, Jiuxian.com has great reference value for other vertical market participants and internet companies in this evolving sector.

Uber: A Pioneer in the Sharing Economy

Case researchers Liu Xiaoting and Zhou Yi, advised by Professor Teng Bingsheng

Uber is undoubtedly one of the hottest companies in Silicon Valley today. This company was founded in 2009 and in just five years has penetrated markets in 57 countries and regions. Wherever it sets up, Uber not only reimagines the taxi-taking experience, but also lead to the growth of new local "sharing economy" markets, attracting countless imitators. According to the latest 2015 financial reports, Uber's valuation is more than 50 billion USD, making it one of the highest valued companies after Facebook. What makes Uber unique? What are the core elements of the sharing economy business model? Where will Uber head next?

Tesla – Make or Break in China

Case researcher Heather Mowbray, advised by Professor Li Wei

As a disruptive technology company with a market capitalization of over USD 30 billion, Tesla holds the hopes of the sustainable transport industry for taking its cars mainstream and scaling up to become a leading light in the evolving automotive industry. However, a weak link is China. Since selling its first cars in China in 2014, sales have been weak and widespread consumer interest tepid. How can Tesla come back from losing its China head Veronica Wu in December 2014 to challenge rivals BMW and local firms BYD and BAIC? What can the company learn from its experience in the US? Are long term prospects for the electric consumer vehicle as promising as Elon Musk and industry insiders will have us believe?

The CKGSB Business Confidence Index (BCI) (Chinese and English)

Case researchers Gu Chongqing, Yang Yan, Liu Xiaoting, Heather

Mowbray, advised by Professor Li Wei

In the Chinese economy, it is the private sector that exhibits the most dynamism. However, researchers have lacked a trustworthy index that fully represents operating conditions in the sector. Using questionnaires, CKGSB BCI has obtained four years' worth of invaluable data. This year, on the basis of monthly surveys, we have calculated four regular indices upon which reports have been published that show the private sector's confidence level in the next six months of business.

Completed Draft Case Studies (subject to confirmation)

Paisenbai Case Study

Case researcher Cui Huanping, advised by Professor Liao Jianwen

As China's first not from concentrate (NFC) orange juice producer, Chongqing's Paisenbai took 17 years to make a profit. Unlike the industrialization or operational scaling taking place in the US and Europe, a contractual responsibility model reigns in China. Paisenbai however maintains a separation between orchard and operational rights when managing its farmers. How does such a system help ensure juice quality and yield? How does Paisenbai make the call between profitability and sustainability?

JD Crowd Funding

Case researcher He Shan, advised by Professor Ouyang Hui

JD.com officially launched its crowd funding channel in July 2014. JD first made a big push in consumer credit payments with an air purifier called "Three Dads" that sold well. This set the scene for JD.com Finance to quickly launch equity crowd funding. There are no legal provisions for crowd funding as yet, but collective private financing certainly exists in a legal grey area. On the positive side, this kind of funding is an effective way to leverage idle private capital, and can really show the power of financing and the efficiency of the internet. This case analyses JD Crowd Funding's core model, and discusses in depth whether or not JD, a relative latecomer to online finance, can gain ground in finance in this way.

Ongoing Case Study Projects

Letv Ecosystem

Professor: Binsheng Teng & Researcher: Huanping Cui

Letv is the first online video company who came forward the idea of internet ecosystem chain. Starting from the ecosystem of online content, Letv has expanded its ecosystem chain to the smart hardware, which formed the mode of "smartphone hardware + internet ecosystem". What are the special features of Letv ecosystem? How will the four main plates "platform + content + terminal + app" cooperate with each other to exert their respective advantages? How will the closed internal ecosystem interact, synergize and deeply cooperate with its open external counterpart?

Qihoo 360

Professor: Xinlei Chen & Researcher: Xiaoting Liu

It takes only ten years for Qihoo 360 to become one of the "TABLE" level

internet enterprises from a startup. "TABLE" stands for China's leading internet companies, namely, Tencent, Alibaba, Baidu, Xiaomi and Qihoo 360 respectively. However, as an internet company focusing on internet security, 360's image is always controversial in the course of its development. With the mobile internet and the internet of things (IOT) achieving a great upsurge in recent years, 360 brought forward its new layout strategies, majorly providing products and services concerning enterprise security, smart hardware and internet value-added service in the future. However, compared with this great prospect, its brand image fell behind the pace of its strategy. To re-impress the public with a new image, 360 made a series of great efforts to adjust its organization structure and shot positive ads at the beginning of 2015. Will 360 achieve success in its brand rebuilding? What should we learn from it?

Suning's Strategic Transformation

Professor Binsheng Teng & Researcher: Yan Yang

Suning, a Titanic of chain retailer started from 1990s in China, decided to overturn its old image of a traditional electronics retailer and to run online stores. It's really a great challenge for Suning since the transformation not only will influence the future of the 180,000 Suning people but also represents an exploration of routine for breakthrough by traditional enterprises when surrounded by new online shopping mall competitors. Every step of Suning has been paid great attention by the outside since 2009 when it launched its e-commerce site, and afterwards, it paralleled the online and offline transactions with expanded product types, and now, Suning integrated its online and offline channels with a complete open platform. What has Suning done to achieve a successful transformation? What did it do to carry out its deployment? What advantages Suning has compared with other traditional enterprises, and what challenges will it face in transformation? We hope that, by analyzing Suning's case deeply and profoundly, not only the overall situation of Suning's strategy but also its every aspect and step may be learned by us. Through this case study, we can learn how a traditional enterprise will be able to continue its glorious history and be crowned in the internet era by self-revolution.

Scene Revolution

Professor: Jianwen Liao & Researcher: Shan He

Recent years, with the emerging of mobile internet, many scenes of life have been taken advantage of to generate a complete new business value never existing before. This case study intends to fully and completely know the logical thinking behind the scene of knowledge application and to find out the enlightenment and rule of the scene commerce.