



Theme	Case Title	Faculty Advisor(s)	Researcher	Keynote
Globalization	A Study on the Mergers & Acquisitions undertaken by Chinese Enterprises Overseas (Report 、 Article)	Ouyang Hui	Yang Yan	An overview of overseas merger & acquisition activities of Chinese enterprises; look into the causes for the success or failure of such activities
	Geely's Acquisition of Volvo, how to Have a Successful May-December Marriage between the Two Auto Companies	Ouyang Hui	Yang Yan	Study on the strategic motivation and market environment for the acquisition, as well as Geely's post-acquisition restructuring and results
	Huawei's Globalization Drive, Gain and Loss from its M & A Activities in North America	Ouyang Hui	Li Mengjun	Experiences and lessons of Huawei drawn from its M & A activities in North America
Cutting-edge Technology	Headline Today, "What catches your attention makes a Headline"!	Zhang Weining	Li Mengjun	Practices and applications of AI in Information Communication Industry
	The Strategic Transformation of IBM, the advent of "Cognition Commerce"	Zhang Weining	Deng Di	Analyzing the strategic plan and technical development of IBM in cognition computing
Transformation and development of Traditional Firms	The Sustainable Development Road of Tencent (Temporary title)	Zhu Rui	Deng Di	Study on how Tencent transformed from a grass-root startup to a corporate with bigger social responsibility and sustainable business strategy
	Revolutionary Significance of Industry 4.0 to the Transformation and Upgrading of Chinese Manufacturing Industry (article)	Ou Jihong	Deng Di	The nature, concept and implication of Industry 4.0 and its revelation to Chinese manufacturing enterprises will be studied.
	Wanda's Strategic Transformation (Temporary title)	Teng Binsheng	Deng Di	The fourth strategic transformation of Wanda Group will be studied and discussed.
	Baozun Inc., the "E-commerce Housekeeper" of Traditional Retail Brands	Zheng Yusheng	Mei Xinlei	Talking about the history and future challenges of Baozun, E-commerce operator for online retailing brands and practices in its whole-channel new retailing
	Hailan Home (HLA)	Li Ledu	Gu Chongqing	Study on the operation model of Hailan Home
	A Research on Huawei's Cell Phone Business	Li Wei	Li Mengjun	Study on the transformation of Huawei from a B2B equipment provider to a B2C consumer brand
"China's Business"	CKGSB Monthly Survey & BCI Reports	Li Wei	Gu Chongqing	Compile and index to assess the operating conditions of private enterprises



## Globalization

### **A study on the Mergers & Acquisitions undertaken by Chinese Enterprises Overseas (Completed)**

*Faculty Advisor: Prof. Ouyang Hui Case Researcher: Yang Yan*

Since China joined the WTO in 2000, more and more opportunities of cross-border exchanges and international cooperation have been made possible for Chinese enterprises. "Going abroad" of Chinese companies were frequently seen, especially in the recent years. With the gradual relax on the cross-border investment policy made by Chinese government, the pressure of industry transformation and upgrading faced by Chinese enterprise and the asset allocation demand under a softening yuan, overseas acquisitions by Chinese companies are taking on an upward trend no matter by the number of transactions or by the total transaction value.

Through case study, the research firstly from macro perspective analyzed the changes in different stages of cross-border mergers and acquisitions during several decades of Chinese economic development and secondly from micro perspective summarized the key factors for success or failure of the cross-border mergers and acquisitions undertaken by Chinese enterprises so as to provide lessons and references to Chinese companies involved in such initiatives.

### **Geely's Acquisition of Volvo, how to Have a Successful May-December Marriage between the Two Auto Companies (Work in Progress)**

*Faculty Advisor: Prof. Ouyang Hui Case Researcher: Yang Yan*

Geely, the young Chinese automotive company acquired Volvo, the long-established world-renowned Sweden car maker by buying 100% of its equity at one scoop in March, 2010. For Volvo who's stuck in development bottleneck, this is an inevitable choice to develop Chinese market, while for Geely, this is undoubtedly a challenging task in its globalization drive. After this "snake swallowing elephant" type of M & A (a weak brand on a strong brand scenario), Geely has to not only restructure its production but also face management and cultural conflicts. How should Geely, as a young Chinese company, manage Volvo who is deeply rooted in European culture? To cope with difficulties in the integration process, Geely adopted a creative approach -- "Geely and Volvo should work as brothers. And it's not a father-son relationship". So it is not a merger in traditional sense, but one with paralleled production through which Geely and Volvo can make full use of their respective advantages with each one's own existing management systems. Breakthrough in production and sales and win-win results has been achieved in many years thereafter.

### **Huawei's Globalization Drive, Gain and Loss from its M&A Activities in North America (Work in Progress)**

*Faculty Advisor: Prof. Ouyang Hui Case Researcher: Li Mengjun*

Huawei entered the U.S. market in 1999. In the past 18 years, it has gone through all sorts of activities such as establishing R&D centers, subsidiary companies and joint ventures and being engaged in mergers and acquisitions. But the U.S. is still not a fully established market for Huawei. Despite of repeated failures and setbacks, Huawei still pays its full attention to North America and has never stopped fighting for a breakthrough. This case is focused on two failed acquisitions of Huawei in the United States. Through reviewing Huawei's North America strategy and analyzing the cause of the failed acquisition cases, we'll conclude Huawei's strategic deployment in North America and draw some lessons from its failures.

## Cutting-edge Technology

### **Headline Today, "What catches your attention makes a Headline" ! (Completed)**

*Faculty Advisor: Prof. Zhang Weining Case Researcher: Li Mengjun*

When portals of traditional media were pushing "all-the-same" news and information to users through manual editing, Headline Today already explored deeply into user's demands through machine learning and big data technology. By pushing personalized information to each user, it has formed an information sharing model of "thousand news for thousand individuals". Drawing upon its highly efficient distribution channels, Headline Today swiftly occupied the portals of news and information. This case themed by "application of AI in the field of information apps" will take an in-depth study on its business model and reveal some in-depth thoughts and insights of its founder on the company's strategic positioning and development.

### **The Strategic Transformation of IBM, the advent of "Cognition Commerce" (Completed)**

*Faculty Advisor: Prof. Zhu Rui Case Researcher: Deng Di*

In cognition commerce, companies commercialize the application of cognition system composed by 3 major parts including big data, data analysis technology (cognition computing) and operating & delivery platform. In cognition computing, data is processed by simulating human mind -- a combination of 3 capabilities, i.e. understanding, reasoning and learning. Besides the rapid development of cognition computing in medical field, IBM has also conducted numerous trials and applications in banking, insurance, retail, legal and energy industry. This case study material is mainly focused on its application in medical field, a priority of IBM's strategic transformation.



## Transformation and development of Traditional Firms

### The Sustainable Development Road of Tencent (Work in Progress)

*Faculty Advisor: Prof. Zhu Rui Case Researcher: Deng Di*

At the end of 2005, Tencent has amended its company vision from to build “a first class internet company” to “a respectable internet company”. As a matter of fact, this is only a reflection of Tencent’s ever-evolving understanding of the nature of businesses and enterprises on its way to growth. Coming all the way from isolation in its early days to its open approach today, the company has taken numerous initiatives and explorations in business and public welfare till achieved the present win-win and flourishing situation. In this case, we’ll review how Tencent made its way to what it is today and some relevant progresses and changes in its sustainable development.

### Revolutionary Significance of Industry 4.0 to the Transformation and Upgrading of Chinese Manufacturing Industry (article)

*Faculty Advisor: Prof. Ou Jihong Case Researcher: Deng Di*

In recent years, redundant capacity and rising cost has been prevalent among Chinese manufacturing companies. In response to the dual pressure from new emerging market in Southeast Asia and the “re-industrialization” of European and American countries, it is an urgent need for Chinese manufacturing industry to transform and upgrade. In the process of exploring into the transformation, many companies have set their eyes on intellectual manufacturing, the new model represented by the Industry 4.0. However, there are still some unclear understandings about it. In this case, we will clarify its concept and definition, reveal its nature and shed some light on some of its applications suitable to Chinese manufacturing industry.

### Wanda’s Strategic Transformation (in planning)

*Faculty Advisor: Prof. Teng Binsheng Case Researcher: Deng Di*

Wanda Group has taken four leapfrogs in the past thirty years, i.e. transforming from a local company to a national one, from dealing residential real estate to commerce, from commerce to cultural tourism and finally from running culture and entertainment business to becoming a larger and more diversified global group. This case is focused on the discussion and analysis of the motivation, background and achievements of its latest transformation. SWOT analysis on Wanda’s transformation will be also conducted from strategic perspective.

### Baozun Inc., the “E-commerce Housekeeper” of Traditional Retail Brands (Completed)

*Faculty Advisor: Prof. Zheng Yusheng Case Researcher: Mei Xinlei*

From suffering the impact of E-commerce to embracing the Internet,

Chinese retail industry has experienced significant changes for more than one decade. China has already rapidly grown into one of the world’s most penetrated markets of online-retailing. However, how can the traditional brands transform their sales channels during this changing process? What type of role should the E-commerce provider play? How the trendy concept of “new retail” endorsed by Alibaba should be brought into reality? This case is mainly focused on the history of BaoZun E-commerce (NASDAQ:BZUN), analyzes how it adapts to the trend of retail industry and responds to the going-online demands of traditional brands and how it upgrades its business model in the new retail industry in terms of promoting digital marketing, practicing “Gig Group” strategy and positioning in whole-channel new retailing.

### Hailan Home (HLA) (Work in Progress)

*Faculty Advisor: Prof. Li Lede Case Researcher: Gu Chongqing*

As the biggest men’s wear distributor in China, HLA has its unique operation model - acquiring products from suppliers on credit and then selling them through franchised stores. Under this model, HLA has achieved quick expansion in short period of time. This business model will be depicted and discussed in this case.

### A Research on Huawei’s Cell Phone Business (in planning)

*Faculty Advisor: Prof. Li Wei Case Researcher: Li Mengjun*

When it comes to “Huawei”, people still consider it as a telecommunication equipment supplier. In traditional telecommunication market, Huawei usually comes across as “low key” and “reliable” which both are very good qualities for B2B market. Just because of these very qualities, Huawei has sold its telecommunication equipment to over 100 countries around the globe serving one third of the world population. But low profile can become an obstacle for a brand when it needs to directly deal with consumers. With Huawei’s launching of its cellphone business, how to turn a B2B brand into a popular B2C brand will be the biggest challenge for its end-market team.

## “China’s Business Conditions Index” Report

### Monthly BCI Survey & Report (Work in Progress)

*Faculty Advisor: Prof. Li Wei Case Researcher: Gu Chongqing*

Although the private sector is the most dynamic force in the Chinese economy, an index to assess private enterprises operating conditions was lacking. To fill in the gap, we have compiled related indexes using data obtained from monthly questionnaire surveys among entrepreneurs in the growing CK alumni network. Each year 12 editions of the index will be released.