

Theme	Case Title	Keynote
Innovation and Application of Science and Technology	iFLYTEK: At AI's Frontiers	iFlytek's Status Quo, Future Layout and Challenges in Intelligent Speech
	CATL: Rise of A Battery Giant Worth RMB 100 billion	CATL's development history, and the genes that led to its rapid growth
	Lexin: Creating A Closed-loop Ecosystem for Consumer Finance (Planning)	Exploring Business Models and Risk Factors of Consumer Finance
Transformation and development of Traditional Firms	Opening Up: Can BYD restore its past glory?	The gains & losses of BYD's strategic transformation
	China Brands Group: From garment processing to IP operation	How does China Brands Group introduce and carry out IP projects?
	Wanda's strategic transformation: After 30 years in development, where will it go?	Wanda in transformation: lessons and challenges
	Midea Intelligent Manufacturing: The Digital Transformation of Traditional Manufacturing Industry	Midea's digital transformation and its causes, progress, gains and losses
	Envision Energy: From Smart Manufacturing to Energy Internet	Envision Energy's Experience in Transformation and Practice of Globalization
	MI: Challenges, after leaving its competitors behind	From MI mobile phone to MI ecological chain
	Letv ecology: Related diversification	Retrace Letv's life trajectory, and explore the pros and cons in its ecological strategy
Philanthropy Innovation and Corporate Social Responsibility (CSR)	Puppy's centralized maintenance model	Innovations in service transformation of a manufacturer
	Lenovo (Temporary name)	Pros and cons of Lenovo's Strategic Choices and Implementation
	SEE Foundation: Entrepreneurship Empowers Public Welfare	SEE Foundation's innovation in public welfare
	Ant Forest: Integrating Business Practices into Public Welfare Protection	Transformation and innovation of the traditional public welfare model by internet technology
	Yazaki Corporation: One for All, All for One	Carry out research on YAZAKI's sustainable development
New Retail	Delong Steel: How the Steel Was Tempered	Delong's Innovation in Environmental Philanthropy
	Dialogue in the Dark	At Crossroads: Choosing a Method of Philanthropy
	Freshhema: New Retail business of Alibaba	Business rationale and operation model of Freshhema
Human Resource and Enterprise Culture	Yonghui Superstores: Fresh food defense war	Transformation of Yonghui Supermarket in the Midst of New Retail Revolution
	Suning: The Path to O2O Integration (Updated)	Suning's transition towards O2O Integration
	Pinduoduo: Origin and Prospect of a Social E-commerce Giant	Drivers of Pinduoduo's Rapid Rise and Potential Directions for Future Development
Macro Economy	Chicmax: Lv Yixiong's "Actionless Governance"	A study on Lv Yixiong's management policy of "Governing by non-intervention"
	Spice World: Corporate Culture and Internal venture system	The Incentive Mechanisms of Spice World and How Does Zhu Xingquan Build Up Corporate Culture
"China's Business Conditions Index" Report	A proper understanding of property tax	Exactly what kind of tax is property tax, and how does it impact our life?
	Industriousness goes before moderate development; Financial innovation goes before rapid development.	Financial reform in China
	Can Trump's China Tariff Plan Solve America's Trade Problem?	The Hope to Reduce Its Trade Deficit by Adding Tariff on Imports from China Is Unrealistic.
	US-Japan Trade Friction from the Perspective of International Finance	Post-war Trade Friction between US and Japan
	Changes in the Real Exchange Rate and the US Trade Deficit	The US Government Will Not Tighten its Macro-economic Policies Without a Last Resort
Philanthropy Innovation and Corporate Social Responsibility (CSR)	The Plaza Accord and Japan's Economic Transformation	Japan's Economic Transformation
	Amid the Trade War	China should Gradually Reduce Its Trade Surplus, and Keep as Much Valuable Capital as Possible at Home
Macro Economy	CKGSB Monthly Survey & BCI Reports	Compile and index to assess the operating conditions of private enterprises

Innovation and Application of Science and Technology

iFLYTEK: At AI's Frontiers (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Mei Xinlei
 How can iFLYTEK, which transformed from a USTC lab into a leading intelligent voice enterprise with a market value of nearly 100 billion in China, make use of the foundation of "production, study and research" to accumulate core technical advantages, and explore the industrialization path of its core technology? What is iFLYTEK's current business pattern, business mode, operation status and industry chain status in the field of intelligent voice, from the investor's point of view? Projecting forward into the future, what are the growth prospects and strategic challenges of iFLYTEK, which is traversing from the field of intelligent voice to artificial intelligence?

CATL: Rise of A Battery Giant Worth RMB 100 billion (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Zhu Yunhai
 CATL, an enterprise with a less than seven years history, now ranks first among global enterprises producing power battery. At present, its market value has exceeded that of the established new energy leader, BYD. What is the secret behind CATL's success? Can it sustain its high speed growth trends in the future?

Lexin: Creating A Closed-loop Ecosystem for Consumer Finance (Planning)
Faculty Advisor: Prof. Ouyang Hui Case Researcher: Yang Yan
 After over five years of growth, the Fintech group Lexin has integrated its e-commerce-driven installment finance platform, Fenqile, its online investment platform for individual investors, Juzi Licai, and its open asset management platform, Dingsheng, to create a closed-loop ecosystem of online consumer finance. This case reveals how Lexin managed to build such an ecosystem, and what risks and challenges it faces.

Transformation and development of Traditional Firms

Opening Up: Can BYD restore its past glory? (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Zhu Yunhai
 BYD was not only China's leading new energy vehicles and battery company, but also renowned globally, attracting the attention of a lot of public and professional investors. But after its former glory days, with a market value of 100 billion, BYD is beginning to lose its strength. What kind of strategy does BYD follow in new energy vehicle industry development? What are the gains and losses of this strategy?

China Brands Group: IP commercialization Path (Completed)
Faculty Advisor: Prof. Li Yang Case Researcher: Zhu Yunhai
 Founded in 1999, China Brands Group (CBG) started from toll manufacturing of export-oriented garment. CBG initially got involved in intellectual property (IP) in 2005 and became the confidential producer of Olympic Mascots (Fuwa) in 2008. After years of exploration efforts made in the management and operation of IP project, CBG has successfully transformed into the biggest IP commercialization group in China today right at the forefront of IP industry. So, as an IP operating firm derived from a traditional manufacturer, what unique views does CBG hold on how to introduce IP? How does it carry out and run IP projects? What are its core competitive advantages?

Wanda's strategic transformation: After 30 years in development, where will it go? (Completed)
Faculty Advisor: Prof. Teng Binsheng Case Researcher: Zhu Yunhai
 As a traditional real estate developer, Wanda has become one of the biggest real estate enterprises in China even in the world by taking the advantages of a booming real estate industry in China. But with the changes happening to Chinese economic development model and to the trend of real estate industry, Wanda has been facing new challenges in its transformation and growth. Where it should go becomes the No.1 question for all Wanda staff.

Midea Intelligent Manufacturing: The Digital Transformation of Traditional Manufacturing Industry (Completed)
Faculty Advisor: Prof. Liang Chao Case Researcher: Zhu Yunhai
 Why did Midea, a leading enterprise in China's home appliance industry, feel the need for digital transformation? What are the measures and steps that Midea has taken to make the digital transformation? What problems and challenges did Midea encounter in this process of transformation? What were its gains and losses? What can other enterprises, and associated people, learn from Midea's digital transformation? This case is an attempt to analyze the above issues.

Envision Energy: From Smart Manufacturing to Energy Internet (Completed)
Faculty Advisor: Prof. Liang Chao Case Researcher: Mei Xinlei
 As a private enterprise founded in 2007, how did Envision seize the new energy industry outlet through technological innovation and global resource integration? How did it grow rapidly into a leading intelligent fan manufacturer in China after ten years? How did it extend to the upstream and downstream of the industrial chain, as well as complete the transformation from the fan hardware equipment manufacturing to the intelligent energy management service? What successful experience does it have in globalization and integration of global resources?

MI: Challenges, after leaving its competitors behind (Completed)
Faculty Advisor: Prof. Teng Binsheng Case Researcher: Li Mengjun
 "Internet thinking" created the MI business model. What are the challenges facing MI, after it left its competitors behind? How does it continue to consolidate and enhance its market position?

Letv ecology: Related diversification (Updated)
Faculty Advisor: Prof. Teng Binsheng Case Researcher: Mei Xinlei
 Which stages of development has Letv undergone, in the practice of ecosystem layout? Why did it end in failure? How should we objectively and rationally understand the new concept of ecosystem strategy, on the basis of retracing Letv's past trajectory, and exploring the pros and cons in its ecological strategy?

Puppy's centralized maintenance model (Completed)
Faculty Advisor: Prof. Zheng Yusheng Case Researcher: Yan Min
 Making the most of China's E-commerce boom, Puppy has quickly grown into a well-known online vacuum cleaner retail brand. However, the problem of after-sales service has likewise grown quickly. Should Puppy cooperate with traditional after-sales service providers, or forge a new path? Its centralized maintenance model is an innovative solution to this problem, improving customer satisfaction, cost control, and product quality at once.

Lenovo (Temporary name)
Faculty Advisor: Prof. Li Wei Case Researcher: Zhu Yunhai
 Lenovo was once a leader of the Chinese tech sector. In recent years, however, the shining giant has gradually lost its luster. How did it go downhill? What is its future, and can it shine again?

Philanthropy Innovation and Corporate Social Responsibility (CSR)

SEE Foundation: Entrepreneurship Empowers Public Welfare (Completed)
Faculty Advisor: Prof. Zhu Rui Case Researcher: Li Mengjun
 SEE Conservation, which is already China's largest environmental protection charity organization, was set up by entrepreneurs who consider social responsibility to be a duty. This case study primarily introduces entrepreneurial innovation in the field of philanthropy, and seeks to know how that differs with ordinary people engaged in the same area?

Ant Forest: Integrating Business Practices into Public Welfare Protection (Completed)
Faculty Advisor: Prof. Huang Chunyun Case Researcher: Zhu Yunhai, Mei Xinlei
 In the traditional public welfare model, the relationship between the donor and the nonprofit organization is simple money gift. In addition to that, the connection between them is very loose. This has caused many problems, including the difficulty of raising money, low transparency and social influence of traditional public welfare. Represented by Ant Forest, the new environmental public interest model has made hundreds of millions of people deeply involved in public welfare projects. This has not only promoted the implementation and development of public welfare projects, but has also changed the daily behavior patterns of participants. How did Ant Forest do that? This case will make an in-depth discussion for you.

Yazaki Corporation: One for All, All for One (Completed)
Faculty Advisor: Prof. Zhu Rui Case Researcher: Li Mengjun
 Japan's Yazaki Group was established in 1941. Presently, it is a 100% family-controlled Global Fortune 500 enterprise. The main business of the Yazaki Group is wire harnessing, which accounts for 30% of global market share, globally ranking first in the industry. Looking back at Yazaki Group's development history, we can see a very successful family-controlled enterprise that has continued to develop and innovate through the efforts of three generations. How has Yazaki achieved such sustainable development? What exactly is required to make a family-controlled enterprise realize sustainable development?

Delong Steel: How the Steel Was Tempered (Work in progress)
Faculty Advisor: Prof. Zhu Rui Case Researcher: Li Mengjun
 Iron and steel mills have always been considered heavy polluters. Delong Steel has turned its plant into a National AAA-grade scenic spot, receiving tens of thousands of visitors each year. Following forced internal management reform through high standards and requirements to ensure large investments in environmental protection, achieving top profit per ton in Hebei Province. Delong's practices have pierced through the myth that environmental protection and profit are mutually exclusive. Delong's is a "green innovator" in a traditional industry worthy of study.

Dialogue in the Dark (Work in progress)
Faculty Advisor: Prof. Zhu Rui Case Researcher: Li Xin, Li Mengjun
 The German headquarters of Dialogue in the Dark received a donation, transforming it from a social enterprise into a charity. The authorized Chinese Dialogue in the Dark is currently organized as a social enterprise, and it faces revolution. Should it ask for sympathy, or continue along the hard road of a social enterprise? Its leader Cai Shiyin has a dilemma.

New Retail

Freshhema: New Retail business of Alibaba (Completed)
Faculty Advisor: Prof. Jing Bing Case Researcher: Li Mengjun
 In recent years, on one hand, impact of E-commerce and increasing labor cost have caused revenue decline and lack of growth in traditional brick and mortar retailing businesses. On the other hand, the advantage of web traffic is diminishing and the growth of E-commerce is slowing down. Therefore seeking for innovation has become the common goal for both brick and mortar retailers and online retailers. Freshhema is Alibaba's new attempt in new retailing sector. The business rationale and operation model of Freshhema will be studied in this case.

Yonghui Superstores: Counterattack of traditional retail industry (Completed)
Faculty Advisor: Jing Bing Case Researcher: Li Mengjun
 Under the great impact of both e-commerce and new retail on traditional retail, Yonghui Superstores still maintained a rapid growth trend and entered the list of clubs within the market value of one million. As a rising star, what made Yonghui the company that it is? How can Yonghui achieve great transformation?

Suning: The Path to O2O Integration (Updated)
Faculty Advisor: Prof. Teng Binsheng Case Researcher: Yang Yan, Deng Di
 Why and How did Suning adopt the O2O model over the past 10 years? How does it effectively integrate and coordinate its online stores and offline entities under this model?

Pinduoduo: Origin and Prospect of a Social E-commerce Giant (Work in progress)
Faculty Advisor: Jing Bing Case Researcher: Mei Xinlei
 As E-commerce has entered the second half of the competition, where big B2C e-commerce platforms are struggling with traffic growth and the surging traffic acquisition prices, social traffic has become a widely watched "blue ocean". The traditional E-commerce platforms, such as Alibaba and JD.com, however, have nothing good in this field. Against this background, Pinduoduo, born in the WeChat ecosystem, demonstrates an initial success in social E-commerce. Following its explosive growth, it still needs to face the challenges of sustainable development. This case discusses the drivers of Pinduoduo's rapid growth and potential future directions.

Human Resource and Enterprise Culture

Chicmax: Lv Yixiong's "Actionless Governance" (Completed)
Faculty Advisor: Prof. Zhang Xiaomeng Case Researcher: Mei Xinlei
 A corporation's genes and its development is ever intimately linked with the style of its founder and leaders. As a company deeply involved in the Chinese cosmetics industry for over ten years, what strategic evolution has Chicmax Group witnessed? In what way has Lv Yixiong's management policy of "Governing by non-intervention" turned Chicmax into a dark horse within the industry? In a highly competitive industry that values talents most, how has Lv Yixiong motivated his employees and maintained the stability of his core team?

Spice World: Corporate Culture and Internal venture system (Work in progress)
Faculty Advisor: Prof. Zhang Xiaomeng Case Researcher: Mei Xinlei
 For players in a labor-intensive service industry, what mechanisms are effective in motivating a large number of front-line staffs? How can business leaders build up corporate culture and effectively distill it to the front line? What value do the internal venture system and brand management platform have? Zhu Xingquan's Spice World provides a reference point on these questions.

Macro Economy

A proper understanding of property tax (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Gu Chongqing
 Property tax becomes a social focus every once in a while. As a tax that is directly levied on property, it certainly has a great influence in the property market. So, how should we understand it? Apart from its influence on housing prices, it will have a substantial impact on the local government transition process. Property tax will play a big role in the transition period when China's local governments shift their focus from economic development to public service.

Industriousness goes before moderate development; Financial innovation goes before rapid development (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Gu Chongqing
 There are a group of outstanding Chinese corporations who have, for quite some time, chosen to launch their IPOs in foreign markets. Examples include the JD.COM Group on the NASDAQ, Alibaba on the New York Stock Exchange, and Tencent on the Hong Kong Stock Exchange. In actual fact, the overwhelming majority of the revenue of these companies comes from China, and they are better known by domestic investors who tend to give these companies higher valuation. Why do these companies choose to list so far away? The underlying reasons are worthy of deep thought, and closely connected to financial reform in China.

Can Trump's China Tariff Plan Solve America's Trade Problem? (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Gu Chongqing
 In 2018, the US government imposed additional tariffs on imports from China in an attempt to reduce its bilateral trade deficit. China also launched corresponding countermeasures. The current situation shows that the tariffs may reduce its trade deficit with China, but couldn't reduce its total trade deficit. This is because the U.S.'s trade deficit is not exactly "made in China"—it is essentially a financial issue that is closely connected to the dominance of the US dollar. As long as this issue remains unsolved, it is unrealistic to expect to reduce the imbalance via tariffs.

US-Japan Trade Friction from the Perspective of International Finance (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Gu Chongqing
 After the Second World War, Japan and the US had long-standing trade frictions, which have valuable implications for China today. After the war, the US dollar became the international currency, which resulted in another issue: the other countries had greater demand for US dollars than the US's for theirs, causing a large amount of capital flowing to the US. Japan also invested heavily in the US through its trade surplus, causing an overvaluation of the US dollar and an increasing American trade deficit. Although the US had a lot of success in specific trade policies and issues, its trade deficit with Japan has not yet been fundamentally resolved.

Changes in the Real Exchange Rate and the US Trade Deficit (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Gu Chongqing
 The positioning of the US dollar as an international currency naturally gives it a tendency towards overvaluation, but the US can still reduce its trade deficit by adjusting domestic prices. This approach, however, requires tight macro-economic policies, which will cool down the economic growth, increase unemployment, and put the government under great political pressure. Therefore, the US government will not take this step, unless a last resort.

The Plaza Accord and Japan's Economic Transformation (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Gu Chongqing
 In 1985, Japan, the US and others signed the Plaza Accord. The yen began to appreciate against the dollar, and the US trade deficit with Japan decreased. The yen's appreciation hammered Japanese exports, and Japan immediately lowered interest rates. In early 1987, the Louvre Accord was signed. Japan began blocking yen appreciation, which greatly increased its money supply, further exacerbated its loose monetary conditions. As a result, asset prices rose sharply, which further led to an inflation in Japan. Finally, the Bank of Japan decided to tighten monetary policy, the bubble burst, and the Japanese economy saw a roller coaster.

Amid the Trade War (Completed)
Faculty Advisor: Prof. Li Wei Case Researcher: Gu Chongqing
 Many years ago, Washington was unable to resolve the trade deficit with Japan through a trade war. Today, it is impossible to solve the Sino-US trade deficit through the same method. From China's standpoint, however, as a developing economy, having trade surplus with the US is equivalent to lending money to it, which is not in line with the nations' interests, since the return on capital in an emerging market should be higher than a developed one. China should find ways to gradually reduce its surplus to keep as much valuable capital as possible at home. Currently, the country's development model requires reform.

"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 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.