



September 2017 Newsletter

Theme	Case Title	Faculty Advisor(s)	Researcher	Keynote
Globalization	A study on the overseas Mergers&Acquisitions undertaken by Chinese enterprises	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 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 dilemma in U.S.	Ouyang Hui	Li Mengjun	Experiences and lessons of Huawei drawn from its M & A activities in U.S.
	Midea's Acquisition of KUKA – New Milestone of Overseas M&A	Huang Chunyan	Deng Di	Midea acquired KUKA, the German Robot business. Is it a good deal
	ChemChina acquired Syngenta	Li Xuenan	Zhu Yunhai	Analysis of ChemChina's acquisition of Syngenta
Transformation and development of Traditional Firms	The Sustainable Development Road of Tencent	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
	Baozun Inc., the "E-commerce Housekeeper" of Traditional Retail Brands	Zheng Yusheng	Mei Xinlei	Talking about the history and future challenges of Baozun, Ecommerce operator for online retailing brands and practices in its whole-channel new retailing
	HLA: Disrupting the traditional industries	Li Lede	Gu Chongqing	Study on the operation model of HLA
	Wanda's Strategic Transformation (Temporary title)	Teng Binsheng	Deng Di	The fourth strategic transformation of Wanda Group will be studied and discussed
	A Research on Huawei's Cell Phone Business(Temporary title)	Li Wei	Li Mengjun	Study on the transformation of Huawei from a B2B equipment provider to a B2C consumer brand
	China Brands Group: IP commercialization Path (Temporary title)	Li Yang	Zhu Yunhai	How does China Brands Group introduce and carry out IP projects
Corporate Governance	Game of Thrones: an issue of corporate governance from Vanke Equity Battle (Temporary title)	Li Xuenan	Mei Xinlei	An issue of corporate governance from Vanke Equity Battle
Innovation and Application of Science and 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
	Yirendai –The Establishment of a Technical and Financial Service Platform	Ouyang Hui	Li Mengjun	How Yirendai establish credit assessment and risk control system through improving Fintech capabilities
	Intelligent investment adviser (Temporary title)	Ouyang Hui	Zhu Yunhai	The history, development and future of intelligent investment adviser
	Ali Cloud—Cloud Computing Empowers Enterprises (Temporary title)	Li Wei	Gu Chongqing	Looking into the growth of Ali cloud and probing into the development path of Chinese tech companies
	Amazon's Development Road in China (Temporary title)	Zhang Weining	Deng Di	How did Amazon develop the Chinese market
"China's Business Conditions Index" Report	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 overseas Mergers&Acquisitions undertaken by Chinese enterprises (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 (Completed)

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?

Huawei's dilemma in U.S. (Completed)

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.

Midea's Acquisition of KUKA – New Milestone of Overseas M&A (Completed)

Faculty Advisor: Prof. Huang Chunyan Case Researcher: Deng Di

Midea successfully purchased KUKA, a German Robot business, with transaction value of 4.5 billion. The "cross-border marriage" becomes one of the biggest acquisitions overseas conducted by Chinese companies. Its impact on home appliance and robot industry in China and the world as a whole shall not be underestimated. What are the ins and outs of this massive acquisition? What implications will it bring to the future of Midea and KUKA? Is the multi-billion-dollar deal a bargain for Midea?

ChemChina acquired Syngenta (Completed)

Faculty Advisor: Prof. Li Xuenan Case Researcher: Zhu Yunhai

The management of ChemChina met the board of Syngenta in Zurich on the night of 2 Feb 2016 and signed an acquisition deal of USD 43 billion. By 7 June, 2017, ChemChina completed the second also the last transaction and made the acquisition official. Subsequently, Syngenta will withdraw from the market according to related legal procedures. Syngenta as one of the world's leading pesticide and seed suppliers has officially become a part of ChemChina.

Maybe it's still early to tell whether the acquisition is a success. The implications may be seen in at least five years or even ten years. A good way to judge if it is a true success is probably to see whether it can serve as a driving force toward the upgrading and globalization of Chinese economy.

Transformation and development of Traditional Firms

The Sustainable Development Road of Tencent (Completed)

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) (Completed)

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.

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 wholechannel new retailing.

HLA: Disrupting the traditional industries (Completed)

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.

Wanda's Strategic Transformation (Work in Progress)

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.

A Research on Huawei's Cell Phone Business (Work in Progress)

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 Brands Group: IP commercialization Path (in planning)

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?

Corporate Governance

Game of Thrones: an issue of corporate governance from Vanke Equity Battle (Work in Progress)

Faculty Advisor: Prof. Li Xuenan Case Researcher: Mei Xinlei

In the theory of corporate governance, agency problem exists in listed companies between the management and major shareholders due to the separation of ownership and operation. This has been fully demonstrated in Vanke's equity fight which just came to an end in June this year. Two years ago, there was a crash in A-share market and insurance companies became capital predators among listed companies. Foresea Life Insurance of Baoneng Group together with its person acting in concert- Jushenghua attacked Vanke, the real estate giant, by a capital ambush. Thereafter, Vanke's management and its major shareholders including China Resources, Baoneng, Evergrande and Shenzhen Metro started a war for equity control right. This case is focused on corporate governance issues arising from Vanke's equity fight. The “Game of Thrones” will be analyzed



from the following three aspects: 1. How did the capital “barbarian” come? From where did the disaster break out in Vanke’s management? What are the gains and losses? 2. How did Vanke break up with China Resources, its former biggest shareholder? 3. Where is it going after saved by its Chivalrous rescuer – Shenzhen Metro Group?

Innovation and Application of Science and 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.

Yirendai –The Establishment of a Technical and Financial Service Platform (Completed)

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

In 2016, China Internet Finance has witnessed the most stringent new regulations on internet loans in the history and carried out special rectifications. Internet financing firms were shut down for a whole year for overhaul and 1841 problematic online financing platforms were caught, accounting for 43% of the total P2P network lending platforms. Similarly, Lending Club, the benchmark enterprise of global P2P industry, triggered huge volatility in capital market due to scandal of illegally granting loans and suffered a plunge in its stock price.

Amid all the negative news of the industry, Yirendai’s value was questioned by the capital market. However, Yirendai miraculously managed a performance turnaround. How could Yirendai outshine all the others? Underlying its steady growth are sound business model, professional risk control technology and constant technical innovation.

Intelligent investment adviser (Work in Progress)

Faculty Advisor: Prof. Ouyang Hui Case Researcher: Zhu Yunhai

On 27 May, 2017, AlphaGo beat Ke Jie, the World Go Champion, in a man-machine battle at 3: 0. The impact of artificial intelligence (AI) has rapidly spread across all walks of life and has been constantly refreshing its domain of application. Investment adviser is one of its applications. With the application of AI in intelligent investment advisers, significant changes have been made in terms of the scale, business model and development speed of the industry. Will intelligent investment adviser become another game changer? How will it affect us?

Ali Cloud—Cloud Computing Empowers Enterprises (Work in Progress)

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

Cloud computing is one of the hottest words in the current science and technology sector and economic sector. As the NO.1 leading player of cloud computing in China, how did Ali Cloud make it to the leading position? What are its priorities of current focus? What views does it hold on the industry as a whole? We’ll explore the development road of Chinese tech companies through studying the Ali Cloud case.

Amazon’s Development Road in China (in planning)

Faculty Advisor: Prof. Zhang Weining Case Researcher: Deng Di

Since founded, Amazon has been adhering to its customer-focused core concept and driven by technical innovations. Through over two decades of development, it has grown into “Amazon Empire” with market value exceeding 500 billion US dollars. So, what progress has Amazon made in the Chinese market? After ups and downs in the past 13 years in the Chinese market, how does amazon apply its customer-focused concept as well as innovation capabilities in the market with unique characteristics?

“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.