



Theme	Case Title	Faculty Advisor(s)	Researcher	Keynote
Innovation and Application of Science and Technology	iFLYTEK: At AL's Frontiers	Li Wei	Mei Xinlei	Review the development process and strategic evolution of iFLYTEK, thoroughly analyze its development status in the field of intelligent voice, and explore the growth prospect and strategic challenge of its future layout in artificial intelligence
	CATL (temporary name)	Li Wei	Zhu Yunhai	CATL's development history, and the genes that led to its rapid growth
	Tesla (temporary name)	Li Wei	Zhu Yunhai	Tesla's history and future challenges
	Smart Consulting: Can robots replace people?	Ouyang Hui	Zhu Yunhai	The history, development and future of intelligent investment adviser
Explorations in Charity and Social Innovation	SEE Foundation: Entrepreneurship Empowers Public Welfare	Zhu Rui	Li Mengjun	SEE Foundation's innovation in public welfare
	Ant Forest: Integrating Business Practices into Public Welfare Protection	Huang Chunyan	Mei Xinlei Zhu Yunhai	Transformation and innovation of the traditional public welfare model by Internet technology
Human Resource and Enterprise Culture	CHICMAX: Lv Yixiong's management policy of "Governing by non-intervention"	Zhang Xiaomeng	Mei Xinlei	A study on Lv Yixiong's management policy of "Governing by non-intervention"
New retailing	Freshhema, new retailing business of Alibaba	Jing Bing	Li Mengjun	Business rationale and operation model of Freshhema
	Yonghui Superstores: Fresh food defense war	Jing Bing	Li Mengjun	How can Yonghui Superstores achieve transformation and successful counterattack under the great influence of both e-commerce and new retail on traditional retail?
Transformation and development of Traditional Firms	Opening Up: Can BYD restore its past glory?	Li Wei	Zhu Yunhai	The gains & losses of BYD's strategic transformation
	China Brands Group: From garment processing to IP operation	Li Yang	Zhu Yunhai	How does China Brands Group introduce and carry out IP projects?
	Wanda's strategic transformation--After 30 years in development, where will it go?	Teng Binsheng	Zhu Yunhai	The fourth strategic transformation of Wanda Group will be studied and discussed.
	Midea Intelligent Manufacturing: The Digital Transformation of Traditional Manufacturing Industry	Liang Chao	Zhu Yunhai	Midea's digital transformation and its causes, progress, gains and losses
	Envision Energy: From Smart Manufacturing to Energy Internet	Liang Chao	Mei Xinlei	Envision's experience in service transformation and its practice in global layout as a manufacturing enterprise
	MI: Challenges, after leaving its competitors behind	Teng Binsheng	Li Mengjun	From MI mobile phone to MI ecological chain
	Letv ecology: related diversification	Teng Binsheng	Mei Xinlei	Retrace Letv's life trajectory, and explore the pros and cons in its ecological strategy
	Yazaki Corporation: One for All, All for One	Zhu Rui	Li Mengjun	Carry out research on YAZAKI's sustainable development
	7-11: Stay Faithful to the Original Intention While Evolving through Innovation	Zhu Rui	Li Mengjun	7-11 Brand Innovation
Macro Economy	A proper understanding of property tax	Li Wei	Gu Chongqing	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.	Li Wei	Gu Chongqing	Financial reform in China
	Trade War between the U.S. and China	Li Wei	Gu Chongqing	The Crux and Countermeasures of China-US Trade Disputes
"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



## 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 (Temporary title)

*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?

### Tesla (Temporary title) (Work in Progress)

*Faculty Advisor: Prof. Li Wei Case Researcher: Zhu Yunhai*

Tesla has already become an icon for new energy vehicles worldwide, and China's new energy automotive industry considers it a benchmark. What can China's automotive enterprises learn from Tesla, and what will Tesla move toward?

### Smart Consulting: Can robots replace people? (Temporary title)

*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 advisors, 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?

## Explorations in Charity and Social Innovation

### 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 Chunyan 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.

## Human Resource and Enterprise Culture

### CHICMAX: Lv Yixiong's management policy of "Governing by non-intervention" (Temporary title)

*Faculty Advisor: Prof. Zhang Xiaomeng Case Researcher: Mei Xinlei*

A corporation's genes and its development is ever intimately interlinked 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?





## New retailing

### **Freshhema, new retailing 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?

## 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 version) (Completed)**

*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 ecosphere strategy, on the basis of retracing Letv's past trajectory, and exploring the pros and cons in its ecological strategy?

## **Yazaki Corporation: One for All, All for One (Work in progress)**

*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?

## **7-11: Stay Faithful to the Original Intention While Evolving through Innovation (Work in progress)**

*Faculty Advisor: Prof. Zhu Rui Case Researcher: Li Mengjun*

How has the American born company, 7-Eleven managed to survive and thrive in Japan, growing into a retail outlet with Japanese characteristics? What can we learn from its innovative efforts in Japan? What experiences and lessons can we learn from its globalized growth? How will it face the challenges in the age of New Retail?

## **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.

## **Trade War between the U.S. and China (Work in progress)**

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

Since 2018, the trade war between the U.S. and China has gradually transitioned from a war of words to reality. America's perspective is mainly that China possesses an enormous trade surplus with the USA, which they hope to resolve via increased tariffs. However, past occurrences illustrate the disadvantage of being in this kind of position. For example, Japan has had a long standing trade surplus with America since the end of WW2, this resulted in America launching multiple trade wars with dubious consequences. On the contrary, adjustments to America's macro economic policy could have a huge impact on America's international balance of payments. As such, America's current trade policy might lead to a re-occurrence of the prior situation.

## **"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.