



Theme	Case Title	Faculty Advisor(s)	Researcher	Purpose of Study
Internet Innovation and Applications	Everstring: Big data's accurate screening of the next customer	Zhang Weining	Liu Xiaoting	To explore a Big Data company's business model
	Tencent's Mobile Gaming Business: Precision Marketing Strategy	Jing Bing	Cui Huanping	To analyze a mobile gaming business's the precision marketing campaign carried out through mobile Internet channels
	Didi Vs. Shenzhou: Competition between the C2C vs. B2C models	Huang Chunyan	Liu Xiaoting	Analysis and comparison of Didi's and CAR's operation models
	URWork: Layout and practices of a sharing workshop	Teng Binsheng	Yang Yan, Mei Xinlei	URWork's co-working space strategy and its effectiveness in fostering startups
	Chunyu Doctor: The 'exploration' phase of online healthcare providers	Wang Yanbo	He Shan	Discussion on the business model of mobile healthcare app Chunyu Doctor
	WeChat: An Integrated Services Ecosystem in the Mobile Internet Era	Liu Jing	Yang Yan	To analyze WeChat's positioning strategy and network effects
	Research into Didi-Chuxing's B2B Business (Temporary title)	Liao Jianwen	Deng Di	Research Didi's B2B business
	Tencent Interactive Entertainment: Content marketing evaluation model (temporary title)	Li Yang	Deng Di	Exploring a new method to evaluate the effectiveness of content marketing channels in online gaming
Capital Markets and Financial Innovation	Internet equity financing platform: where is the way forward?	Ouyang Hui,Wang Yanbo	Yang Yan	Introduction and research into the current situation of China's Internet equity financing platforms
	Qihoo 360: The choice of privatization	Li Wei	Liu Xiaoting	To investigate the trend of U.S.-listed companies returning to China
	Small loans from Ant Finance: the social value of digital Inclusive Finance	Chen Long	Yang Yan	Study of the business model used by Ant Finance's small loans arm
	Peng Hua Qianhai Vanke REITs: Innovation and Practice	Ouyang Hui Li Xuenan	Liu Xiaoting	To analyze the first-ever publicly listed REITs product in China
	Spotlights on Alibaba's IPO: Sounds and Worries	Huang Chunyan	Deng Di	An in-depth look at the Alibaba IPO from a financial and investment perspective
	GE Corporation: Challenges in Integrating Industrial Operations and Financial Services	Li Wei	Deng Di	To analyze how GE dealt with its financial services business in the past and present from the perspective of the financial market, economy and regulations
	Baoneng- Vanke hostile takeover battle: perspective of corporate governance (Temporary title)	Li Xiaoyang	Yang Yan	To discuss two kinds of principal-agent in corporate governance
Transformation & Upgrading of Traditional Firms	Shenzhen MTC: How a Traditional TV Hardware Maker is Building an Integrated Digital Ecosystem	Liao Jianwen	He Shan	To see how a traditional TV hardware manufacturer is building a networked ecosystem
	Red Collar group: Combining Personalized Designs with Mass Production	Zheng Yusheng, Liang Chao	He Shan	To discuss how traditional clothing manufacturers can implement mass customization
	Heilan Home: Ecosphere Building at a Traditional Clothing Maker	Liao Jianwen	He Shan	To look into how to build a network ecosphere at a traditional clothing maker
	HLA: A Traditional Apparel Manufacturer's Attempts to Build an Integrated Ecosystem	Li Yang	Deng Di	To explore how traditional garment manufacturers are building a networked ecosystem
Creative Industries	Alpha animations transformation from making toys to a pan entertainment services provider	Zhu Rui	Deng Di	To analyze how a creative company spins its animated stories through various perspectives including marketing, consumer psychology and operations patterns



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Creative Industries	Tencent Interactive Entertainment: The Power of IP in the Internet Era	Zhang Weining	He Shan	To discuss how Tencent IEG's IP strategy helps boost its commercial value
	Jingmei: From print publication to digital content providers	Zhang Weining	He Shan	Transformation of traditional media into digital content providers
	Weiyingshidai.com: The New Order of Internet Ticketing	Zhang Weining	He Shan, Yang Yan	To explore how an online movie ticketing business created a value chain that pans across the entire entertainment industry
Enhancing Public Welfare & Social Innovation	Paisenbai: The Profit Model of a Social Enterprise	Liao Jianwen	Cui Huanping	To analyze how a social enterprise can balance making profits and maximizing public welfare through an innovative business model
"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

Article Title	Faculty Advisor(s)	Researcher	Purpose of Study
The popularity of AED and 'cheating death'	Li Wei	Gu Chongqing	Dealing with the large number of cardiac arrests in China every year
Discussing the phenomenon of "getting expensive before becoming rich"	Li Wei	Gu Chongqing	Analyse the issue of how rising production costs are curbing prosperity in China, because output has not kept up with rising costs
Chinese enterprises' obsession with "going big"	Li Wei	Gu Chongqing	Analyse why many Chinese enterprises desire to operate at a large scale
Differential Analysis of "Lewis turning point" as applied to China's labor market	Li Wei	Gu Chongqing	Reflect on changes in labor prices during China's economic transition
Vanke's battle: take over vs. ensuring the rights of stakeholders	Li Wei	Gu Chongqing	Vanke's contests of equities
How to share the fruits of urbanization	Li Wei	Gu Chongqing	Evaluating the effects of rapid urbanization in China
Can reform and opening up create order out of chaos?	Li Wei	Gu Chongqing	This paper focuses on how to promote structural reforms to China's economy
Searching for the "Holy Grail" of China's economic development"	Li Wei	Gu Chongqing	Since the reform and opening up, why had China's economy developed rapidly
Is China far from experiencing inflationary pressure?	Li Wei	Gu Chongqing	How should we look at consumer prices in China?
The problem of Shadow banking in China	Li Wei	Gu Chongqing	Exploring the pros and cons of shadow banking
Will a Trump presidency be a setback for the process of globalization?	Li Wei	Gu Chongqing	Will the United States abandon free trade and other policies linked to globalization in the Trump era?
Internet equity financing platform: where is the way forward?	Ouyang Hui Wang YanBo	Yang Yan	Introduction and research into the current situation of China's internet equity financing platforms
UrWork: Structure and practices of a sharing	Teng Binsheng	Yang Yan Mei Xinlei	Ur-work's co-working space strategy and its effectiveness in fostering startups



Internet Innovation and Applications

Everstring: Big data's accurate screening of the next customer (Completed)

Faculty Advisor: Zhang Weining; Case Researcher: Liu Xiaoting

Over the past decade, Internet companies in China have vigorously developed services in the consumer-oriented (To C) segment, but on the other end of the spectrum, namely in the areas of catering to business (To B), development has been sluggish. Data shows that in the United States the distribution of venture capital investments in to the To B and To C sectors stood at 40% and 60%; but in China, 95% of funds were poured into To C projects and only 5% trickled into the To B sector. However, the situation has gradually changed in recent years, with progressive entrepreneurs ushering in spring to the To B segment, which is considered to be the next big growth engine for the Internet industry. Everstring, founded in 2012, is among the early adopters of enterprise applications. Through data mining and analysis of big data, this company can not only help enterprise customers screen potential users, it can also help companies to find new customers and improve the efficiency of their marketing strategies. This case study will use Everstring as an example to examine the status of innovation in the enterprise applications sector in China and the potential challenges facing entrepreneurs.

Tencent's Mobile Gaming Business: Precision Marketing Strategy (Completed)

Faculty Advisor: Jing Bing; Case Researcher: Cui Huanping

In 2013, Tencent Holdings Ltd. topped the list of publicly listed online gaming companies in China in terms of revenue, earning 32.63 billion yuan. But the industry has changed, with the PC gaming market hitting saturation, while the mobile network gaming industry has boomed. What is Tencent's strategic position in this rapidly changing segment? With the development of multi-screen terminals, advertising costs have increased year-on-year. How can Tencent control its costs and improve efficiency through precision marketing and lean processes? What are the core competencies behind the precision marketing capabilities of Tencent that differentiates it from its rivals?

Didi Vs. Shenzhou: Competition between the C2C vs. B2C models (Completed)

Faculty Advisor: Huang Chunyan; Case Researcher: Liu Xiaoting

In 2015, there was a string of new developments in the online car-hailing industry. First Didi announced a merger with rival Uber and thereafter Shenzhen-based CAR decided to adopt a different business model to compete with the industry juggernaut. As competition intensified, it sparked a heated debate on which of the two models - the B2C model pushed by CAR or the C2C model championed by Didi - was more effective. This case focuses on how these two distinct approaches affect customer experience, cost structure, future organization and the sharing economy by weighing the pros and cons of the two business models.

URWork: Layout and practices of a sharing workshop (Completed)

Faculty Advisor: Teng Binsheng; Case Researcher: Yang Yan; Special Case Researcher: Mei Xinlei

In contrast to conventional offices and incubators, co-working spaces are a "new kind" of startup support which enables companies to explore innovative approaches to business. Here a "desk" is all you need to get set up and service is the binding force that enables small- and medium-enterprises to push beyond the physical limitations of their "table" and connect people-to-people and people-to-services via online platforms. It also enables them to create a fertile business eco-system by connecting online and offline services. This is the strategic blueprint for UrWork. But

how effective is it on the ground? How can it improve physical space occupancy and usage efficiency, how can it build a standards system and personalized business services, how can it create an effective online platform - Urworkshop is still trying to resolve these problems through trial and error.

Chunyu Doctor: The 'exploration' phase of online healthcare providers (Completed)

Professor Wang Yanbo; Case Researcher He Shan

Chunyu Doctor is a pioneer in China's Internet healthcare sector and has constantly upgraded its business model as this emerging sector seeks different avenues of growth. This case looks at this emerging field in medical care and focuses on how entrepreneurs find new business opportunities and the process of developing new business models to deliver value-added services.

WeChat: An Integrated Services Ecosystem in the Mobile Internet Era (First Draft in Edit)

Faculty Advisor: Liu Jing; Case Researcher: Yang Yan

On the surface, it seems that Tencent has been able to sustain high growth and high ROEs, through a business model dominated by online gaming and value-added services linked to them (revenue from these accounted for more than half of the company's annual earnings). But in reality, we believe that the most important source of growth comes from facilitating social interaction through instant messaging, social networks etc. This, combined with the fundamental features of openness and online payments has enabled the company to build a robust network ecosystem, which is the key driving force of its growth. For example, in the PC era, QQ was the core driver that helped form social relations and the TenPay open platform and computers connected online and offline services into a "one-stop shop for online life services." In the era of smartphones, WeChat and mobile Q have become the core driving forces for establishing social relationships, mobile payments like WeChat wallet and mobile open platforms / interfaces (WeChat public accounts) have created an "all-inclusive" space that includes online services, transactions, wire transfers, hardware etc. Was this based on a concept by Xiaolong Zhang, known as the "Father of WeChat" and his team's vision for an integrated services ecosystem? How did they build such an environment?

Research into Didi-Chuxing's B2B Business (Temporary title) (Work in Progress)

Faculty Advisor: Liao Jianwen; Case Researcher: Deng Di

At present, Didi's core businesses include taxi-hailing, car-hires and ride sharing - all of which provide services to individual clients (2C). After several years in operation, these businesses are now maturing. But having spotted the great potential in the enterprise market, in November 2014, Didi established an internal department dedicated to enterprise clients and began drafting plans to offer services to businesses (2B). Similar service offerings in the 2C and 2B segments may result in some synergies, but it may also lead to conflicts. This case study will explore how the 2B business is built on the foundation laid by the 2C business, and explore the background, opportunities for cooperation and potential conflicts in the two business models and approaches to marketing, system development, organization culture and talent hunting etc.

Tencent Interactive Entertainment: Content marketing evaluation model (temporary title) (Work in Progress)

Faculty Advisor: Li Yang; Case Researcher: Deng Di

Tencent Interactive Entertainment's gaming platform is one of the largest game producers and distributors in China. In recent years, game marketing no longer relies on traditional hard selling tactic, but instead use more



soft advertising, video or program implants, celebrity endorsements and other new channels of marketing. However, the industry does not have an effective tool to measure the return-on-investment or effectiveness of their different content marketing strategies. After two years of research and development, Tencent Interactive Entertainment devised the SISA model that can be used to solve this problem. This case explains the practical applications of the SISA model used by Tencent Interactive Entertainment to measure the effectiveness of their content marketing channels.

Capital Markets and Financial Innovation

Internet equity financing platform: where is the way forward? (Completed)

Faculty Advisor: Ouyang Hui, Wang Yanbo; Case Researcher: Yang Yan

The open and public nature of the Internet and the very high risk bearing threshold for investors along with high requirements on investment ability has increased the risk for equity investments these factors may push firms into the red zone of illegal fund-raising. So far, there is no clear legal definition to guide online equity investments. In this context, how can Internet platforms build a business model for equity investment? What are the special characteristics of these platforms? In this case study, we will discuss and compare online equity investment models at home and abroad.

Qihoo 360: The choice of privatization (Completed)

Faculty Advisor: Li Wei; Case Researcher: Liu Xiaoting

In 2015, there was a wave of de-listings among U.S.-listed Chinese firms. Over 30 companies including 21Vianet Group Inc., Renren Inc., E-House (China) Holdings Limited and Homelnn, were given the green light by the securities regulator in China to list in the domestic A-shares market. This exceeded the total number of offers from 2010-2014. A few years ago, many Chinese entrepreneurs dreamt of going public in the United States, but now a growing number are making a U-turn and coming back to tap the domestic capital market. What has caused this “reverse” wave? What risks will these returnees face? This case study has selected Qihoo 360, the largest company to go public in 2015, as an example to analyze this broader trend.

Small loans from Ant Finance: the social value of digital Inclusive Finance (Completed)

Faculty Advisor: Chen Long; Case Researcher: Yang Yan

Small and micro enterprises find it particularly hard to access financing in China, but this issue is now being tackled by Internet technologies. E-commerce giant Alibaba, in 2010 and 2011, established two small loan companies, to provide loans to small and micro businesses and individual sellers doing business on its online platform. Borrowers did not have to mortgage any assets or require a guarantee, only a sound credit history. In June 2014, Ali in an attempt to integrate its finance business launched the extension known as Ant Gold Service, and small business loans were classified under this service. This case discusses how Ant small loans (earlier Ali small loans) have step-by-step built a credit model for Internet transactions. Compared to traditional lenders, what are the advantages of Ant's small loans? Is this approach representative of digital Inclusive finance and what social value does it have?

Peng Hua Qianhai Vanke REITs: Innovation and Practice (Completed)

Faculty Advisors: Ouyang Hui, Li Xuenan; Case Researcher: Liu Xiaoting

On, September 30, 2015, Peng Hua Qianhai Vanke launched its Real

Estate Investment Trusts (REITs), which were closed-end hybrid securities investment funds (referred to as "QH REITs".) It was the first publicly listed REITs on the mainland and was listed on the Shenzhen Stock Exchange. Vanke was the third domestic REITs player to test the waters in China following CITIC and Suning Appliances. What kind of breakthroughs has Vanke achieved in commercial real estate securitization? Can Vanke's model be replicated in the domestic market? What kinds of obstacles need to be overcome for the large-scale promotion of REITs products in the domestic market? This case study presents an in-depth analysis of this product and looks at innovative approaches adopted in the Chinese Version of REITs and the future growth potential for this type of product in the domestic market.

Spotlights on Alibaba's IPO: Sounds and Worries (Completed)

Faculty Advisor: Huang Chunyan; Case Researcher: Deng Di

Building upon the case study on Alibaba going public, this examines the company's entire fundraising process from the very beginning until the IPO, and evaluates risks facing Alibaba at the operational and institutional levels and partnership-related risks that are of keen interest to investors.

GE Corporation: Challenges in Integrating Industrial Operations and Financial Services (Completed)

Faculty Advisor: Li Wei; Case Researcher: Deng Di

During Jack Welch's tenure, GE's financial business thrived and achieved several milestones, but when the new CEO Jeffrey Immelt took the reins, he had to deal with a vastly different landscape because the economic environment, financial markets and regulatory policies had undergone tremendous changes. The financial crisis dealt a heavy blow to GE financial services arm and its "combination" model faced many problems and challenges. Immelt, in his efforts to reform the company, decided to divest a large number of financial services. This case analyzes the growth and decline of GE's financial services business through multiple angles including macroeconomics, regulatory environment and other aspects of the market.

Baoneng- Vanke hostile takeover battle: perspective of corporate governance (Temporary title) (Work in Progress)

Faculty Advisor: Li Xiaoyang; Case Researcher: Yang Yan

In the second half of 2015, Baoneng Group and Huarun – through the stealthy purchasing of stocks in the secondary market - became the largest stakeholder of real estate giant China Vanke Co. Ltd. The move, which disrupted Vanke's 15-year-long equity structure, was interpreted by the market as an attempt at a hostile takeover. In the first half of this year, due to a major asset restructuring plan, after nearly three months of stock suspension, Vanke announced the introduction of a new strategic partner, Shenzhen Metro Group, at a shareholders' meeting. But because of the major shareholder Huarun and Baoneng had different opinions, it sparked another tussle, and attracted a lot of attention from the market. In this equity battle, why does Baoneng show a special preference to Vanke? In recent years, including Baoneng, why have insurance fund been active in the secondary markets? How can the external funding for the acquisition and Vanke's internal anti-takeover measures be viewed? This case will try to answer these questions from the perspective of corporate governance.

Transformation & Upgrading of Traditional Firms

Shenzhen MTC: How a Traditional TV Hardware Maker is Building an Integrated Digital Ecosystem (Completed)

Faculty Advisor: Liao Jianwen; Case Researcher: He Shan



A traditional TV hardware manufacturer, Shenzhen MTC Co. Ltd., has been seeking to transform itself. The company has been attempting to develop an open ecosystem to support numerous video content providers. But can this loosely controlled ecosystem help the company make a transition to the Internet age?

Red Collar group: Combining Personalized Designs with Mass Production (Completed)

Faculty Advisors: Zheng Yusheng, Liang Chao; Case Researcher: He Shan

Qingdao-based Red Collar Group is a large-scale enterprise, specializing in the mass customization of garments. This case study looks at how this traditional company has used cutting-edge technology to transform itself amid the rapid development of the Internet.

Heilan Home: Ecosphere Building of a Traditional Clothing Maker (Completed)

Faculty Advisor: Liao Jianwen; Case Researcher: He Shan

Heilan Home, the men's wearing brand, made a high growth during the economic downturn. Heilan Home build up a benign ecosphere helpful to interactions among suppliers, franchisees and consumers. This case study tries to shed light on its ecological chain and identify the roles an ecosphere plays in gaining corporate competitive advantages.

HLA: A Traditional Apparel Manufacturer's Attempts to Build an Integrated Ecosystem (Completed)

Faculty Advisor: Li Yang; Case Researcher: Deng Di

HLA, the men's clothing brand, has sustained steady high growth despite the industry hitting a trough, building a healthy ecosystem that enables the company, suppliers, franchisees and consumers interact effectively. We hope to explore how an ecosystem enables a company to gain a competitive edge through this case study of HLA's ecosystem.

Culture and Creative Industries

Alpha animations transformation from making toys to a pan entertainment services provider (Completed)

Faculty Advisor: Zhu Rui; Case Researcher: Deng Di

For more than a decade, Alpha Animation & Culture Company Ltd, a leader in China's animation industry, has amassed a large stockpile of intellectual property rights, including those for Blazing Teens, Balala the Fairy, Armored Hero, and Pleasant Goat & Big Wolf (acquired). In the process of creating a series of memorable cartoons watched by millions, it has also succeeded in developing an entire industry chain centered on its animation business covering content creation, distribution and creating derivatives to brand licensing. This case will mainly focus on the marketing, consumer psychology and animation culture industry operations to understand how Alpha Animation continues to develop and create their popular comics.

Tencent Interactive Entertainment: The Power of IP in the Internet Era (Completed)

Faculty Advisor: Zhang Weining; Case Researcher: He Shan

In recent years, domestic entertainment companies have been competing to build their IP portfolios to boost their commercial value. Tencent Interactive Entertainment (IEG) has made impressive gains in its IP stockpiling and IP-related operations by leveraging on the synergies among its various segments, that include literature, games, films and TV. This case study of Tencent IEG is an in-depth research into the company's IP strategy, to analyze how this asset enhances the internal and external value of the company's core entertainment business and how to expand and

deepen its IP portfolio.

Jingmei: From print publication to digital content providers (completed)

Faculty Advisor: Zhang Weining; Case Researcher: He Shan

Traditional print media such as Jingpin Media Co., which runs lifestyle.com.cn, relied on a large scale circulation model. But with the rise of self-media and new media channels – it faced the challenge of losing readers. But at the same time businesses, who are struggling to find proper avenues for advertising among new media outlets, still prefer to have strategic partnerships with professional, traditional media. To reverse the loss of clients, the company decided to transition into a professional new media platform and launched Jingpin APP. How did Jingpin make the transition from print to App? What kind of impact would the online platform have on the troubled print-side of the business?

Weiyingshidai: The New Order of Internet Ticketing(Completed)

Faculty Advisor: Zhang Weining; Case Researcher: He Shan, Yang Yan

The main purpose of this case study is to examine the business model and business operations of Beijing Weiyong Shidai Technology Co. and analyze how online ticketing has affected the ticketing industry and users. It also looks at how this sector has gradually grown from IP development, production, distribution, marketing, ticketing to the sale of derivatives, to encompass the complete film industry chain, how it has expanded from the cinema industry to events and performances and eventually developed into an online and offline entertainment content distribution platform.

Enhancing Public Welfare & Social Innovation

Paisenbai: The Profit Model of a Social Enterprise (Completed)

Faculty Advisor: Liao Jianwen; Case Researcher: Cui Huanping

The country's first all-natural NFC orange juice producer, Paisenbai, has modeled itself as a social enterprise, and stuck to its original intention of reinvesting part of its profits into public welfare projects, namely, to resolve the problems that arise during the resettlement of people displaced from reservoir areas and dilapidated industrial zones. Over the past 17 years, Paisenbai has not only made decent profits, but also has a huge social influence in terms of helping local peasants earn a much higher income by purchasing fruits at up to three times the average price in the industry and recycling peel residues instead of dumping them in landfills. How does Paisenbai strike a balance between corporate profit-making and investing in social benefits? Given its NFC orange juice output is far larger than market demand, how can it boost demand for its products, profits and public benefit contributions through an innovative business model?

“China's Business Conditions Index” Report

Monthly BCI Survey & Report (Work in Progress)

Faculty Advisor: Li Wei; Case Researcher: Gu Chongqing (Survey Reports and Press Releases)

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.