



Theme	Case Title	Faculty Advisor(s)	Researcher	Keynote
Innovation and Application of Science and Technology	Ant Forest(Temporary title)	Huang Chunyan	Zhu Yunhai Mei Xinlei	The transformation and innovation of Internet technology to traditional public welfare model
	Intelligent investment adviser(Temporary title)	Ouyang Hui	Zhu Yunhai	The history, development and future of intelligent investment adviser
	iFLYTEK (Temporary title)	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
Transformation and development of Traditional Firms	BYD's strategic transformation (Temporary title)	Li Wei	Zhu Yunhai	The gains & losses of BYD's strategic transformation
	China Brands Group: From garment processing to IP operation (Temporary title)	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.
	The digitalization of Midea: Intelligent upgrading of traditional manufacturing industry (Temporary title)	Liang Chao	Zhu Yunhai	Midea's digital transformation and its causes, progress, gains and losses
	Envision: Service transformation of traditional manufacturing enterprises (Temporary title)	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
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?
"China's Business Conditions Index" Report	Real estate tax, housing holding cost, and the transformation of government functions	Li Wei	Gu Chongqing	Recently, the government has repeatedly asserted that it would accelerate the implementation of real estate tax. What is real estate tax? And what is its role?
	Backdrop to the trade disputes between China and the United States	Li Wei	Gu Chongqing	Since 2018, the trade disputes between China and the United States have become acute. The United States believes that China should vigorously reduce its trade surplus with the US. But where does China's trade surplus with Midea come from? What is the effective way to deal with it?
	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

Ant Forest(Draft version completed) (Temporary title)

Faculty Advisor: Huang Chunyan Case Researchers: 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.

Intelligent investment adviser (Draft version completed) (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 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?

iFLYTEK (Work in Progress) (Temporary title)

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?

Transformation and development of Traditional Firms

BYD's strategic transformation (Work in Progress) (Temporary title)

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.

The digitalization of Midea: Intelligent upgrading of traditional manufacturing industry (Draft version completed) (Temporary title)

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: Service transformation of traditional manufacturing enterprises(Draft version completed) (Temporary title)

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?

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 (Draft version 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?

Macro Economy

Real estate tax, housing holding cost, and the transformation of government functions(Completed)

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

Recently, the government has repeatedly announced that it would accelerate the implementation of real estate tax. What is real estate tax? And what is its role?

Backdrop to the trade disputes between China and the United States (Work in Progress)

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

Since 2018, China and the United States have had acute trade disputes. The United States believes that China should vigorously reduce its trade surplus with the US. But where does China's trade surplus with Midea come from? What is the effective way to deal with it?

"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.