

Theme	Case Title	Purpose of Study
Technological and model innovation	Lexin: Building a Closed-loop Consumer Finance Ecosystem	Exploring personal finance and the risks involved
	To8to.com: How to break into home improvement services online	To8to, a renovations platform, addresses the pain points of the traditional home improvement industry
	Pinduoduo: Origin and Prospect of a Social E-commerce Giant	The driving force behind the rapid rise of Pinduoduo and its potential development direction
	Puppy's Centralized Maintenance Mode	Innovations in service transformation of a manufacturer
Transformation and development of Traditional Firms	Lenovo: Time for Another Refresh?	Lenovo's strategic choices and implementation – successes and failures
	XCMG: The Path to Maturity for a Traditional SOE	How XCMG Group dug itself out of trouble
	JOMOO Kitchens and Bathrooms: Strategic Upgrading in the Smart Era	How JOMOO upgraded its development strategy to absorb online business practices
	Anta: Future sportswear and sneaker king?	Anta's strategic transformation and future possibilities
	Red Star Macalline: How to Transform a Home Furnishings Platform	Times are changing, and competition is growing. How does Red Star Macalline plan to transform itself to have the best chance of facing up to its challenges?
Social innovation and corporate social responsibility	Ant Forest: Online practices for environmental protection	Transformation and innovation of the traditional public welfare model by Internet technology
	Poverty Alleviation in Xinxian town, Henan Province	Exploring the roles of local government, social enterprises, and businesses in tackling poverty
	Delong Steel: How does the traditional steel industry practice philanthropy?	Environmental Charity Innovation at Delong Steel
	Huawei: Building an internet of everything	Exploring sustainable development practices in the ICT field.
	Forever Delta: A dream of environmental protection	How Delta achieved its corporate mission: "protect the environment, conserve energy, and love the earth"
	Zhonghe Rural Credit: innovative practices in financial poverty alleviation	In the context of inclusive finance, Zhonghe Rural Credit explores rural financial poverty alleviation models
	Ant Forest: "Have you planted a tree today?"	How Ant Financial lowers the environmental protection threshold via technology and gets people involved
	Yujing Capital: Patient capital with OCD	Solving social problems with impact investment
	For Farmers' Smiles: Exploring the TQLS poverty alleviation model	Exploring the poverty alleviation model of animal feed producer TQLS
	Change for mutual benefit at Tongwei Group	Tongwei Group's new "fishing and light integration" model
CVTE - Dream Future	CVTE has been on the path to social innovation	
Human Resource and Enterprise Culture	Spice World Hotpot: Acculturation and Project Organization	Spice World's incentive mechanism and Zhu Xingquan's acculturation methods
Globalization	One decade on: Fosun Group's acquisition of France's Club Med – wins and losses	Research into successes and failures emanated from Fosun's acquisition of Club Med, and a look at the company's future direction in the cultural and tourism sectors
Macro Economy	When will financial repression take a break	China is a major financial repressor, and future financial transformation depends on solving this difficult problem
	From "China Shock" to Harmonious Growth	Trade is generally conducive to the growth of overall welfare, but its cost may be borne by a small number of people
	Opening up the hills and forests for cultivation; lifelong striving	Professor Wu Jianzhong considers the purpose of higher education from various angles
	Is 6% growth realistic?	China's GDP growth rate has been falling in recent years. How should we think about the impact of this?
	Is there anything wrong with Chinese banks?	China's banks are profitable yet poorly valued. Is this down to investor oversight or is something going on with the banks that needs investigating?
	A big game	As early as the 1990s, China started a massive bailout of the banks. Most of the government's goals were achieved in the end
	Different this time?	The repercussions of the last series of banking reform have not altogether faded, but a new banking problem has emerged
	The Libra shockwave hits the world economy	Bitcoin has been around for years now, but always on the periphery. Libra is brand new, but already having a major impact. What is the difference between the two?
CKGSB Monthly Survey & BCI Reports	Compile and index to assess the operating conditions of private enterprises	

Technological and model innovation

Lexin: Building a Closed-loop Consumer Finance Ecosystem

Faculty Advisor: Prof. Ouyang Hui Case Researcher: Lin Rongchang

Lexin is a fintech group. Five years from its establishment, Lexin encompasses an e-commerce personal finance platform called Fenqile, an online investment platform for individual investors called Juzi Licai and an open source asset management platform called Dingsheng Assets. Lexin now has all the makings of a closed-loop ecosystem. How was this created, and what risks and challenges does Lexin face?

To8to.com: How to break into home improvement services online

Faculty Advisor: Prof. Zhu Yang Case Researcher: Yang Yan, Wei Yi

The service chain for home improvements is complex and lengthy, with long operations cycles, reliance on labor and localization, low-frequency transactions, high unit prices, high personalization requirements, and a strong need for professionalism. These features bring plenty of pain to the consumer experience. A number of web-based companies have arisen to try to solve this. They use web technology to bring together distributed home improvement resources and reduce "information asymmetry" in the industry. To8to leads this new wave. This case explores how the internet can help companies break into the second, and the existing and potential bottlenecks in home improvement.

Pinduoduo: Origin and Prospect of a Social E-commerce Giant

Faculty Advisor: Jing Bing Case Researcher: Mei Xinlei

As competition in the e-commerce market enters a new phase in which big B2C platforms struggle with traffic growth and surging traffic acquisition prices, social media traffic has become a much-watched "blue ocean" of opportunity. Alibaba and JD.com, the giants of the sector, are as yet under-equipped. Pinduoduo, born in the WeChat ecosystem, shows initial signs of success in social e-commerce, but faces sustainable development challenges following a period of explosive growth. This case will explore Pinduoduo's driving forces and its potential direction.

Puppy's Centralized Maintenance Model

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.

Transformation and development of Traditional Firms

Lenovo: Time for Another Refresh?

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

"If we lose our shared aspirations, what will we become?" is classic advertising copy in China, neatly referencing the characters of Lenovo's Chinese name. But Lenovo Group has lost the aura of unlimited connection, and no longer feels inspired. A granddaddy of Chinese private business in China, Lenovo is also a high tech elder. Taking a 20-year timeframe however, Huawei has earned twice Lenovo's revenue. Baidu, Alibaba, Tencent and JD.com (BATJ), China's looming internet giants, have now fully caught up. Lenovo represents technology as it was. Its poor stamina for change has led to flat earnings of around RMB 300 billion for many years in a row. More worrying than its scale of operations is Lenovo's limited appeal in technological innovation. Its phone business has underperformed. Forays into online education, e-commerce, and AI have failed to grow. Capital markets reflect public and investor disappointment: Lenovo Group was listed on the Hong Kong Stock Exchange for just HKD 4.99 per share on October 31, 2018, a total market capitalization of HKD 60 billion, only a third of its peak market value. Its valuation has been left in the dust by BATJ. What happened to this once brilliant superstar? Can Lenovo make a comeback in the smart era?

XCMG: The Path to Maturity for a Traditional SOE

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

XCMG Group is a typical Chinese SOE, with a mighty past and correspondingly huge operational issues. To save itself, it has had to stoop low before. But now, XCMG is undergoing a revival and has found a healthy pace of growth. What is the secret to its performance turnaround?

JOMOO Kitchens and Bathrooms: Strategic Upgrading in the Smart Era

Faculty Advisor: Prof. Teng Bingsheng Case Researcher: Yan Min

A viral article published in 2015 entitled, "Going to Japan to buy a toilet cover" provoked widespread discussion online, and made a bestseller of the product in question. This "toilet cover" was "smart", in the sense that it could be controlled via a phone app. It wasn't an entirely new product, but this was the first story one was to attract such widespread attention. This hadn't happened for years.

As with AI, the Internet of Things, cloud computing and other related technologies were developed in recent years. Many have embraced the smart era in the same way that earlier people ushered in the electric era, followed by the information age. Can the smart bathroom usher in a similar market boom? JOMOO Group has been deeply involved in home hardware and sanitary ceramics for many years. In 2018, it ranked first among Chinese bathroom goods enterprises with sales of RMB 13 billion. Lin Xiaofa, chairman of JOMOO, stated his sales goal of RMB 50 billion by 2025, and placed high hopes on the smart products for kitchen and bathroom and custom products. With cross-border competition for smart devices, can JOMOO win the smart-home battle? How does it support strategic upgrades in research and development, channels, and operations? This case focuses on the smart strategy of JOMOO.

Anta: Future sportswear and sneaker king?

Faculty Advisor: Prof. Teng Bingsheng Case Researcher: Zhu Yunhai

A wave of consumption upgrading and developing awareness of the role of sport in society has increased the allure of Chinese sports apparel firms in the domestic marketplace. For 15 years now, Anta has stood out from the crowd of Chinese sports brands. By market value, Anta is already world number three. Anta's success stems from its grasp of several strategic opportunities and its control over its own operational capabilities. This case study examines Anta's successful strategic transformation and future development opportunities and challenges.

Red Star Macalline: How to Transform a Home Furnishings Platform

Faculty Advisor: Prof. Li Wei Case Researcher: Yang Yan, Liu Ya

A leader in the home furnishings sector, Red Star Macalline entered the A-share market in 2018. Financial reports show that at the end of 2017, the company had 256 stores in 177 cities across China, with a total operating area of up to 15.14 million m². These comprised 71 independent stores and 185 franchised ones. In terms of both scale and market share, Red Star Macalline is a Chinese leader. However, the competition the company faces is fierce. In 2018, competitor Easyhome opened stores at a massive rate of knots. Easyhome now has 247 stores nationwide. More significantly, it raised RMB 13 billion in strategic investment funds from institutions including Alibaba. The situation facing Red Star Macalline has become even more serious, even without factoring in changes in industry conditions. Facing competition and changing times, Red Star Macalline sets out on the path to transformation.

Social innovation and corporate social responsibility

Ant Forest: Online practices for environmental protection

Faculty Advisor: Prof. Huang Chunyan Case Researcher: Zhu Yunhai

In the traditional public welfare model, the relationship between the donor and the nonprofit organization is simple money gain. 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.

Poverty Alleviation in Xinxian town, Henan Province

Faculty Advisor: Prof. Fan Xinyu Case Researcher: Yan Min

Over many years' of poverty alleviation, Xinxian has gained considerable experience in tackling poverty via tourism, education and industry. As a classic case, the story of Xinxian has been presented on CCTV, in Henan Daily and in other national and provincial media. What roles have the local government, social enterprises, and enterprises played here? The responses of all three are considered: training and migrant work as the first forms of poverty alleviation, a new chapter begun by the joint work of Xinyang International Vocation Institute and Jixing Company. Rural revitalization and rural tourism has been promoted by the local authorities, and seen many people escape from poverty. Now, as a way to confront poverty, a new route – developing the area in medicinal plant production - has driven up local incomes.

Delong Steel: How does the traditional steel industry practice philanthropy?

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

Steel mills are a heavily polluting industry, but at Delong Steel, an entire steel plant has been transformed into a national AAA-level scenic spot, attracting tens of thousands of visitors a year. Delong has reformed its internal management system to bring major investment in environmental protection, while staying top of the profit leaderboard in Hebei province. Delong's practice breaks the myth that environmental protection and profit are mutually exclusive. This makes Delong worth learning from as an example of philanthropic innovation in traditional industries.

Huawei: Building an internet of everything

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

As the world's leading ICT manufacturer serving more than 3 billion people worldwide, Huawei has also been exploring pathways to sustainable development. This case discusses how Huawei can use its own business advantages to address social issues, thereby contributing to society.

Forever Delta: A dream of environmental protection

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

Taiwan's Delta Electronics Group was established in 1971, growing to become a global leader in power and thermal management solutions. Its power supply products have the world's largest market share and have been included in the Dow Jones Sustainability Index since 2011. Delta has had a strong environmental mission since the start, consistently practicing green operations together with its stakeholders. In order to better fulfill its mission, Delta has benchmarked the UN Sustainable Development Goals.

Zhonghe Rural Credit: innovative practices in financial poverty alleviation

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

Zhonghe Rural Credit was established by the China Foundation for Poverty Alleviation, with the aim of using commercial practices for welfare. It has become China's biggest microfinance institution focusing on rural grassroots services. How does Zhonghe use the power of microfinance to solve social problems? What is its business model and sustainable development plans. What is Zhonghe's wider significance?

Ant Forest: "Have you planted a tree today?"

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

Ant Forest is part of Ant Financial's green finance strategy, which involves "going green by commercial means and moving towards the future with public interest in mind and a business approach." This case introduces the Ant Forest business model: business innovation combined with philanthropy.

Yujing Capital: Patient capital with OCD

Faculty Advisor: Prof. Zhu Rui Case Researcher: Yan Wen, Li Mengjun

From the start, Yujing Capital invested mainly in human practices of "eating, taking medicine, and low-carbon lifestyle." It has a clear social value orientation and does not invest in industries and projects with a negative impact on society and the environment. Now, after more than ten years, Yujing Capital can fully appreciate its own unique impact investment logic and model.

For Farmers' Smiles: Exploring the TQLS poverty alleviation model

Faculty Advisor: Prof. Zhu Rui Case Researcher: Yan Wen, Li Mengjun

TQLS 1211, 1 + 8 combines the company's main business with poverty alleviation practices, so that farmers become a bigger part of the company's supply chain. This stimulates farmers' endogenous motivation, and help them achieve independence and a life of dignity. Meanwhile, it promotes sustainable development of the business by way of the concept and practice of mutual benefit.

Change for mutual benefit at Tongwei Group

Faculty Advisor: Prof. Zhu Rui Case Researcher: Yan Wen, Li Mengjun

Established in 1992, Tongwei Group has become a large multinational group company working in agriculture as well as new energy. Tongwei Group's "fishing and light integration" model operates in fisheries and photovoltaics to achieve differentiated development.

CVTE - Dream Future

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

From hardware manufacturer to smart display service provider, what developmental path has CVTE taken? Aside from growth, it has also been out to gain attention, with its comprehensive employee services including medical examination centers and kindergartens. Why has CVTE chosen this course of action, and what kind of setbacks has it encountered?

Human Resource and Enterprise Culture

Spice World: Corporate Culture and Internal Venture System

Faculty Advisor: Prof. Xiao Xiomeng 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.

Globalization

One decade on: Fosun Group's acquisition of France's Club Med – wins and losses

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

Fosun believes Club Med is an excellent "global resource", which is why it chose the brand as a takeover target. Has Club Med shown its value to Fosun in the past ten years? How has the Club Med, now in Fosun's territory, experienced and achieved results in the ten years since the initial agreement was reached? This case study provides in-depth analysis of these issues!

Macro Economy

When will financial repression take a break

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

Financial repression exists around the world, specifically referring to government use of various means to direct funds towards its own projects. By this way, the government directly or indirectly controls the financial system. With it comes inefficiency and distortion, and even increased financial risk. China is a major financial power and repressor. Just look at the role of the government in the banks. Everyone knows that financial repression is a problem, but the key is how to reform.

From "China Shock" to Harmonious Growth

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

On the surface, the Sino-US trade war is about trade imbalances and other issues. In fact, for ordinary people, the key is interest coordination. Harmony in development is impossible across the board. As one of the largest economies in the world, China's rapid rise will inevitably be unbalanced to some extent, with negative effects felt among the people. Sometimes, running fast is not as good as running consistently. Inclusive policies have to keep up.

Opening up the hills and forests for cultivation; lifelong striving

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

Confucius said, "The poor should live with dignity, the rich should better others." This quote gives a direction to efforts by intellectuals, and offers them a final shelter. In the author's opinion, Professor Wu has practiced this principle, working hard in his scientific research, but also promoting the younger generation, giving the author food for thought.

Is 6% growth realistic?

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

In the foreseeable future, how to deal with the pressure of various interest groups is likely to be the biggest challenge for China's economy in a harsh climate. Discussions have not yet begun in earnest. The first step should be to these issues in an open and honest manner, and strive to prevent interest groups from "hijacking" public policies and interests.

Is there anything wrong with Chinese banks?

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

China's banks are profitable yet poorly valued. Is this down to investor oversight or is something going on with the banks that needs investigating? There are already some disturbing signs in China's banking industry. On the surface, bank stocks are high quality and low price, but they could be a hot potato. The "thunderstorm" of Baoshang Bank and Jinzhou Bank may be caused by the after effects of the recent credit bubble, or by a shortcoming that has long plagued the development of China's banking sector - poor corporate governance.

A big game

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

Banking crises, "unscheduled" and "unscrupulous", exists worldwide. Whenever they start to wreak havoc on the poor, the rich are also seriously injured. After the typhoon, there was a mess to clear up. Repairing the damage caused by the banking crisis not only involved a large amount of resources, but also a series of well-conceived and ingenious measures.

Different this time?

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

We have thrown plenty for resources at the banks, and for the most part, it has worked good results. But beneath the surface, the actual conditions of our banks may be worse than they look. How much worse, no one has a clear picture. What should we do when these problems surface? The answer lies in corporate governance. We also need to reserve some resources for a future round of banking reforms, because doing so can at least prevent some things from happening and keep up our resolve.

The Libra shockwave hits the world economy

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

Another negative effect of Libra on weak currency countries is the cross-border movement of currencies. In order to protect personal assets, residents of vulnerable countries may choose to repatriate their currency overseas through Libra for more secure protection. With the financial and economic systems of these countries inherently fragile, large capital flows may trigger another Southeast Asian financial crisis. Opening up free capital flows before proper preparation increases risk exposure in vulnerable currency countries.

Monthly BCI Survey & Report

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.