



Theme	Case Title	Faculty Advisor(s)	Researcher	Purpose of Study
Internet Innovation and Applications	Business Model of Everstring Data Company	Zhang Weining	Liu Xiaoting	To explore a Big Data company's business model
	WeChat: An Integrated Services Ecosystem in the Mobile Internet Era	Liu Jing	Yang Yan	To analyze WeChat's positioning strategy and network effects
	UrWork: Layout and practices of a sharing workshop (Temporary title)	Teng Binsheng	Yang Yan Mei Xinlei	Ur-work's co-working space strategy and its effectiveness in fostering startups
	Research into Didi-Chuxing's B2B Business (Temporary title)	Liao Jianwen	Deng Di	Research Didi's B2B business
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
	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
	Small loans from Ant Finance: the social value of digital Inclusive Finance (Temporarily title)	Chen Long	Yang Yan	Study of the business model used by Ant Finance's small loans arm
	Baoneng- Vanke hostile takeover battle (Temporary title)	Li Xiaoyang	Liu Xiaoting	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
	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
	HLA: A Traditional Apparel Manufacturer's Attempts to Build an Integrated Ecosystem(Temporary title)	Li Yang	Deng Di	To explore how traditional garment manufacturers are building a networked ecosystem
Creative Industries	Alpha Animation's Unique Art of Storytelling	Zhu Rui	Deng Di	To analyze how a creative company spins its animated stories through various perspectives including marketing, consumer psychology and operations patterns
	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
"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



## Internet Innovation and Applications

### Business Model of Everstring Data Company (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.

### 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?

### UrWork: Layout and practices of a sharing workshop (Temporary title) (Work in Progress)

*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.

### 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..

## 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.

### 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.

### Small loans from Ant Finance: the social value of digital Inclusive Finance (Temporarily title) (Final revision)

*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?

### Baoneng- Vanke hostile takeover battle (Temporary title) (Work in progress)

*Faculty Advisor: Li Xiaoyang; Case researcher: Liu Xiaoting*

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.

### GE Corporation: Challenges in Integrating Industrial Operations and Financial Services (Final Edit)

*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.

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

*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 Animation's Unique Art of Storytelling (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.com: The New Order of Internet Ticketing (Completed)

*Faculty Advisor: Zhang Weining; Case Researcher: He Shan*

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.

## “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.