July 2021 Newsletter

Theme	Objects of Case Study	Purpose of Study
Digital Innovation	Nice Tuan	Discuss the business model of community group purchase and analyze the entrepreneurship and growth experience of the representative company of community group purchase - Nice Tuan
	cross-border e-commerce SHEIN	The rapid rise of SHEIN comes from its digitized supply chain, digitized marketing, and digitized sales network. This case focus on exploring and reorganizing SHEIN's digitized system
	ByteDance Series	Make in-depth observations on the globalization of ByteDance, and explore the experience of overseas expansion of Chinese companies
	JD Digits	Observe the AI practice of JD Digits
	JAKA Cobot	Flexible manufacturing featuring "diversification, small scale and controllable cycle" has been newly demanded by the market. This case tries to analyze how JAKA Cobot emerges in the field of Cobot in the form of micro video and paper version and build a robot that is "easy to use, safe and reliable, and low-cost".
Financial Innovation	Ant Group	Focus on Ant Group's exploration in the field of supply chain finance and how technology empowers small and micro loans service
	BridgeBio	Facing the capital dilemma of biopharmaceutical R&D market, how can financial technology "illuminate" biopharmaceutical technology? BridgeBio, a US-listed company, has had a good try in this regard.
Social Innovation	Nantong, Zhang Jian	The Enlightenment of Nantong and Zhang Jian's Entrepreneurship History to Current China
Brand Innovation	Genki Forest	After its own great success, Genki Forest is building an ecological platform to empower the new "Chinese style trend" brand combined with Challengers Capital. The case plans to interview the entrepreneurial team, mainly focusing on its unique Internet thinking and user value concept and trying to analyze and refine the core of its success, thus providing reference for related brands and industries
	Bilapring Toothpaste	In the red sea category of toothpaste, Bilapring can still witness explosive growth by the grasp of user demand and new marketing channels. This case plans to interview the founding team, learn about its brand marketing, product design experience, and explore the methodology behind the system
Strategic Management	TECON	Take TECON as an example to analyze the history and influencing factors of development in the pig breeding industry
	e-cigarette industry	How should industries and enterprises examine the influences from politics, economy, culture, technology, etc. at the strategic level, and how to make predictions and strategies
	From "domestic substitution" to "international substitution" - how Linglong Tire "crosses the price zone"	As the leading brand of domestic tires, Linglong Tire's product quality keeps pace with international brands, but the price is only about one-third. The high premium of the brand will become an important strategy and space for its future development. This case will focus on this phenomenon and discuss and summarize Linglong Tire's development history, ten-year strategy, and current major challenges and opportunities through interviews with the chairman and the persons in charge of various departments
New Energy	NIO NEXTEV LIMITED	NIO's development strategy and challenges
Economics	The Dangerous Global Liquidity Excess	Faced with dangerous global liquidity excess, what should China do?
	RMB Internationalization and Income Distribution Gap	RMB internationalization is inextricably linked to the income distribution gap, which has a serious economic and social impact
	Goodbye, fixed exchange rate	Fixed exchange rate has many advantages, but it is no longer suitable for China's actual situation, and needs to be reformed
Digital Upgrading of Traditional Enterprises	"New Retail" for tires? Can Linglong Tire's strategic choice lead the team to break out of an encirclement?	Linglong Tire cooperated with Tencent Cloud to set a digital layout of its channels and launched a strategic attempt of the "new retail" sector. This case plans to interview its president and the principal of each department, describe the causes and consequences, and explore and refine the best practice process of digital transformation of traditional manufacturing industry
	Yihao Foodstuff	With the goal of domestic development implemented fully on the real economy, the industrial digitalization practice schevements, experience and lessons of representative enterprises have become the treasure worthy of exploration and research. Through the interview and investigation with top management team, breeding workshop and field of "Yihao Foodstuff", which ranks first in the breeding scale of free-range pigs and chickens in China, this case has conducted relevant research on issues such as pig breeding, China's modern agricultural management and agricultural product prices, and explored more novel information and characteristic contents. It mainly presents the agricultural digitization experience that can be widely used by similar enterprises. At the same time, because of its vivid practical characteristics, it can inspire the digitization research in related fields
	Huazhu Group	Huazhu Group cooperated with Lark to digitalize its organization and improve the "self-driving force" of more than 100,000 employees. This case plans to interview the CIO of Huazhu Group, explore the thinking of this process, and the best practices of the overall digital transformation of Huazhu Group
"China's Business Conditions Index" Report	Monthly BCI Survey & Report	Compile and index to assess the operating conditions of private enterprises

Digital Innovation

Case of Nice Tuan (Completed)

Faculty Advisor: Prof. Du Yanghui Case Researcher: Chen Jian

How does community group purchase solve the problem of "the last mile of fresh food delivery"? Why are giants such as Meituan, Didi and PDD making into the competition of community group purchase? As a startup, how does Nice Tuan grow rapidly under the pressure from the giants? What are the measures taken by the regulatory authorities regarding the situation where Internet companies are "taking" business away from vegetable vendors? Through this case, we will discuss the topical issue - community group purchase business model and demonstrate the innovation and growth path of startups in this racetrack.

Long-termism and speed defining the winner - inspiration from cross-border e-commerce SHEIN (Completed)

Faculty Advisor: Prof. Zhu Song Case Researcher: Wang Xiaolong

As a representative enterprise of China's export cross-border e-commerce, SHEIN has achieved rapid development in recent years. In 2020, the company achieved a revenue of about 70 billion yuan, and the CAGR reached as high as 189% from 2015 to 2020.Through the information integration from all parties, this case gives a more comprehensive display of SHEIN's growth history, digitalized traffic and consumer management, and digitalized supply chain management, etc. At the same time, this case demonstrates SHEIN's long-termism business model and strategic choices to a certain extent through the exploration of objective content. This case is applicable to courses on competitive strategy, operation management, entrepreneurship and innovation and other related topics of business school.

ByteDance Series Case (II) (Work in progress)

Faculty Advisor: Prof. Xiang Ding, Prof. Zhou Li Case Researcher: Yan Min

What is the typical significance of the overseas expansion journey of ByteDance in the global operation of Internet companies? After ByteDance acquired Musical.ly and merged it with TikTok, what is the key to the rapid development of the new TikTok? What role does ByteDance's AI algorithm play? When its development in the United States and India encounters setbacks, how does ByteDance respond and how does it promote the future path of globalization?

Case of JD Digits (Work in progress)

Faculty Advisor: Prof. Ning Zhao Case Researcher: Yan Min

As the predecessor of JD Digits, JD Finance was founded within JD Group. In November 2018, it achieved a brand upgrading and changed its name to "JD Digits". Behind the renaming, what are the changes in the business focus of JD Digits? What are the highlights of its technical capabilities and commercial applications in science and technology, especially in AI?

Financial Innovation

Fintech helps micro finance-practice of Ant Group (Completed)

Faculty Advisor: Prof. Song Zhongzhi Case Researcher: Chen Jian

Since its establishment 7 years ago, Ant Group has become China's largest online credit platform for small and micro-operators. How does fintech help the rapid rise of Ant Group? This case will discuss and think from the following three aspects: 1. Ant Group's basic technology system and how fintech is applied to small and micro loans; 2. Examples of Ant Group's exploration and technology empowerment in the field of supply chain finance; 3. The future of Ant Group under the general trend of financial regulation and technological upgrading.

Social Innovation

"Frustrated hero" - Zhang Jian (Completed)

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

There are quite a number of contradictions in Zhang Jian, which affects perception of later generations for him. What kind of person is Zhang Jian, a conservative, revolutionary or industrialist? What is his contribution to modern Chinese society?

Strategic Management

The survival way of traditional breeding enterprises - taking Tecon Biology as an example (Completed)

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

What are the main factors driving the effectiveness of the pig breeding industry? What impact did the sudden epidemic have on these breeding companies, and how were their production and operation affected? Why could these companies overcome the adverse effects of the epidemic and achieve substantial improvements in operating performance? Can their performance growth be sustained?

How do enterprises think strategically? Take the e-cigarette industry as an example (Completed)

Faculty Advisor: Prof. Teng Bunshong Case Researcher: Wang Xiaolong

The e-cigarette industry has developed rapidly around the world in recent years, and with the continuous changes in regulatory policies of governments, the future of the industry has been shrouded in a fog. By ordering the development history of the e-cigarette industry and the relevant political, economic, cultural, and legal information of various countries, this case preliminarily draws the outline of the overall view of the global e-cigarette industry, and then paves the way for enterprises in the current industry to think about their position and the future development trend of the industry and make decisions. Meanwhile, it is convenient for students in various industries to take the dramatic changes in the e-cigarette industry as an example to discuss the perspective and content of strategic decision-making.

From "domestic substitution" to "international substitution" - how Linglong Tire "crosses the price zone" (Completed)

Faculty Advisor: Prof. Teng Bunshong Case Researcher: Wang Xiaolong

Linglong Tire, as a representative enterprise in China's domestic tire industry, achieved sales of 18.383 billion yuan in 2020, rising to the 12th place among the global tire industry. The output of semi-steel tires, radial tires, overseas factory output and profits rank first in the same industry in China. In the face of many world-class competitors with a history of 100 years, Linglong Tire's performance in recent years has been remarkable. After years of development of China's tire industry, there is notmuch distance between Chinese and foreign brands in quality and technology, but the product price is less than one-half of foreign products, and the brand plays a decisive role. At present, the main brands of Linglong Tire include "Linglong", "Leao", "ATLAS", "EVOLUX", etc. and the products are sold to 173 countries and regions around the world. Facing the continuous expansion of production capacity and continued strong market demand, combined with the marketing characteristics of industry supporting + replacement, Linglong Tire will undoubtedly face huge growth space if it can effectively break through the brand bottleneck. This case demonstrates to a certain extent the strategy and implementation of representative Chinese tire enterprises through the interview with Linglong Tire's top management team. At the same time, this case focuses on the growth of Linglong Tire's brand, and elaborates the decision-making background and raises corresponding prospects for whether Linglong Tire can "cross the price zone" through brand building in the future and drive Chinese brands going to the world. This case is applicable to courses on strategic management, competitive strategy, brand management, marketing and other related topics of business school. This case can be used in conjunction with another case about Linglong Tire's "new retail" strategy.

New Energy

NIO NEXTEV LIMITED (Draft version completed)

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

As a latecomer in the automotive industry, why can NIO surpass the formers, surmounting a large number of predecessors in the traditional automotive field, and be regarded as a representative of the new energy automotive industry? What is NIO's next development strategy? Will it become China's Tesla or an unconventional representative of Chinese limousine brands?

Economics

The Dangerous Global Liquidity Excess (Completed)

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

At present, global liquidity is excessive, and China is a major country of capital inflows. These capitals have created various bubbles in China and posed various risks to China's economy. In this regard, policymakers need to be vigilant.

RMB Internationalization and Income Distribution Gap (Completed)

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

RMB internationalization benefits the development of China's financial industry, but is very detrimental to China's manufacturing industry. The U.S. history in this aspect has shown that the decline in manufacturing has widened the income distribution gap among the people. A society with large income distribution gap is an insecure society which is not worth living.

Goodbye, fixed exchange rate (Completed)

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

Fixed exchange rate is obviously more harmful than good for China now. If we stick to the fixed exchange rate, it will inevitably affect the independent monetary policy. For a large country like China, independent monetary policy is very critical.

"China's Business Conditions Index" Report

Monthly BCI Survey & Report (Monthly Update)

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

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 indices 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.

Case Center Work Recommendation in 2018-2021

Research area	Title	Faculty Advisor	Researcher
Autonomous Driving/ Electric Vehicle	Towards Openness: Can BYD Create the Legend Again?	Li Wei	Zhu Yunhai
	The future of the Internet of Vehicles: Companies like Tesla Going to the Left, Companies like Alibaba Going to the Right?		Yang Yan, Lv Ya
	New Energy Vehicle Leader - Why Can Tesla Be?		Zhu Yunhai
Digital Economy	"Long-termism" and "speed defines the winner" - inspiration from cross-border e-commerce SHEIN	Zhu Yang	Wang Xiaolong
	Fintech helps micro finance - practice of Ant Group	Song Zhongzhi	Chen Jian
	The Key Moment of ByteDance	Tang Binsheng	Yan Min, He Mingqin
	PDD: The Rise and Future of the Leading Social E-Commerce Company	Jing Bing	Ma Xinlei
	The Boom and Future of Knowledge Payment Economy		Yang Yan, Liu Xueting
Smart Manufacturing	Midea Smart Manufacturing: Digital Transformation of Traditional Manufacturing	Liang Chao	Zhu Yunhai
	Envision Energy: From Smart Manufacturing to Energy Internet	Liang Chao	Ma Xinlei
	JOMOO: Strategic Upgrading in the Age of Intelligent	Tang Binsheng	Yan Min
Innovative Entrepreneurship	The attack of Nice Tuan and the future of community group buying	Ouyang Hui	Chen Jian
	The Internet Celebrity in Fresh Food: The Business Logic of Fresh Hema	Jing Bing	Li Mengjun
	YH Supermarket: Fresh Food Batteries	Jing Bing	Li Mengjun
	From Simple Exchange to Live E-Commerce: Evolving Channel, Flexible Supply Chain		Yang Yan, He Mingqin
Social Responsibility	"Frustrated hero" - Zhang Jian	Li Wei	Zhu Yunhai
	SEE Foundation: Do Public Service with Entrepreneurial Spirit	Zhu Rui	Li Mengjun
	"Ant Microcredit": The Social Value of Inclusive Finance	Chen Long	Yang Yan
	Poverty Alleviation and Revitalization in Xinxian County of Henan	Fan Xinyu	Yan Min
	Ant Forest: Internet Practice of Environmental Protection and Public Welfare	Huang Chunyan, Song Zhongzhi	Zhu Yunhai, Ma Xinlei

For inspection copies of these case studies, please contact the CKGSB Case Center at casecenter@ckgsb.edu.cn