

| Field | Title | Author | Purpose |
|--|--|--|--|
| Internet Innovation | WeChat: Ecosphere Building in the Era of Mobile Internet | Jing Liu and Yan Yang | To analyze WeChat's network effects and strategic arrangement |
| | Tencent Mobile Game: Precision Marketing | Bing Jing and Huanping Cui | To look into how to launch precision marketing campaigns through Mobile Internet channel for a mobile game business? |
| Traditional Firms' Transformation & Upgrading | Shenzhen MTC: Ecosphere Building at a Traditional TV Device Maker | Jianwen Liao and Huanping Cui | To look into how to build a network ecosphere at a traditional TV device maker |
| | Heilan Home: Ecosphere Building at a Traditional Clothing Maker | Yusheng Zheng, Chao Liang and Shan He | To look into how to build a network ecosphere at a traditional clothing maker |
| | Red Collar Group: A Road to Mass Customization (Forthcoming) | Yusheng Zheng, Chao Liang and Shan He | To look into how a traditional clothing maker achieves a mass customization |
| Brand Innovation | Tencent interactive Entertainment: How to Empower IP in the Era of Internet | Weining Zhang and Shan He | To look into how Tencent IEG achieves its IP industrialization |
| | Alpha Animation's Unique Way of Storytelling | Rui Zhu and Di Deng | To analyze how a cultural firm tells its "comic stories" from various perspectives of marketing, consumer psychology and operation patterns |
| Public Welfare Exploration & Social Innovation | Paisenbai Case B (A Social Enterprise): A Balanced Model Between Profits and Social Benefits | Jianwen Liao and Huanping Cui | To look into how does a social undertaking structure its balanced business model between corporate profits and social benefits based on its value proposition, operating mode, marketing pattern and profit model? |
| Finance Innovation | PHF-QH-VK REITs: Innovation Practice | Hui Ouyang, Xuenan Li and Xiaoting Liu | To analyze the first-ever public listing of domestic REITs in China |
| | Financing/Investment Model Comparison of Uber, Didi and CAR | Chunyan Huang and Xiaoting Liu | To analyze competition in taxi-hailing applications market in the dimensions of financing/investment and valuation |
| | Qihoo 360: Going Private | Wei Li and Xiaoting Liu | To discuss related issues about delisting of U.S.-listed Chinese firms |
| | GE Corporation: A Bumpy Road of Integrating Industrial Operations and Financial Services | Wei Li and Di Deng | To delve into GE's process of integrating industrial operations and financial services in the dimensions of macroeconomics and regulatory regimes |
| macroeconomics | CKGSB Monthly Survey & BCI Reports | Wei Li and Chongqing Gu | Reflecting the operating conditions of private enterprises |

Internet Innovation

Tencent Mobile Game: Precision Marketing (Forthcoming)

Faculty Advisor: Bing Jing; Case Researcher: Huanping Cui

Tencent garnered a total revenue of RMB 32.63 billion in 2013, topping the Ranking List of Chinese Listed Online Game Firms. But as the PC online game market is saturating, and the mobile online game market is booming, what is the strategic positioning of the sector leader? How should Tencent manage its operating costs of mobile game business and enhance its operating efficiency through precision marketing and lean operation amid increasing popularization of multiscreen servers and rising advertising costs? And what are the core capabilities that underlie its precision marketing capabilities and distinguish it from its rivals?

WeChat: Ecosphere Building in the Era of Mobile Internet (In the Works)

Faculty Advisor: Jing Liu; Case Researcher: Yan Yang

The drivers behind Tencent's sustained fast growth and higher ROEs should seemingly be its game-dominated online added-value services (accounting for more than half its total revenues). But in fact, in our view, Tencent's most important growth pillar is its ecologic system with highly robust network externalities. This system is built on underlying key enablers: social relations (instant messaging/social networking), which are connected through payment and openness features. For example, in the PC era, the system was mainly enabled by QQ-dominated social relations, and on the strength of TenPay and the open platform for PC terminals, connects online services and physical transactions, as a result, creating an one-stop online life service space, while

in today's mobile phone era, it is driven by social relations largely consisting of WeChat and mobile phone games, and connects online services, physical transactions, offline services and hardware via WeChat payment, mobile phone game payment and mobile open platform/interface (WeChat public account), resulting in an "all-connected" comprehensive venue and an ecological system. So, was it based on what concepts on earth that Xiaolong Zhang (dubbed Father of WeChat) and his team structured their WeChat ecological system? And how did they build such an ecological system in practice?

Traditional Firms' Transformation & Upgrading

Red Collar Group: A Road to Mass Customization (Forthcoming)

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

Red Collar Group is a large clothing firm specializing in garment mass customization. In this case study, we give a close look into the development of Red Collar Group over the recent years, and explore for ways of traditional enterprises achieving transformation by taking advantage of new technologies in the era of a booming internet.

Shenzhen MTC: Ecosphere Building at a Traditional TV Device Maker (In the Works)

Faculty Advisor: Jianwen Liao; Case Researcher: Huanping Cui

The traditional TV device maker MTC has been in a quest for transformation. Through Netgather, it ropes up various video content providers to forge an

open ecosphere, with a view to reshaping itself into an internet manufacturer. Then, there is the question to be answered: can this loosely-tied open ecosphere be able to help it achieve this ambitious goal?

Heilan Home: Ecosphere Building of a Traditional Clothing Maker (In the Works)

Faculty Advisor: Jianwen Liao; Case Researcher: Shan He

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.

Brand Innovation

Tencent Interactive Entertainment: How to Empower IP in the Era of Internet (Forthcoming)

Faculty Advisor: Weining Zhang; Case Researcher: Shan He

During recent years, entertainment firms compete in stockpiling intellectual properties to tap their business values. On the strength of the synergies among its various segments, including literature, games and Film & TV, Tencent Interactive Entertainment (IEG) made outstanding achievements in its IP stockpiling and IP-related operations. This case study makes an in-depth research into Tencent IEG's IP strategies, gives a detailed analysis of business logics at cultural recreation-focused firms, and explores viable options to enhance IP's internal value and external values.

Alpha Animation's Unique Way of Storytelling (In the Works)

Faculty Advisor: Rui Zhu; Case Researcher: Di Deng

Over its growth process of more than a decade, Alpha Animation, a leader in China's cartoon culture sector, has amassed a large stockpile of intellectual properties, including Blazing Teens, Balala the Fairy, Armored Hero, and Pleasant Goat & Big Wolf (acquired). While creating a series of impressive animation images and touching stories, it has also succeeded in forging a cartoon-centered entire industry chain covering all links from content creation, distribution and derivative production to brand licensing. In this case study, we look at how Alpha Animation seeks for development and makes up its "comic stories" from various perspectives of marketing, consumer psychology and operation patterns in cartoon culture sector.

Public Welfare Exploration & Social Innovation

Paisenbai Case B (A Social Enterprise): A Balanced Model Between Profits and Social Benefits (First Draft Completed)

Faculty Advisor: Jianwen Liao; Case Researcher: Huanping Cui

As the first NFC orange juice (all-pure) producer in China, Paisenbai is a typical social enterprise, and has been sticking to its original intention: reinvesting part of its profits into public undertakings, namely, contributing to solving the issues of industry hollowing-out and relocations of original residents in the reservoir areas. Thanks to its 17-year-long efforts, Paisenbai not only has made decent profits, but also reaps huge social benefits: far more incomes for local peasants from fruit purchasing prices two times higher than the average for the sector and recycling peel residues (instead of being cast away as wastes). How does Paisenbai strike a balance between corporate profit-making and social benefits? Given its NFC orange juice output is far larger than market demand, how should it increase its market demand, business profits and public benefit contributions through business model innovations?

Finance Innovation

PHF-QH-VK REITs: Innovation Practice (First Draft Completed)

Faculty Advisor: Hui Ouyang and Xuenan Li; Case Researcher: Xiaoting Liu

On September 30, 2015, PHF-QH-VK REITs Closed-end Hybrid Securities

Investment Fund (QH REITs, for short) debuted on the SZSE, the first domestic REITs to go public and the third REITs play following CITIC and Suning. What breakthroughs did QH REITs make in commercial property securitization? Can these plays be duplicated and popularized in other domestic firms? If so, what bottlenecks to their duplication and popularization should be broken? In this case study, we make an in-depth analysis of this REITs play, and examine the China-specific REITs innovations and development potentials of REITs play in China.

Qihoo 360: Going Private (Forthcoming)

Faculty Advisor: Wei Li; Case Researcher: Xiaoting Liu

Amid a flurry of de-listings in 2015, more than 30 U.S.-listed Chinese firms, including 21Vianet, Renren, E-House and Home Inn, received their privatization offers, topping the sum total during the period from 2010 to 2014. Just a few years before, going public on U.S. exchanges had been the holy grail of Chinese entrepreneurs, yet nowadays, more and more Chinese firms are flocking back home to the A-share market. What on earth are the reasons? And what risks lie on the road ahead for them? In this case study, we are looking at the largest privatization deal in 2015 and delving into its essence, with a view to getting a glimpse of the broader trend.

GE Corporation: A Bumpy Road of Integrating Industrial Operations and Financial Services (In the Works)

Faculty Advisor: Wei Li; Case Researcher: Di Deng

Under Jack Welch, GE had made a plethora of splendid achievements in its financial service segment, but when Jeffrey Immelt took over, he stepped into a changed landscape, with everything, including economic settings, financial markets and regulatory policies, being completely not the same as it used to be. Hit hard by the financial crisis, GE financial service operations plunged sharply, and its model of integrating industrial operations and financial services was called into questions and met a lot of big challenges. To revitalize GE, Jeffrey Immelt decided to split off the bulk of its financial services. This case study focuses on making an in-depth analysis of the rise and fall of the financial services in GE in the dimensions of macroeconomics and regulatory regimes.

Financing/Investment Model Comparison of Uber, Didi and CAR (In the Works)

Faculty Advisor: Chunyan Huang; Case Researcher: Xiaoting Liu

In the taxi-hailing application market in China, competition among players (especially Uber, Didi and CAR) is intensifying both in terms of intensity and pace over the recent years as the involvement of capital is increasing. In this case study, we look into competition strategies and tactics in today's internet era, analyze fundraising timings for rivals, options for investors and considerations to fundraising amounts, and identify and probe into determining factors to valuations.

"China's Business Conditions Index" Report

Monthly BCI Survey & Report (Forthcoming)

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

Despite the most dynamic force in China's economy, there have been no indexes reflecting private business-specific operation performance. To fill in the gap, we compile related indexes based on primary information from monthly surveys among private entrepreneurs in the growing CK alumni network. We work out related indexes based on monthly questionnaire surveys, and then write related reports. So far, 12 releases have been completed.