



Theme	Case Title	Faculty Advisor(s)	Researcher	Purpose of Study
Internet Innovation and Applications	Precision Marketing Strategy of Tencent's Mobile Gaming Business	Jing Bing	Cui Huanping	To analyze a mobile gaming business's the precision marketing campaign carried out through mobile Internet channels
	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
	Haier's Foray into Big Data Applications	Li Yang	Deng Di	Look at Haier's Transition towards integrated big data marketing
Capital Markets and Financial Innovation	Innovative Approaches to Breathe Life to REITs Products on the Mainland	Ouyang Hui Li Xuenan	Liu Xiaoting	To analyze the first-ever publicly listed REITs product in China
	Qihoo 360: Going Public	Li Wei	Liu Xiaoting	To investigate the trend of U.S.-listed companies returning to China
	Spotlight on Alibaba's IPO	Huang Chunyan	Deng Di	An in-depth look at the Alibaba IPO from a financial and investment perspective
	36Kr: Internet Equity Investment Platform	Ouyang Hui Wang Yanbo	Yang Yan	To explore 36 Krypton and how to build and Internet equity investment platform
	A Comparison of the Asset Models of DIDI and CAR	Huang Chunyan	Liu Xiaoting	Comparative analysis of the Asset models of two taxi-hailing service providers
Traditional Firms in Transition	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
	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
	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	Liao Jianwen	He Shan	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 (draft completed)	Zhang Weining	He Shan	To discuss how Tencent IEG's IP strategy helps boost its commercial value
	Weiyingshidai: The New Order of Internet Ticketing	Zhang Weining	He Shan	To explore how an online movie ticketing business created a value chain that pans across the entire entertainment industry
Enhancing Public Welfare & Social Innovation	Paisenbai Case B: The Profit Model of a Social Enterprise (The case was published in the May issue of the Harvard Business Review)	Liao Jianwen	Cui Huanping	To analyze how a social enterprise can balance making profits and maximizing public welfare through an innovative business model
"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

### Precision Marketing Strategy of Tencent's Mobile Gaming Business (completed)

*Faculty Advisor: Jing Bing; Case Researcher: Cui Huanping*

In 2013, Tencent Holdings Ltd. topped the list of publicly listed online gaming companies in China in terms of revenue, earning 32.63 billion yuan. But the industry has changed, with the PC gaming market hitting saturation, while the mobile network gaming industry has boomed. What is Tencent's strategic position in this rapidly changing segment? With the development of multi-screen terminals, advertising costs have increased year-on-year. How can Tencent control its costs and improve efficiency through precision marketing and lean processes? What are the core competencies behind the precision marketing capabilities of Tencent that differentiates it from its rivals?

### Business Model of Everstring Data Company (Work in Progress)

*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 (Planned)

*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?

### Haier's Foray into Big Data Applications (Planned)

*Faculty Advisor: Li Yang; Case Researcher: Deng Di*

Household appliances of the popular, established Chinese "old brand," Haier, has entered nearly 200 million Chinese homes. Collecting massive quantities of user data and application integration has become the focus of Haier's big data operations. Haier's new SCRM (social customer relationship management system) is based on big data, opening up

internal data "islands", and connecting them with sources of external market data and developing practical applications and appropriate APPs, to boost the efficiency and effectiveness of Haier's marketing efforts. This case will analyze Haier's marketing, strategic management and large data applications to understand this traditional manufacturing giant's strategy, organizational transformation and the basis for its data-driven interactive precision marketing strategy.

## Capital Markets and Financial Innovation

### Innovative Approaches to Breathe Life to REITs Products on the Mainland (Completed)

*Faculty Advisors: Ouyang Hui, Li Xuenan; Case Researcher: Liu Xiaoting*

On, September 30, 2015, Peng Hua Qianhai Vanke launched its Real Estate Investment Trusts (REITs), which were closed-end hybrid securities investment funds (referred to as "QH REITs".) It was the first publicly listed REITs on the mainland and was listed on the Shenzhen Stock Exchange. Vanke was the third domestic REITs player to test the waters in China following CITIC and Suning Appliances. What kind of breakthroughs has Vanke achieved in commercial real estate securitization? Can Vanke's model be replicated in the domestic market? What kinds of obstacles need to be overcome for the large-scale promotion of REITs products in the domestic market? This case study presents an in-depth analysis of this product and looks at innovative approaches adopted in the Chinese Version of REITs and the future growth potential for this type of product in the domestic market.

### Qihoo 360: Going Public (Completed)

*Faculty Advisor: Li Wei; Case Researcher: Liu Xiaoting*

In 2015, there was a wave of de-listings among U.S.-listed Chinese firms. Over 30 companies including 21Vianet Group Inc., Renren Inc., E-House (China) Holdings Limited and HomeInn, were given the green light by the securities regulator in China to list in the domestic A-shares market. This exceeded the total number of offers from 2010-2014. A few years ago, many Chinese entrepreneurs dreamt of going public in the United States, but now a growing number are making a U-turn and coming back to tap the domestic capital market. What has caused this "reverse" wave? What risks will these returnees face? This case study has selected Qihoo 360, the largest company to go public in 2015, as an example to analyze this broader trend.

### Focus on Alibaba's IPO (Completed)

*Faculty Advisor: Huang Chunyan; Case Researcher: Deng Di*

Building upon the case study on Alibaba going public, this examines the company's entire fundraising process from the very beginning until the IPO, and evaluates risks facing Alibaba at the operational and institutional levels and partnership-related risks that are of keen interest to investors.

### 36Kr: Internet Equity Investment Platform (Work in Progress)

*Faculty Advisors: Ouyang Hui, Wang Yanbo; Case Researcher: Yang Yan*

The open and public nature of the Internet increases the risk for equity investments and a combination of these two 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, is 36kr a representative case for such Internet platforms and on how to 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.

### A Comparison of the Asset Models of DIDI and CAR (Planned)

*Faculty Advisor: Huang Chunyan; Case Researcher: Liu Xiaoting*

In recent years, the rivalry between online taxi-hailing services Didi



and Uber, two companies with a light asset model, have intensified. Now, traditional taxi hiring companies with a heavy asset model, like Shenzhen-based CAR, are making inroads into this competitive business and have quickly grabbed a share of the market. According to the think tank iResearch, in Q3 2015, Didi, Uber and CAR each grabbed 83.2%, 16.2% and 13.4% of the customers using online taxi-hailing services respectively, making them the top three players in this fast growing industry. This case study presents a comparison of the advantages and disadvantages of the light and heavy asset models, using Didi and CAR as examples.

## Transformation & Upgrading of Traditional Firms

### Red Collar group: Combining Personalized Designs with Mass Production (Final revision)

*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.

### Shenzhen MTC: How a Traditional TV Hardware Maker is Building an Integrated Digital Ecosystem (Work in Progress)

*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?

### GE Corporation: Challenges in Integrating Industrial Operations and Financial Services (Work in Progress)

*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)

*Advisor Liao Jianwen; Case Researcher: He Shan*

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 (Work in Progress)

*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 (draft 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.

### Weiyingshidai: The New Order of Internet Ticketing (Work in Progress)

*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 Weiyingshidai 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.

## Enhancing Public Welfare & Social Innovation

### Paisenbai Case B: The Profit Model of a Social Enterprise (Completed)

*Faculty Advisor: Liao Jianwen; Case Researcher: Cui Huanping*

The country's first all-natural NFC orange juice producer, Paisenbai, has modeled itself as a social enterprise, and stuck to its original intention of reinvesting part of its profits into public welfare projects, namely, to resolve the problems that arise during the resettlement of people displaced from reservoir areas and dilapidated industrial zones. Over the past 17 years, Paisenbai has not only made decent profits, but also has a huge social influence in terms of helping local peasants earn a much higher income by purchasing fruits at up to three times the average price in the industry and recycling peel residues instead of dumping them in landfills. How does Paisenbai strike a balance between corporate profit-making and investing in social benefits? Given its NFC orange juice output is far larger than market demand, how can it boost demand for its products, profits and public benefit contributions through an innovative business model?

## "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.