

Theme	Case Company	Focus of Study
Globalization	Yili	Starting with a small pioneering team before launching a local manufacturing plant in Indonesia, Yili's ice cream brand has secured a top-three market position locally. This practice illustrates that globalization is not merely replicating domestic business models, but rooting operations locally and integrating cross-cultural values.
	Holley Group	From “Product going out” to “Industry going out”, Holley has established a global network featuring “Three Big and Three Small” overseas industrial parks. This case dissects its site-selection decision-making logic and extracts actionable insights on risk management and mitigation for overseas operations.
	Worldwide Logistics	Building efficient operational and administrative hubs at pivotal global nodes has become a core agenda in corporate global strategy. As an integrated cross-border logistics provider with networks spanning 35 countries and regions, Worldwide Logistics headquartered its international arm in Singapore. This case analyses the multi-dimensional considerations behind the choice and the trade-offs the firm weighed.
	J&T Express	Leveraging the resource advantages of OPPO's mobile phone distribution channels, J&T Express rose rapidly in Indonesia and expanded into 13 global markets within a decade. Its success lies beyond e-commerce trends, with core globalization traits: emerging market focus, reverse expansion, and replication-localization balance.
	SANY Group	SANY's Indonesian factory initially catered solely to the local excavator market. Amid shifting tariffs, trade barriers and reshaped global supply chains, the facility underwent transformation into a global manufacturing base. This case explores how SANY shifted from merely exporting products to exporting core industrial capabilities, alongside its reconstruction of supply chains, organizational structures and local industrial ecosystems.
Artificial Intelligence	DeepSeek	DeepSeek's core challenge lies in translating technical popularity into governable industrial ecosystems, sustainable commercial revenue streams and credible organizational competencies. Adopting a “Resource–Alliance–Control–Risk–Capability” analytical framework, this case unpacks how an open-source foundation model firm navigates the balancing act between open innovation and centralized governance.
	Palantir	Despite continuous advances in AI models, corporate AI tools rarely penetrate core business workflows or inform high-stakes strategic decisions. Palantir serves as a vital research case, yet 99% of industry imitators fundamentally misinterpret its core value proposition. This paper identifies the true source of Palantir's enduring competitive edge
	Rokid	Rokid, a long-standing AR glasses developer, faces the strategic imperative to secure market positioning ahead of tech giants' full-scale industry penetration. This case evaluates the array of pivotal strategic decisions behind its roadmap and examines whether the current juncture represents a genuine commercial inflection point or a high-risk speculative bet.
	Weiyun Group	This case examines how AI turns separate digital tools into complete business model transformation in expertise-intensive sectors. Based on Weiyun Group's invisible orthodontics layout, it tracks the company's algorithmic standardization of professional know-how throughout its end-to-end operations, and assesses how technological, organizational, transactional and ecosystem collaborations cut reliance on rare specialists and make premium services more accessible.
	Liye Cloud	Taking Liye Cloud as a sample, this case studies how AI converts tacit experience, non-standardized information and complex workflows in corporate site selection and industrial park investment promotion into structured datasets, model-driven assessments and multi-agent workflow systems. It further discusses vertical LLM's pathways to productize high-stakes B2B decision-making services, redefine organizational boundaries and unlock viable commercialization conditions.
	Unitree Robotics	Drawing on Unitree Robotics, this case analyses how hardware engineering, in-house core component development, diversified product portfolios, cost control, channel development and embodied model R&D collectively enable the progression from “demonstrable technology” to “marketable products” and “deployable industry solutions”.
	BrainCo	Commercial monetization remains a widespread pain point for cutting-edge technology sectors. This case dissects BrainCo's viable commercialization roadmap, framing the firm as both a benchmark for frontier tech revenue generation and a unique example of commercial enterprise integrated with social innovation initiatives.
Industrial Transformation	Unitree Robotics	From the perspective of industrial guidance funds, this case evaluates the criteria for assessing embodied intelligence firms' productization readiness.
	NIO	This case explores how local industrial guidance funds identify the industrial value of capital-intensive leading manufacturers amid market crises. It also outlines prerequisites for patient capital, staged validation metrics and corrective intervention thresholds.
	China's Commercial Aerospace Industrial Chain	Focusing on China's commercial aerospace ecosystem, this case highlights critical preconditions for seamless alignment between technical verification, engineering validation, customer commercialization and capital recycling cycles.
Strategic Management	Ubtech Robotics	Based on longitudinal comparative analysis of Ubtech's prospectus and two consecutive annual reports, this case conducts an in-depth dissection of the firm's strategic evolution and value revaluation amid intense capital market scrutiny
	NIO	This case focuses on how capital-intensive hard tech enterprises build operational resilience amid heavy upfront investment. Taking NIO as a case study, it analyses strategic trade-offs between premium brand building, user community development, battery swap network deployment, multi-brand expansion and sustained capital injection.
	Viomi Technology	Founded within Shunde's home appliance industrial cluster and initially reliant on the Xiaomi ecosystem, every pivotal decision Viomi made — from early-stage growth and post-listing expansion to operational contraction and focused turnaround — reflects founder Chen Xiaoping's entrepreneurial philosophy.
	EPOWER	Established in 1997, EPOWER specializes in prefabricated modular data center solutions. Founder Wan Renjun steered the firm through three growth phases: mechanical & electrical engineering origins, data center vertical expansion, and globalized rapid growth. Today EPOWER ranks as a core partner within NVIDIA's industrial ecosystem, delivering cross-border infrastructure solutions to major clients including ByteDance and Alibaba.
	JAKA Robotics	Founded in Shanghai in 2014, JAKA Robotics originated from automated milk packaging production lines and has grown into China's leading collaborative robot manufacturer. In 2025, the firm upgraded its corporate strategy to fully enter the embodied intelligence track, launching the world's first industrial embodied intelligence platform.
	Z.ai	In early 2026, independent LLM developers Z.ai and MiniMax successively listed on the HKEX. Nevertheless, both companies face a long road to commercial success. This case analyses Z.ai's business model, draws comparative benchmarks with MiniMax, and offers forward-looking industry discussion.
Brand Innovation	Yalu	The 54-year-old domestic down jacket brand Yalu encountered a comprehensive crisis in 2019, including weak channel leverage, chaotic pricing and fading brand value. It reshaped its brand positioning and developed asset-light platform capacity focused on ecosystem management, attaining rapid growth through livestream commerce. This case examines Yalu's shift from disjointed branding to mutually beneficial ecosystem cooperation.
	Dreame Technology	Taking Dreame's practices as the entry point, this case centers on the core proposition of how Chinese enterprises restructure a new paradigm for global brand development. The case intends to inspire readers that in the new business cycle, a brand's true competitiveness stems from its organization's capacity to define value and deliver commitments to the fullest, rather than mere public exposure.
	H World	This case studies H World's repositioning of Intercity Hotel for the Chinese market, examining how established brands in mature industries break free from the traditional star-rating system and realize the localized adaptation of classic international brands.
	CHICMAX	This case sorts out the development of China's cosmetics industry from multiple dimensions, reviews CHICMAX's development trajectory leading to multi-brand DTC operation, and dissects the growth logic of its two core brands, <i>Kans</i> and <i>newpage</i> . Independent R&D and manufacturing serve as the core foundation for the company's multi-brand strategy.
Financial Innovation	HashKey	As Asia's first digital asset services group to complete a public IPO and listing in Hong Kong, HashKey built and consolidated its competitive advantage amid an uncertain regulatory landscape via a “compliance-first” strategy. This case outlines its ongoing strategic roadmap to evolve into next-generation financial infrastructure provider.
	JinkoSolar	This case analyses project financing and bond refinancing structures deployed by JinkoSolar for the Sweihan PV project in Abu Dhabi, extracting replicable operational and capital management lessons for enterprises undertaking overseas infrastructure projects.
	Multiple Cases Study	This work translates Professor Wang Neng's academic paper <i>What Drives Corporate Savings</i> into digestible theories tailored for MBA curricula, develops intuitive corporate cash management analytical tools, and integrates corporate finance coursework with strategic management frameworks.
	Evergrande	This case applies the cash management toolkit to analyze Evergrande's collapse stemming from severe cash shortages and excessive debt accumulation, thereby demonstrating the strategic significance of sound cash reserves for corporate survival.
Operations Management	Xiamen Healthcare Industry	Centered on Xiamen's rollout of “AI + Healthcare” initiatives, this case systematically presents innovative AI applications across pre-diagnosis, inpatient treatment, hospitalization and post-care stages.
	Datastory	Taking Datastory as a sample, this case examines how a B2B service firm initially focused on social media data and consumer insights restructures its service delivery workflows amid widespread AI adoption in corporate operations.

Theme	Article
Geopolitics	US–China Competition and Collaboration: Professor Tao Zhigang Decodes the New Strategic Landscape Behind China–US Presidential Summits
Artificial Intelligence	Five Core Forces Shaping the Evolution of the AI Industry
	Who Will Dominate the Future AI Landscape?
	Folded Industrial and Restructured Workplaces: In-depth Insights on AI Adoption Among China's Industrial Enterprises in Early 2026
	Only 10% Penetration: Data Insights and Remedial Frameworks for AI Implementation in China's Real Economy (Q1 2026)
	What Are the Real Barriers to AI Deployment in Knowledge-Intensive Industries?
	Where Unicorns Find New Growth as Tech Dividends Fade?
	The Age of Agentic Commerce: Are Brands Ready to Speak to Machines?
	How Enterprises Create and Capture Business Value in the AI Era: A Six-Tier Framework of Intelligent Value Chains
Industrial Transformation	Industrial Resilience Amid Turbulence: Interpretation of China's Business Sentiment Index (BSI), Q1 2026 and Outlook for Q2
	An Alternative Model Beyond SpaceX: Organizational Logic of Guidance Funds for China's Commercial Aerospace Sector
	Consensus and Divergence in Sino-U.S. Commercial Aerospace Systems
	From NIO to SERES and Xiaomi: Target Investment Priorities for Local Industrial Guidance Funds in the Second Phase of NEV Industry
	Embodied Intelligence Prior to Factory Deployment: Key Verification Segments for Industrial Guiding Fund Investment
Strategic Management	Seeking Upward Momentum: Practical Guidance for Enterprises to Escape Homogenized Competition Amid Macroeconomic Restructuring
Brand Innovation	Visible Value: The Evolution of B2B Marketing from Transaction Efficiency to Value Penetration
Operations Management	A Cross-Border Operational Stress Test Across 104 Matches: How AI Enables Collaborative Operations for the 2026 World Cup

Index	Research	Purpose of Study
Business Conditions Index	Monthly BCI Survey & Report	Reflecting the short -term outlook on corporate future operations
Business Sentiment Index	Quarterly BSI Survey & Report	Uncovering the real texture of economic performance through industrial insights

长江商学院
案例研究部

Recommended Works from the Case Research Department
(2024–2025)

Theme	Case Title	Faculty	Researcher
Globalization	Jinko Energy: How the Company Secured Global Shipment Leadership for Six Consecutive Years Amid Cutthroat Competition and Tariff Headwinds	Li Wei	Chen Jian
	Geely's Acquisition of Proton: A Southeast Asian Strategic Anchor for Globalization	Tao Zhigang	Chen Jian, Qiao Yiyuan
	WOOK: Pioneering Brand Expansion and New Retail in Southeast Asia	Li Wei	Meng Fanyi
	ByteDance's Globalization Journey	Xiang Bing, Teng Bingsheng	Yan Min
Strategic Management	BYD: Becoming a Champion in New Energy Vehicles	Li Wei	Yan Min
	GUVET: Strategic Analysis of the Brand's Transition to the High-end Segment	Teng Bingsheng	Wang Xiaolong
	Niche Markets Build Grand Logic: Globalization Wisdom of Jack Technology	Li Yang	Wang Xiaolong
	Mixue: Franchise Expansion Driven by Supply Chain Competencies	Huang Chunyan	Meng Fanyi
Digital Transformation & Innovation	From Equipment Vendor to IndustrialInternet Platform: of a Traditional Construction Enterprise	Sun Baohong	Chen Jian
	Anta's Digital Transformation: Consumer Centric Restructuring of People, Goods and Scenarios	Sun Tianshu	Li Mengjun
	Solving Unknown Challenges Through Practice: A Full Breakdown of Techlex's Digital Transformation	Zhu Yang	Wang Xiaolong
Family Business Succession	The Secret to Long-Term Prosperity: Lessons of Family Succession at Liby	Yan Aimin, Li Haitao	Wang Xiaolong