

Theme	Company/Title	Focus of Study
Globalization/ RCEP	Geely Holding (English)	Geely's acquisition of Proton in June 2017 marked a significant milestone in its global expansion. Amid an increasingly complex global geopolitical landscape, what valuable lessons and insights can other enterprises draw from its acquisition-focused global strategy?
	Jidong Herbal Jelly	Unlike brands flocking to Southeast Asia, Jidong Herbal Jelly has adopted a "reverse globalization" strategy, directly entering mature markets. Confronted with the "liability of foreignness" and "liability of origin," how has it addressed these disadvantages and formulated a globalization strategy to achieve a breakthrough?
	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.
	Jinko Solar	In April 2025, the Trump administration's implementation of a "reciprocal tariff" policy has posed significant challenges to global trade. Against this backdrop, Jinko Solar stands out: having topped the global photovoltaic module shipment rankings six times between 2016 and 2024, it offers valuable insights for other Chinese firms confronting tariff hurdles and intense domestic competition.
	Yili	Starting with a small pioneering team and later establishing a local factory in Indonesia, Yili's ice cream brand has now ranked among the top three in the market. This practice reveals that globalization is not about simply replicating home market experience, but about rooting itself in the local context and integrating with local culture.
	WOOK	From 3C brand building in Indonesia to a multi-brand, multi-platform, omnichannel SEA-focused enterprise, WOOK has kept upgrading its business model. This case studies its trajectory, iteration rationale and core growth capabilities.
Digitalization and AI	AI and Biopharmacy (Article)	Both China and the US have elevated AI to a national strategy, while China, the US, Europe and other regions are steadily advancing AI industry legislation. What implications does this carry for businesses?
	AI Industry Competition (Article)	When computing power is readily available for purchase, algorithms are increasingly open-source, and intelligence is no longer a scarce resource, the true competitive barriers for large AI models lie not merely in individual technological breakthroughs, but in the complex interplay of five intertwined key forces within the industrial ecosystem.
	Animoca Brands	Headquartered in Hong Kong, Animoca Brands has invested in over 600 companies in the blockchain and cryptocurrency sectors. How does it help brands transition from Web2 to Web3?
	DHgate	This case explores the role of machine learning technologies in cross-border e-commerce.
	MIXUE Group	MIXUE reshaped China's fresh tea industry via its disruptive low-price, high-quality model. Digitalization fuels its domestic efficiency and globalization expansion. This case studies its cost logic and digital growth paradigm.
	SANY	Sany is currently implementing three major strategies: globalization, digital intelligence, and low-carbonization. In this case, we will focus on the exploration and experience of SANY's digital transformation.
	Matsumoto Kiyoshi	After leading Japan's cosmeceutical industry for 22 years, Matsumoto Kiyoshi lost its top spot in 2016. In response, its third-generation successor launched sweeping reforms centered on digitalization and globalization. Today, though ranking third in scale, it leads in profitability and has been Japan's most recognized cosmeceutical brand for eight consecutive years. How did it pull this off?
Strategic Management	Deepleaper	Driven by its mission to "bridge the information gap," Deepleaper has achieved unprecedented global scale in commercializing AI across mainstream scenarios via years of iteration. This case shows how it defined strategy and merged tech innovation with commercial success.
	Zhongxiang Intelligent Construction	How did a department of a traditional SOE successfully transform into an industrial internet platform with annual revenue of RMB 3 billion and transaction volume of RMB 7 billion? This case outlines Zhongxiang's digital transformation, providing replicable experience for peers.
	Focus Media	This case tracks Focus Media's 20-year ride through economic cycles, analyzing Jiang Nanchun's crisis strategies and the firm's institutional organizational resilience.
	GOLDFARM	Product upscaling is key for Chinese enterprises to ride economic cycles. Founded in 2004, down jacket maker GOLDFARM made a counter-intuitive move: phasing out nearly all mid-low-end SKUs that once contributed to its total sales, and focusing resources on down jackets priced over 2,000 yuan. This strategy boosted its average customer spending sixfold and net profit tenfold in three years, marking a rare brand-upgrading milestone for Chinese enterprises.
	BOE	This case tracks BOE's 30-year journey—from a near-bankrupt veteran electron tube maker to a global display industry leader and now architect of the "Screen as Internet of Things" ecosystem. Having evolved from a tech follower to an industry pioneer and launched its "Nth Curve" strategy in 2024, the case highlights its pivotal strategic shifts and explores the rationale, decision logic and organizational capabilities underpinning each critical transition.
	Ninestar	In 2010, Ninestar's subsidiary Pantum rolled out China's first homegrown IP A4 laser printer, filling a domestic tech gap. Over 25 years, three pivotal strategic moves have grown Ninestar into the world's fourth-largest laser printer manufacturer, whose localization breakthrough is both a commercial success and a methodological model for peer enterprises.
	OATLY	This case adopts a decision simulation approach for classroom teaching, focusing on four pivotal strategic decision points in OATLY's China development: ice-breaking, market establishment, competition, and response to the macro environment.
Business Model Innovation	Ubtech Robotics	This case takes UBtech Robotics, the "first humanoid robot stock", conducts in-depth analysis of its strategic evolution and value reevaluation via vertical comparison of its IPO prospectus and two annual reports, aiming to explore market reactions to the clash between long-term thematic narratives and short-term fundamental performance, as well as how enterprises should address doubts through strategic focus and core business breakthroughs.
	Game Industry	This case systematically reviews the historical evolution of China's game industry, aiming to analyze its successes and challenges while exploring strategic approaches for industry practitioners to achieve sustainable development in an ever-changing market environment.
	ByteDance	ByteDance has become a leader in China's new-generation digital economy, an influential global internet company with a worldwide presence and reputation. How did it achieve such remarkable success, and what insights can we gain from its journey? This case explores its success secrets through the lenses of innovation and growth.
	The "Four-Quadrant Rule" for Breaking Involution (Article)	China's manufacturing sector suffers from intense homogeneous competition. Drawing on the basic economic principle that monopolistic competition drives differentiated advantages, this paper identifies four strategic models. Through these, Chinese enterprises can leverage supply chain strengths—either via independent R&D or collaborative innovation—to build differentiated product advantages in upgraded demand segments, thus "breaking the involution."
	SANY Lihao	Against industry downturns, supply-demand reversals and changing customer profiles, SANY Lihao (a core SANY Group distributor) transformed proactively from a transaction-focused sales agent to a full customer lifecycle value operator. This case analyzes its pivotal strategic judgments and path choices amid cyclical shifts and proposes a corresponding theoretical model.
	Qualcomm	In the booming smart device market, Qualcomm—a traditional B-end player—keenly noticed C-end consumers' growing interest in core technologies. This case focuses on its brand breakthrough in China, analyzing how it seized market trends, shifted from deep industry involvement to influencing end consumers, built brand momentum for its "Snapdragon" platform, and finally used brand value to strengthen B-end business, forming a complete market ecosystem loop.
	Jack Technology	Over three decades, Jack has grown from a small workshop to a global leader in sewing equipment—transforming from distributor and manufacturer to an internationally recognized brand. This case centers on its "small-to-big" growth, analyzing its "four-stage brand globalization evolution" logic. It explores how this B2B manufacturer strategically used organizational capabilities, service mechanisms, and channel strategies to build a brand.
Brand Innovation	NIO	Who are NIO's core users? How does NIO build and operate its online community? What value does NIO's online community generate? What lessons can other companies draw from it?
	Dreame Technology	This case takes Dreame's corporate practices as an example and focuses on the core proposition of how Chinese enterprises reconstruct a new paradigm of global branding. It aims to inspire readers that in the new business cycle, a brand's confidence stems from an organization's definition of value and ultimate fulfillment of commitments.
	Facebook's Libra	By the end of 2025, stablecoins' global market cap had surpassed \$300 billion. Yet six years earlier, when Facebook announced launching Libra, a global digital currency, the initiative quickly became a financial governance controversy focal point. Libra ultimately failed, but the stablecoin market saw a growth surge. What is the story behind?
Financial Innovation	Guilin Bank	This case examines Guilin Bank's distinctive microfinance programs in rural areas, analyzing the role of financial networks in driving local agricultural development and enhancing governance capabilities.
	Jinko Technology	This case analyzes Jinko Technology's project financing and bond refinancing efforts in Abu Dhabi's Sweihan Photovoltaic Project, aiming to offer actionable insights for enterprises' overseas project operations and capital management strategies.
	Social Innovation	FOTILE
Operations Management	Medical Service in Xiamen	This case study illustrates how Xiamen has leveraged "AI + Healthcare" to advance the transformation of medical services from traditional informatization to end-to-end intelligent processes, establishing a new digital-intelligent health model centered on citizens' lifelong health.
New Energy and Dual Carbon Goals	DeepStone Group	Since 2022, DeepStone Group, together with its carbon-neutral community brand "Biosphere 3," has been based in the Dameisha area, activating idle assets through the integration of low-carbon technologies and content operations to explore a commercial closed loop for community low-carbon transformation. In 2025, it translated its practical experience into scalable energy-carbon solutions.
Corporate Governance	Wahaha Group	This case attempts to examine the evolution of corporate governance at the Wahaha Group, with a focus on the interests, owned relationships, and current circumstances of the state-owned shareholders, the Zong family (father and daughter), and the employees during different periods. It also aims to stimulate discussion on the future direction of Wahaha's corporate governance.

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Macroeconomics (Article)	Viewing Sino-US Trade Frictions from a Geopolitical Perspective	For China, development remains the absolute priority, and economic growth requires a peaceful external environment. Therefore, managing geopolitical risks between China and the US to prevent the "Thucydides Trap" is a mandatory lesson that China must learn.
	Are Domestic Running Shoe Brands Far from Gaining Global Recognition?	Professor Li Wei's observations and reflections on China's sports shoe industry during the Xuanzang Road Gobi Challenge. It explores the gap between domestic running shoe brands and international giants, and the path for domestic brands to achieve breakthroughs in technology, design, and brand building.
	Henan Research: How to Solve Labor Market Mismatch?	As a major province in terms of population and an area with relatively scarce higher education resources, Henan can take the lead in forging an innovative path for talent cultivation. This entails significantly expanding investment in specialized vocational undergraduate education while maintaining the existing scale of regular undergraduate educational resources.
	Trump vs. the Federal Reserve and the Rise of the Renminbi	The power struggle between Trump and the Federal Reserve is not only a political and economic issue in the US but also affects global political and economic trends. This may present opportunities for China, but the key lies in focusing on its own development. By adhering to solid efforts, the renminbi will surely rise, and the Chinese Dream will eventually shine brightly.
	Trump's Expansion of Power Endangers the US System of Separation of Powers and Checks and Balances	Trump has been gradually eroding the US social system of separation of powers and checks and balances through incremental actions, which poses a significant threat to everyone. It examines how Trump's policies and actions have challenged the traditional US political system and the implications for global governance.
	Do We Still Need Free Trade?	As a major beneficiary of free trade after World War II, China needs to take measures to maintain the normal operation of this system and reduce the damage caused by the US, once the "leader" of free trade, to this system.
	What Should the "Anti-Involution" Campaign Target in the NEV Industry?	Vehicle manufacturers hold an advantageous position relative to supply chain enterprises. Public policies should protect vulnerable enterprises to achieve fair competition and healthy circulation in the industry, which will also better ensure product quality and prevent more vulnerable consumers from becoming victims of inappropriate behaviors in the industry.
	The NEV Industry at Another Crossroads	2026 will witness another round of "survival of the fittest" among China's new energy vehicle enterprises. Compared with the subsidy withdrawal in 2019, this round of elimination will place greater emphasis on "technology first," "safety first," and "market first," testing enterprises' core competitiveness and R&D investment.
	Did China's NEV Boom Result from Government Subsidies?	A prevalent view in developed countries claims that China's new energy vehicle boom is driven by government subsidies. Is this true?

Theme	Title	Focus of Study
"China's Business Conditions Index" Report	Monthly BCI survey and report	An index report reflecting the operations of private enterprises

## Case Center's Recommended Works 2023 - 2024

Theme	Title	Faculty	Researcher
Globalization	From "Anta China" to "Anta Global"	SHI Weilei	LI Mengjun
	Geely's Acquisition of Proton: A Southeast Asian Fulcrum in its Globalization Strategy	TAO Zhigang	CHEN Jian, QIAO Yiyuan
	OPPO: Globalization Strategy and Localized	LI Wei	MENG Fanyi
	ByteDance's Journey to Globalization	XIANG Bing, TENG Bingsheng	YAN Min
Strategic Management	BYD: Becoming the Champion of New Energy Vehicles	LI Wei	YAN Min
	Yowant: From Cross-Industry Foray to Industry Leadership	TENG Bingsheng	WANG Xiaolong
	SERES: Leveraging AITO to Leap Beyond	HUANG Chunyan	MENG Fanyi
Digital Innovation/Transformation	Run to Earn - The Web3 Business Model Behind STEP N	SUN Baohong	CHEN Jian
	Taiji: "One Digital Taiji" Transformation Strategy	SUN Tianshu	LI Mengjun
Family Heritage	The Digital Transformation Journey of Techlex Group	ZHU Yang	WANG Xiaolong
	Why is the Foundation Evergreen? The Family Legacy of Liby Group	YAN Aimin, LI Haitao	WANG Xiaolong
Unicorns	The Unique Features of Unicorns - Insights into SHEIN	TENG Bingsheng, ZHU Yang	WANG Xiaolong
	Yalla: A Rising Star in the Middle Eastern Social Entertainment Market	LI Wei	CHEN Jian
Brand Innovation	From Leading Maotai-Flavor Liquors to Langjiu Resort: Unveiling How Langjiu Built Its Brand Momentum	LI Yang	WANG Xiaolong