

| Theme   | Company/Industry   | Focus of Study   |
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| Globalization/<br>RCEP  | Geely  | Through the case study of Geely's strategic merger and acquisition of Proton in Southeast Asia, we explore the path and feasible solutions for Chinese enterprises' overseas development.  |
|   | OPPO   | OPPO has successfully penetrated over 60 countries and regions around the world, serving 600 million global users. This case study analyzes how OPPO expanded globally, especially focusing on its Indonesian market strategy to glean insights into its global success.   |
|   | TCL  | Against the backdrop of global political and economic reshaping, some countries, including Mexico, have become hotbeds of global investment. TCL's two factories in Mexico have gone through different stages of development and have accumulated valuable experience in localized manufacturing and management.   |
|   | Anta   | "Not to be the Nike of China, but to be the Anta of the world." Anta went global through acquisitions and mergers of overseas high-end brands, and the successful listing of AMER SPORTS means that the globalization process of Anta has opened a brand new page.   |
|   | Daye Garden  | Ningbo DAYE Garden Equipment Co., Ltd. is a hidden champion in the domestic lawn mower industry. As a company heavily reliant on exports, how did DAYE overcome the nearly disastrous "double reverse" policy? What enabled DAYE to thrive against the headwinds?  |
|   | Amazon   | Amazon's extensive platform serves as a gateway for Chinese companies to expand business overseas, and it has forged deep ties with cross-border producers. However, this raises the question of potential over-reliance. Is it time for cross-border e-commerce firms to diversify their channels beyond Amazon?  |
|   | Activating Dynamic Capabilities: Building Globalization Strategies for Chinese Enterprises (Article)   | There is no uniform path for enterprises to go overseas. Enterprises need to combine their core competitiveness and resources, activate their dynamic capabilities and build their own globalization strategies.   |
|   | Case Study on Going Global in Indonesia  | What are the typical success stories of foreign companies in Indonesia? What lessons can be learned for Chinese companies?   |
| Unicorns and entrepreneurship   | ByteDance  | This case analyzes the mystery of ByteDance's success in terms of innovation and growth, with a particular focus on how the company has seized the opportunities for growth in the new economic model of "Limitless Supply".   |
|   | Yanolja (Chinese and English versions)   | By analyzing the entrepreneurial history of Yanolja, a Korean tourism company, and its subsequent transformation into a technology company and growth by startups in Korea market.   |
|   | EOFlow (Chinese and English versions)  | In May 2023, EOFlow announced that it would be acquired by Medtronic, an international medical giant. As the "perfect" ending was approaching, EOFlow received a lawsuit for intellectual property infringement from its direct competitor, the US manufacturer Insulet. The experience of EOFlow is a useful reference for the globalization of Chinese companies.  |
| New Energy  | BYD  | As the reigning global champion in electric vehicle sales, how has BYD strategically evolved? What unconventional management methods have been adopted? What is the current industrial layout? What are the future development directions and challenges?  |
|   | ZEEKR  | ZEEKR, which was successfully listed on the New York Stock Exchange in May this year, is the "fastest IPO ever" of a new car company in China's new energy market. Now it is accelerating technological innovation, product iteration, and overseas expansion. How will it breakthrough in overseas markets?   |
|   | SERES  | In 2021, SERES and HUAWEI started in-depth cooperation under the Smart Car model, launching the AITO. This case tries to review the history of SERES's layout in the field of new energy vehicles, analyze the roles of SERES and HUAWEI under the AITO model, and draw out a series of potential challenges faced by SERES.   |
|   | Jinko Solar  | China's photovoltaic industry plays a pivotal role in the global clean energy market. However, the domestic PV industry is currently facing increasingly fierce competition. The case combs through how Jinko Solar has travelled through the industry cycle and developed from export trade to global manufacturing and then to overseas investment.  |
|   | Hema   | Hema, which has triggered the new retail revolution, has actually felt the cost of carbon emission in the Beijing area, and actively used digital technology to save energy and reduce emissions. Hema's exploration and practice around full-link emission reduction is of enlightening significance to enterprises seeking green transformation.   |
|   | XIZI UHC   | XIZI UHC is the leader in China's waste heat boiler industry. At the end of 2020, XIZI UHC has defined its strategy as "traditional energy + new energy", and actively transformed itself into a diversified clean energy manufacturing and service enterprise. In 2021, standing at the beginning of the next decade, what was the specific development path for this company?                              |
| Digital Innovation/<br>Transformation   | Sany Group   | 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.   |
|   | ENN Group  | Starting from gas operation, to "providing customers with comprehensive energy solutions based on the pan-energy network", then to "empowering the entire industry ecosystem through the industrial Internet", what does ENN Group rely on to win?   |
|   | TECHLEX  | In various industries, the degree of digital application in the agricultural industry is basically "at the bottom of the list". This case focuses on the digital transformation process represented by the "533" project of TECHLEX, and provides a certain degree of restoration of the origin of the transformation, decision-making, challenges encountered in the process, and specific countermeasures. |
|   | STEPN (English version)  | How did STEP.N, a Move to Earn game, respond to the challenge of the death spiral? What lessons can be drawn from its Web3 business model and growth experience?   |
|   | Anta   | After a prolonged period of catching up and outpacing the competition, Anta has finally navigated the critical turn in its primary domain. What's the secret to Anta's sustained growth? It is its underlying digital capability.  |
|   | WG Tech  | From a start-up to a listed company, from a "little giant" in precision processing of photoelectric glass, to a vertical integrated innovator, with a forward-looking layout of the glass-based chip sealing and loading boards, WG Tech's development history and strategic choices show a typical case of transformation from traditional manufacturing to high-tech production.                           |
|   | In the age of AI, the road to innovation for Chinese companies (Article)   | With the rapid development of AI, what are the opportunities and challenges facing Chinese companies? How should they choose on the road to internationalization?  |
| How can digitalization empower innovative growth in a flagship product? (Article) | What is the nature of digital transformation in business? Where to start taking the first step in digital transformation? It can be a good strategy to cut around from a flagship product. |  |
| Social Innovation   | UFoodVally   | On the basis of digital transformation, WG Tech Group has constructed the model of "UFoodVally", which connects the upstream and downstream of the industrial chain, outputs the overall capacity and empowers a large number of featured brands.  |
| Strategic Management  | YOWANT   | As the "first stock of live streaming e-commerce", in just a few years, YOWANT has become a leading enterprise in the field of live broadcast e-commerce, and it is not dominated by the top streaming personal IP. Its business model is more traceable than that of the top stream IP, which is difficult to copy.   |
|   | Suqian Unitech Corp  | Suqian Unitech Corp is a representative enterprise in the field of fine chemicals. By telling its entrepreneurial story, this case provides the background and reasons for the decision-making for the strategic choices of "vertical integration" and "related diversification" made by the enterprise at a certain stage.  |
|   | HUAWEI   | The case explores Huawei's globalization journey, analyses and reviews the key decision points that led to its successes and setbacks. In an era when the US and China are "strategic competitors", what key insights can other Chinese companies glean from Huawei's journey?   |
|   | Alibaba  | There are many classic examples in Alibaba's history: the battle to defeat eBay, the Yahoo shareholding fiasco, the choice of IPO location, the regulation on Ant Group, the new retail opportunity, and the ups and downs of overseas development. The case will lead readers to review a series of strategic decision-making choices and growth paths of this leading Internet company.                    |
|   | China Merchants Group  | In this case, we review the development and cooperation history between China Merchants Group and Shenzhen INAV, and provide a reference for the country's reform and innovation, regional development, and government-enterprise cooperation.   |
|   | Focus Media  | This case analyses the challenges and impacts that Focus Media has experienced since its establishment more than 20 years ago. With a focus on its founder, Jiang Nanchun, it shows the thinking of strategic management of enterprises under Chinese management science, and the means to build resilience and go through cycles.   |
|   | From Family Computer to Black Myth: Insights Behind 30 Years of the Game Industry (Article)  | It analyzes the development process of the game industry in the past 30 years, as well as the strategies of different Chinese manufacturers in different stages of market development. It shows the flexible development paths of different manufacturers while analyzing the gains and losses of industrial policies.   |
| Financial Innovation  | Guilin Bank  | Guilin Bank has actively developed its rural business, explored risk control methods suitable for the realities of China's countryside, and contributed to the expansion of inclusive agriculture-related finance while exploring new businesses.  |
| Marketing Management  | HOPE WATER   | "Hopewater" is a new beverage that has been rapidly coming out of the circle in recent years. This case restores the history and thinking behind the team's entrepreneurship by focusing on the thinking framework of "value creation" - "value delivery" - "value delivery" of the team. Meanwhile, through the framework of "emotional value", the development of HOPE WATER brand is analyzed.            |
|   | NIO  | Who are NIO's core users? How does NIO build and operate its online community? What is the value of NIO's online community? What are the lessons for other companies?  |
|   | KFC  | From 2013 to 2014, this fast-food brand encountered diminished passion for consuming, rising costs and declining profits. This case focuses on how KFC is digitally improving its customer journey.  |
| Operations Management   | Feihe  | Feihe has risen rapidly in recent years. This case briefly reviews the development course of Feihe Dairy industry and explores the key reasons for its sudden rise. At the same time, the process of introducing the flying crane into WCM (World class manufacturing) system is relatively specific, and some very specific practical operation content is also described with points and aspects.          |
| Macroeconomics  | Shenzhen Special Economic Zone   | As one of the world's most successful special economic zones, what useful inspiration can the "Shenzhen model" bring to emerging economies seeking industrial renewal and urban upgrading?   |
|   | China's economic re-emergence (Article)  | Why has China been able to develop rapidly after the reform and opening up? What is the potential of China's economy?  |
|   | Property Tax, Free Movement of People and China's Economic Development (Article)   | The dependence of local governments on land finance is an important reason for today's high property prices and land prices, so how to solve this problem? This issue is actually also related to the future development of China's economy.   |
|   | Real Estate Dilemma and Administrative Transformation of Local Governments (Article)   | Real estate is in trouble and local government revenue from land sales is declining. To solve the current dilemma, the fiscal and tax system needs to be significantly revised.  |
|   | Imagine new uses for foreign reserves (Article)  | Domestic dollar funds are unable to exit, Hong Kong stocks are languishing, and foreign exchange reserves can only be invested in low-yielding assets such as US Treasury bonds. Is there any room for improvement?  |
|   | The Extraordinary Rise of China's Automotive Industry (Article)  | China's auto industry used to be dominated by foreign car companies, but now local Chinese cars are on the rise. How does it happen?   |
|   | BYD exchange rate (Article)  | Whether the RMB exchange rate is low or high, we can look at the price of BYD cars in various countries.   |
|   | Please stay away from spread arbitrary (Article)   | With the yen's exchange rate waning, a deal to borrow yen and invest in dollars seemed like a safe bet. This situation was changing as expectations for U.S. interest rate cuts became clearer.  |
|   | Low-altitude Economy (Article)   | China's investment hotspots are constantly changing. In the past there were new energy vehicles, lithium batteries, photovoltaic, and now comes low-altitude aircraft.   |
|   | Double-track system for Olympics and Sports (Article)  | In sports projects, some are highly ornamental, while some are weak. Different projects are suitable for different operating models. Double-track system may be the best management method.  |
|   | China needs re-globalization (Article)   | Globalization is in trouble, and China's external environment is becoming increasingly difficult. Where will China go?   |
|   | Finance weaponization and China's proactive approach (Article)   | After the Russian-Ukrainian War, the United States and European countries froze Russia's foreign exchange reserves of more than \$300 billion. What is the revelation for China?   |
|   | The Fed must not give up its fight against inflation (Article)   | In a relentless effort, U.S. inflation has fallen sharply, but the current data suggests that the anti-inflation is far from over.   |
|   | China should pick up its own monetary policy (Article)   | China is faced with a dilemma, either to protect the exchange rate or interest rates. China is still spending a lot of money to protect the exchange rate, which is a Pyrrhic victory.   |
|   | The Dilemma of Supply Chain in Apple's Car Building and the Nuclear Fusion of "Made in China" (Article)  | Over a decade, Apple spent tens of billions of dollars building cars, and ended up going down the drain. Why is this happening?  |
| "China's Business Conditions Index" Report  | Monthly BCI survey and report  | An index report that reflects the operations of private enterprises.   |

## Recommended Works 2020-2023 of the Case Center

| Research area                         | Title  | Faculty                     | Researcher               |
|---------------------------------------|--|-----------------------------|--------------------------|
| Strategic Management                  | Values Are the Core Algorithm- Analyzing the Growth Kernel of Genki Forest   | Teng Binsheng               | Wang Xiaolong            |
|                                       | Three Key Choices - OATLY's Entry and Popularity in China  | Teng Binsheng               | Wang Xiaolong            |
| Globalization                         | Yili Group's Internationalization Strategy and Specific Practice   | Tao Zhigang                 | Qiao Yiyuan              |
|                                       | The Road to Globalization of ByteDance   | Xiang Bing<br>Teng Binsheng | Yan Min                  |
| Digital Innovation/<br>Transformation | Taiji: "One Digital Taiji" Transformation Strategy   | Sun Tianshu                 | Li Mengjun               |
|                                       | Move to Earn - The Web3 Business Model Behind STEP.N   | Sun Baohong                 | Chen Jian                |
|                                       | Resistance and Opportunity of Digital Transformation in the Retail Industry: Starting from "Unmanned Convenience Stores" | Shi Weilai                  | Gu Chongqing             |
|                                       | How can brands grasp the core laws of Tik Tok marketing? Four Maneuvering Paths for Freida in Detail                     | Li Yang                     | Wang Xiaolong            |
|                                       | Re-exploring Ali and JD: The Competition of Two Flywheels  | Li Wei                      | Chen Jian                |
| Family Heritage                       | Why is the Foundation Evergreen? The family legacy of Liby Group   | Yan Aimin<br>Li Haitao      | Wang Xiaolong            |
| Unicorns                              | "Long-termism" and "Fast and Furious" - Insights from cross-border e-commerce company SHEIN                              | Zhu Yang                    | Wang Xiaolong            |
|                                       | Yalla Social Entertainment Rookie of Choice in the Middle East   | Li Wei                      | Chen Jian                |
| Financial Innovation                  | Supply Chain Finance for Online Banks: Innovations and Challenges  | Song Zhongzhi               | Li Mengjun               |
|                                       | BridgeBio: Add "Financial" Wings to "Pharmaceuticals"  | Mei Jianping                | Chen Jian                |
| Social Innovation                     | "Pilot Jingtang": The "Gi'an Model" of Social Innovation   | Yan Aimin                   | Chen Jian<br>Qiao Yiyuan |
|                                       | Alxa SEE Foundation: Entrepreneurship in Public Welfare  | Zhu Rui                     | Li Mengjun               |