

2024

I-CEE Student Case Competition

International Business School
Beijing Foreign Studies University

500+

STUDENTS

60+

UNIVERSITIES

30+

COUNTRIES

- ❖ Team members should come from at least two countries or two universities
- ❖ **Real business topics** are provided by partner companies
- ❖ **Cash prize and Certificate** are awarded to the **winning teams and the advisors**
- ❖ Great opportunity for **international networking!**



Introduction



Beijing Foreign Studies University, or BFSU, is one of China's top universities under the direct leadership of the Chinese Ministry of Education. It is listed under Project 985, Project 211 and Double First-Class Project of China. BFSU has, since 1941, produced a large number of qualified professionals who, after graduation, work in and outside China as diplomats, translators/interpreters, educators, businessmen/women, journalists, lawyers, bankers, etc. Among BFSU alumni, over 400 have worked as ambassadors, and over 2,000 as counselors. BFSU is thus known as "a cradle for diplomats".

International Business School, or IBS, founded in 2001, is the most dynamic school at BFSU, the largest in terms of student number, and the most internationalized business school in China, with 1200 Chinese students and 600 international students from over 103 countries studying together. From Australia to the United States, Japan to South Africa, Finland to Chile, we have partnered with over 300 universities, research institutes, and international organizations in over 80 countries and regions.

Research Center for the Internationalization of Companies from Emerging Economies, or I-CEE Center, was initiated by IBS.BFSU, jointly with SolBridge International School of Business, Woosong University, and in collaboration with other international partners. Since the 1990's, Foreign Direct Investment by MNEs based in emerging economies has increased significantly. Their internationalization path is quite different from their counterparts based in developed economies, also met with unique opportunities and challenges. Research in this area is far from sufficient, requiring more commitment and contribution from the intellectual institutions. Based on extensive cooperation with scholars from all over the world, I-CEE Center strives to encourage and support the research on the international business of MNEs from emerging economies, aiming to help companies and policymakers to better understand this topic, therefore succeed in developing and carrying out the internationalization strategies.

I-CEE Student Case Competition

I-CEE Center is dedicated to advancing education and studies for the research on the international business of MNEs from emerging economies. I-CEE Center organizes the Student Case Competition annually, which provides a good opportunity for students to apply theoretical knowledge into analyzing a real business issue, to establish international connections, communication, and cooperation with peers from all over the world.

*What is Unique
for this
Competition*

Since 2021



Internationalization

500+
Students

60+
Universities

30+
Countries



*Real Business Issues
Real Challenges*

Partner Companies

present real business challenges for students to research on

PFM

Transsion 传音

TECNO



kwai KSIB

KUKA
顾家家居



Timeline

June 10	Registration Starts
July 6 Afternoon	Kick-off Session (Online): Case Writing Skills Development Session & Enterprise Presentation
July 10	Deadline for Registration
August 3	Deadline for Case Submission iceeCenter@gmail.com before 17:00 August 3rd, GMT+8
August 16	Finalists Announced
August 31	Final Round: Online Presentation; Q&A

Registration

To sign up, please complete the Online Registration Form
before 17:00 Beijing Time on July 10th, 2024

<https://www.wenjuan.com/s/f2A36jK/#>



Eligibility

The competition is open to all students from any education institutions, all over the world, equipped with sufficient business fundamentals.

Team Regulations

- a. Teams can consist of **between 2 and 5 members**.
- b. Membership must fulfill **at least ONE** of the following requirements:
 - Members should come from **at least two countries**, especially those involved in the case setting.
 - **OR** members should be affiliated with **two or more universities**.

If the team **meets both of two requirements, **five extra points** will be given to the team as a cooperation reward.*
- c. Teams are encouraged to consult with one **university faculty advisor** to enhance the quality of their work. Not compulsory.
- d. I-CEE Center Research Cooperation Platform can assist in finding international teammates based on specific requirements.

Teams have two options of topic for developing a case study:

- A) to select an enterprise and case study topic assigned by the competition organizers;
- B) to develop a case study on other enterprises of your own choice

TOPIC A

Teams can select an enterprise and case study topic assigned by the competition organizer.
For details of the topics, please refer to the attachment 2

A-1: Hoffman (Beijing)

A-2: Jarvis Tech Inc

A-3: KUAISHOU

A-4: KUKA HOME

A-5: TECNO

**A-6: Rizzan Sea Park Hotel Tancha-Bay
& Motobu Green Park Hotel**

TOPIC B

Teams can choose any business topic that involves a company from an emerging economy doing international business in another country

E.g., Xiaomi in India: Challenges of Its Future Growth

Xiaomi - the company

China - A country (A country must be an **emerging economy**, i.e., the developing countries with fast economic growth, including but not limited to China, India, Vietnam, Mexico, Brazil, South Africa, etc.)

India - B country (B country may be any type of economy, including developed, developing and transition economies)

Challenges of Its Future Growth - Issue

Case Requirement

3000–5000

Word count

PDF

All submissions must use a PDF with the title of “case title + team name”. All other file formats will be rejected.

- Submissions can be in **English or Chinese**.
- All submissions must be the original work of the team.
- Supplemental video clips are very welcome, showing the interview or on-site situation. Interviewing with the executives and managers is very helpful for a good case study. Meanwhile, interviews and surveys with related parties, e.g., employees, consumers, customers, suppliers, competitors, and any other stakeholders will provide a more complete understanding from various perspectives. Case study based on public sources with clear reference is acceptable, as well.
- You may refer to the business cases from Ivey, Harvard Business School, Asia Case Research Center of the University of Hong Kong, and China Management Case Sharing Centre (CMCC) for case writing skills. Case samples may be provided for reference on request. Please bring up the request while sending the registration form and the case abstract.

Sections in a Business Case

- **Introduction, key issues/problem statement** - The key issues in the case should be clearly stated. Please note that the case involving a challenge, or a problem, or an issue is more preferred than the “best practice” case.
- **Background and analysis** - You may refer to the PESTEL, five-force or SWOT model to organize the analysis. It’s not necessary to cover every factor, instead, focus on the most important factors for your case topic.
 - 1) Analysis on the national and international business environment;
 - 2) Analysis on the industry;
 - 3) Analysis on the competitors, the consumers, and other stakeholders may be covered in the analysis.
- **Solutions** - Bring up the possible solutions to the issue, analyze and compare the alternatives, then make a suggestion.
- **Conclusion** - What are the main business lessons we can learn from the case? Please try to relate to business knowledge.

1. All winners will get a **certificate** from the organizer.
2. Winners who choose Topic A will receive a certificate from the partner company.
3. Awarded cases will have the chances to be **published in conference proceedings**.
4. For IBS.BFSU current students: Award-winning team members will receive **additional points in comprehensive evaluation** (applicable to Chinese and international students).
5. Winners can choose one **financial support** of the following three awards: A. *Cash prize*, B. *Admission scholarship* or C. *One-week Study Tour in China*.

A. Cash Prize

Rank	Prize (per team)
First-place	RMB 5,000
Second-place	RMB 3,000
Third-place	RMB 2,000

Pretax and subjected to real-time exchange rate

B. Admission Scholarship

Admission Scholarship for International Business School, Beijing Foreign Studies University, China

Available for NEW application of IBS.BFSU bachelor, master or non-degree programs
(Not applicable to Chinese students).

	Tuition waiver for degree programs (per student)	Tuition waiver for non-degree programs (per student)
First-place	RMB 10,000	30% Admission Scholarship
Second-place	RMB 5,000	20% Admission Scholarship
Third-place	RMB 2,500	10% Admission Scholarship
Participation Benefit*	RMB 1,000	/
Admission scholarships are only valid for the first year.		

*For the non-awarding participants who have submitted the complete case.

**Admission Scholarship for SolBridge International School of Business,
Woosong University, Korea**

Available for NEW application of SolBridge bachelor, master or non-degree programs

	Tuition waiver for Bachelor programs (per student)	Tuition waiver for Master programs (per student)	Tuition waiver for non-degree programs (per student)
First-place	50% Admission Scholarship (aprox. \$2500 USD)	50% Admission Scholarship (aprox. \$3000 USD)	100% Admission Scholarship (aprox. \$5000 USD)
Second-place	40% Admission Scholarship (aprox. \$2000 USD)	40% Admission Scholarship (aprox. \$2500 USD)	100% Admission Scholarship (aprox. \$5000 USD)
Third-place	30% Admission Scholarship (aprox. \$1500 USD)	30% Admission Scholarship (aprox. \$2000 USD)	100% Admission Scholarship (aprox. \$5000 USD)
Participation Benefit*	20% Admission Scholarship (aprox. \$1000 USD)	20% Admission Scholarship (aprox. \$1200 USD)	50% Admission Scholarship (aprox. \$2500 USD)

Admission scholarships are only valid for one semester.

*For the non-awarding participants who have submitted the complete case.

C. One-week Study Tour in China

1 week, in late July or early August 2025

First-place	Free Experience: One-week Study Tour in China (Original price: RMB 3000 per person)
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Support for Advisors

Rank	Financial Support	Honor Certificate
Advisor of First-place	RMB 5,000	✓
Advisor of Second-place	RMB 3,000	✓
Advisor of Third-place	RMB 2,000	✓
Advisor of Finalists*	RMB 1,000	✓

*Advisor of the teams who enter the final round without receiving TOP 3 ranking.

Special Clauses

- All rights reserved worldwide for I-CEE Center. All rules, regulations, and formats are subject to change by I-CEE Center. Teams participating in the competition will be promptly notified of any changes. All changes will have an equal effect on the participating teams.
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Contacts

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- Email: iceeCenter@gmail.com

I-CEE Center
International Business School
Beijing Foreign Studies University

Attachment 1: Registration Form



1. Team Information

1) Team leader

Full name:

Nationality:

University or other institution:

Major:

Class year: Freshman/ Sophomore/ Junior/ Senior/ Graduate and above

Email:

Phone number:

2) Team member 2/3/4/5

Please provide all information for other members as shown under the team leader.

3) Advisor or recommender, if any

Full name:

Nationality:

University or other institution:

Title or position:

Research Area:

Email:

Phone number:

Q: Do you need help to find other international teammate(s)? If yes, please describe your requirements clearly and completely, e.g., nationality, education, language skills etc.

A:

2. Case Topic

We choose Topic A:

Please select a designated company: A-1 / A-2 / A-3 / A-4 / A-5 / A-6

Language: Chinese / English

We choose Topic B:

Case Title:

Language: English / Chinese

The company involved:

Industry:

Disciplines: e.g., Organizational Behavior/Leadership, International Strategy,

Marketing, Trade, etc.

Setting: e.g., Cambodia, China, Uzbekistan, etc.

Attachment 2: Guideline of Topic A

A-1	
Name of Company	Hoffman (Beijing) Engineering Technology Co., Ltd
Case Topic	Analysis and Action Suggestions for Hoffman Market Expansion in the Oil and Gas Industry
Topic Description	HFM, as a Chinese heat exchanger company, hopes to focus on market expansion in the oil and gas industry. Please analyze the best regional market for development in the oil and gas industry over the next 5-10 years, through understanding the background of products, industry, and market, and provide actionable recommendations for market expansion.
Language Requirement	Chinese or English

Name of Company	Jarvis Tech Inc
Case Topic	Launching a New Brand in the Western Market: Leveraging E-commerce and Offline Strategies in a Post-Pandemic World
Topic Description	<p>The global pandemic has significantly altered consumer shopping behaviors, with a noticeable shift towards digital platforms. Brands are increasingly utilizing social media, digital advertising, and direct-to-consumer (D2C) models to engage with their target audience. This case study invites students to develop a comprehensive strategy for launching a new brand in Western markets. The strategy should incorporate both online and offline channels, taking into account the following factors:</p> <ol style="list-style-type: none"> 1. Consumer Behavior Shifts: <ul style="list-style-type: none"> • How have consumer preferences changed post-pandemic? • The role of social media platforms like Facebook for lifestyle sharing and TikTok for video consumption. • Trends in e-commerce with platforms such as Amazon becoming dominant for shopping. 2. Digital Advertising Strategies: <ul style="list-style-type: none"> • Transition from traditional advertising to modern digital methods. • Effective use of social media advertising, influencer marketing, and content creation. 3. D2C Brand Development: <ul style="list-style-type: none"> • Advantages and challenges of becoming a direct-to-consumer brand. • Building brand loyalty and customer engagement through digital platforms. 4. Integration of Offline Channels: <ul style="list-style-type: none"> • Strategies for combining e-commerce with physical retail presence. • Importance of customer experience and in-store engagement. <p>Specific Challenges to Address:</p> <ul style="list-style-type: none"> • Identifying key market segments and consumer profiles in Western markets. • Developing a multi-channel marketing plan that leverages both online and offline opportunities. • Creating a sustainable and scalable growth model for international expansion.
Language Requirement	English

Name of Company	KUAISHOU
Case Topic	Brazil E-Commerce: Opportunities and Challenges
Topic Description	<p>The e-commerce market in Brazil is the largest and most promising in South America, currently in a high-potential and rapidly growing stage. In contrast to the traditional shelf-style shopping experience of e-commerce, there is a new type of online shopping based on content carriers (short videos/live streaming) that showcase product features, known as content e-commerce.</p> <p>Please conduct a business case analysis of the Brazilian e-commerce market. The analysis should include:</p> <ul style="list-style-type: none"> • Market definition, market size, development trends, major driving forces, and core barriers. • Key market participants and an analysis of their competitive advantages and disadvantages. • Opportunities and challenges of content e-commerce compared to existing shelf-style e-commerce in the market. • Business model analysis (including evaluation of the business model, profiling, positioning, and performance of upstream and downstream participants, as well as those within the business ecosystem).
Language Requirement	Chinese or English

Name of Company	KUKA HOME
Case Topic	Kuka Home: Research on the Path for Introducing and Cultivating Overseas Talent
Topic Description	<p>Kuka Home has established large manufacturing bases in Binh Phuoc Province, Vietnam, and Monterrey, Mexico. After years of rapid expansion and operation, the company has now entered a phase of refined management. Since 2022, Kuka Home has been dedicated to introducing high-quality foreign talent. However, during this process, they have encountered difficulties in talent acquisition, low retention rates, and challenges in integration.</p> <p>Please conduct a case study analysis on talent introduction and cultivation for large multinational manufacturing companies in either Vietnam or Mexico (choose one). The analysis should include:</p> <ol style="list-style-type: none"> 1. Market environment, employment culture, and talent definition; 2. Legal regulations; 3. Talent acquisition channels and brand building; 4. Management of cultural differences, adaptation to corporate culture, and talent integration strategies; 5. Talent development plans and promotion schemes; 6. Performance evaluation and feedback mechanisms. <p>Please select a large manufacturing company in either Vietnam or Mexico and analyze its measures for talent acquisition and cultivation. Provide recommendations for Kuka Home on how to select, utilize, develop, and retain local talent.</p>
Language Requirement	Chinese or English

Name of Company	TECNO
Case Topic	Brand Building of TECNO among Saudi Users
Topic Description	<p>TECNO is an innovative technology brand with operations in over 70 countries and regions across five continents. Since its launch, TECNO has been revolutionizing the digital experience in emerging global markets, relentlessly pushing for the perfect integration of contemporary, aesthetic design with the latest technologies. Today, TECNO has developed into a recognized leader in its target markets, delivering state-of-the-art innovation through a wide range of smartphones, smart wearables, laptops and tablets, HiOS operating systems and smart home products. Guided by its brand essence of “Stop At Nothing”, TECNO is committed to unlocking the best and newest technologies for forward-looking individuals. By creating stylish, intelligent products, TECNO inspires consumers worldwide to never stop pursuing their best selves and their best futures.</p>
Language Requirement	Chinese or English

Name of Company	Rizzan Sea Park Hotel Tancha-Bay & Motobu Green Park Hotel
Case Topic	Analysis for overseas market expansion (China and one other country) How to communicate the region to the rest of the world, and actual sales planning
Topic Description	<p>1.Rizzan Sea Park Hotel Tancha-Bay How can we promote the area of Onna Village, Okinawa Prefecture, where the Rizzan Sea Park Hotel Tancha-Bay is located, to the world? Okinawa is one of Japan's leading beach resort destinations, but in the eyes of the world, Japan's tourist destinations are still Tokyo and Kyoto. How can Onna Village attract the attention of the rest of the world? How will the area be communicated to the world? What is the advantage of the Rizan Sea Park Hotel Tanicha Bay in the region?</p> <p>2. Motobu Green Park Hotel is blessed with an excellent location and environment, but the current issue is the aging of the facility (approximately 50 years old). The company is currently planning to renovate the facility, as the northern region of Okinawa is expected to attract more attention and tourists in the future due to the promotion of the northern part of Okinawa. In this context, it is necessary to develop hotel concepts and plans to attract more tourists from overseas, so we would like you to analyze the overseas market, understand the needs of Chinese and other tourists, and propose plans to meet those needs.</p>
Language Requirement	Chinese or English