

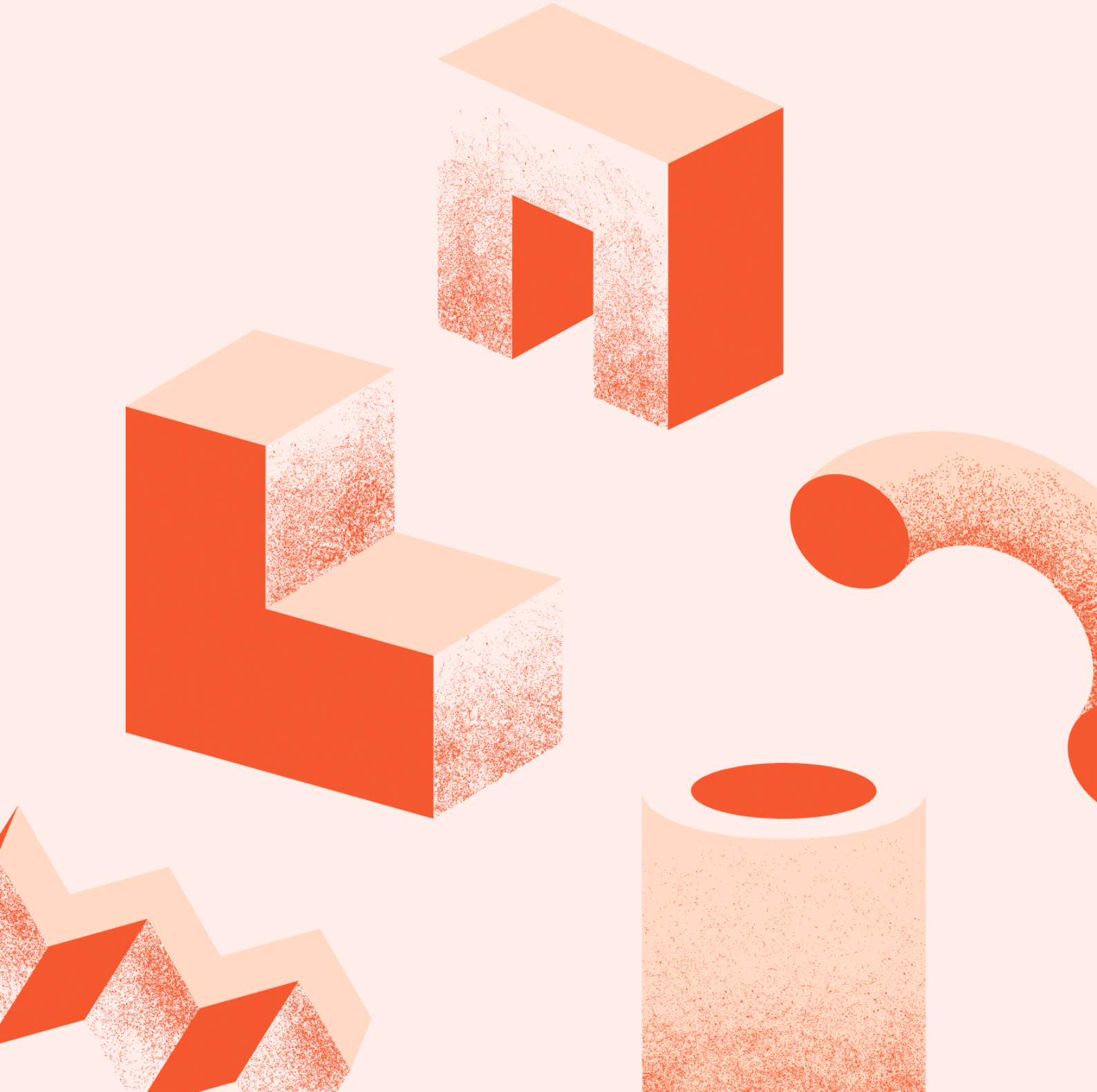
International Business School  
Beijing Foreign Studies University

# I-CEE Student Case Competition

I-CEE  
CENTER

新兴经济体企业国际化研究中心  
Research Center for the Internationalization of  
Companies from Emerging Economies

2024



# 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 80 countries studying together. From Australia to the United States, Japan to South Africa, Finland to Chile, we have partnered with over 400 universities, research institutes, and international organizations in 88 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.

## 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. With this in mind, 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.

As part of its mission, I-CEE Center recognizes the importance of partnering with colleges and universities, any other research institutions, government agencies, as well as the companies, in order to help connect the academics and business, which will ultimately enrich both students and executives alike.

## What is Unique for this Competition



Internationalization

300+

Students

60+

Universities

30+

Countries



Real Business issues  
Real Challenges

### Collaborating Companies

present real-world problems for students to solve



## Timeline

April – May 20	Sign Up (Individual)
May 21	Kick-Off Session – Case Writing Skills Development Session – Enterprises Introduction
May 21 - June 1	Team Information submission
<b>July 31</b>	<b>Case Submission Deadline</b>
August 15	Finalists Announced
September 1	Final Round – Presentation

## Sign up

To sign up, please complete the Online Registration Form before 17:00 Beijing Time on May 20th, 2024

<https://www.wjx.cn/vm/wzvlzC.aspx#>



## Eligibility

The competition is open to all students equipped with sufficient business fundamentals, without nationality and university restrictions.

## 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 a 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.

## Case Topic

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 organizers. If teams choose to develop your case study on a designated enterprise, it must adhere to the guideline of attachment 2.

- A-1: Baixiang Foods Co., Ltd.
- A-2: Foshan Yaoshi Decorative Art Co., Ltd.
- A-3: Jarvis Tech Inc
- A-4: Ningbo JOIDENT Electronics Technology Co., Ltd.
- A-5: Shenzhen Xihao Intelligent Furniture Co., Ltd.
- A-6: HERO GAMES

### 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, Korea, Mexico, Brazil, South Africa, etc.)

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

Issue - Challenges of Its Future Growth



## 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.

## Awards

The winner can only choose one of the following three awards:

A. Cash prize, B. Admission scholarship, or C. Subsidy for 2024 IBS.BFSU summer camp.

### 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

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 (aprox. \$1500 USD)	30% Admission Scholarship
Second-place	RMB 5,000 (aprox. \$750 USD)	20% Admission Scholarship
Third-place	RMB 2,500 (aprox. \$375 USD)	10% Admission Scholarship
Participation Benefit*	RMB 1,000 (aprox. \$150 USD)	/

Admission scholarships are only valid for the first year.

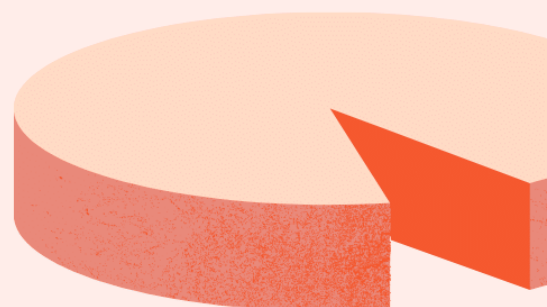
\*For the non-awarding participants who have submitted the complete case.

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 Subsidy for 2025 IBS.BFSU summer camp

mid-August 2025, one week

First-place	RMB 2,000 subsidy for one person
Second-place	RMB 1,000 subsidy for one person
Third-place	RMB 500 subsidy for one person

### Other Benefits

- Awarded cases will have the chances to be published.
- Award-winning authors will be granted the Certificate.
- For IBS.BFSU current students: award-winning team members will receive additional points in comprehensive evaluation (Applicable to Chinese and international students).

### 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 all changes. All changes will have an equal effect on the participating teams.
- Requests to reproduce excerpts or to photocopy, all other queries on rights and licenses, should be addressed to International Business School, Beijing Foreign Studies University.

## Contacts

Case submissions shall be emailed to [iceecenter@gmail.com](mailto:iceecenter@gmail.com) subjected as "I-CEE Student Case Competition Submission - Team Name".

- Tel: +86 010 88816563
- Website: <https://ibs.bfsu.edu.cn/en/>; <https://solbridge.bfsu.edu.cn/>
- Facebook/Twitter/Instagram: @IBS.BFSU
- WeChat: Study in BFSU

I-CEE Center  
International Business School  
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# 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

<b>A-1 Baixiang Foods Co., Ltd</b>	
Topic	Baixiang in Africa: Challenges and Opportunities If you were the Overseas Business Development Manager of Baixiang, how would you expand business to Africa? What a country/countries would you like to select as a breakthrough? Please briefly explain the reasons and actions with data.
Introduction	Baixiang is a national large-scale comprehensive food enterprise group, mainly engaged in the production and sales of instant noodles, covering flour, dried noodles, vermicelli, pastries, beverages, planting and other fields. The Group, formally established in 1997, now has 97 world-class instant noodles production lines with an annual output of 10 billion bags of instant noodles. The International Trade Department of Baixiang Food was formally established in 2019. At present, the products of Baixiang are exported to 66 countries and regions in North America, South America, Asia, Europe, Africa, Oceania, and have a place in the United States, Canada, Europe, Southeast Asia, Australia and other mainstream regions. Baixiang is highly recognized and praised by overseas Chinese and foreign consumers, and its global brand awareness has steadily increased.
Language	Chinese or English

<b>A-2 Foshan Yaoshi Decorative Art Co., LTD.</b>	
Topic	How does YOOH win the market competition in the Middle East countries? How to influence designers in Muslim countries abroad? (one of two options)
Introduction	Foshan Yaoshi Decorative Art Co., LTD. (Yaoshi YOOH), is the first domestic enterprise to apply crystal to furniture and building materials. Relying on the powerful and rich industrial chain in Foshan, Yaojia, through revolutionary technological change and exquisite crystal packaging technology, inlays Swarovski crystal into marble, tile, slate, furniture, wood floor, stainless steel and other materials. It breaks the limits of crystal application to inlay the crystal into a variety of decorative art paintings, creating a beautiful and unparalleled space shine effect.
Language	Chinese or English

<b>A-3 Jarvis Tech Inc</b>	
Topic	International business has become to a new era after pandemic that most of companies have switched to remote works status. Execs are not asking for full time in house work anymore. They require more flexible work shifts in house and remote works even hiring freelancers if they have to. After pandemic, more and more companies use freelancers and specialists around the world to get their jobs done. Freelancers are usually low cost and high performance to company execs. Please design a detailed series of freelancers audition, hiring, crediting SOPs and working instructions for freelancers and remote workers.  Hint: -Students can vision a series of job titles for creating those SOPs and instructions. (e.g. graphics designers, front end developers, industrial designs, engineers, 3D renderings, etc.) -SOPs and instructions should have but not limited to auditions, hiring a, communications, crediting/salary designs, monitoring, any supporting APPs use, etc.
Introduction	Jarvis Tech Inc, the first batch of cross-border e-commerce Amazon merchants in China, works as market agent for 5 international American brands, enabling best-selling products in Europe, America, Australia, and Japan. As a global collaborative company featured by daily management of remote work and remote assistant, Jarvis Tech Inc has adhering for many years to the management philosophy of designating global professionals to do professional work.
Language	Chinese or English

<b>A-4 Ningbo JOINDET Electronics Technology Co., LTD.</b>	
Topic	The company's flagship product, a pressure steam sterilizer, is currently mainly promoted overseas through traditional offline exhibitions and agents. The company hopes to expand its sales channels and sales volume in North America. Please design a marketing plan for the North American market based on the company's products and the characteristics of the North American market.
Introduction	<p>Ningbo JOINDET Electronics Technology Co., LTD. Is a company with independent research and development capabilities and a number of product patent technology of innovative medical technology companies. Company upholds the "simple, innovative, practical" the management idea, leading by master's engineers graduated from Technische Universitat Hamburg-Harburg, Germany and has 15 years' experience in medical equipment design and production engineers to form core technology team, focusing on both artistic aesthetics of practical one-stop sterilization equipment.</p> <p>JOIDENT focus on product brand and corporate image building, in the first ten products in the domestic register JOIDENT brand, and in 2012 to 2014, was awarded 9 national patent certification, and 12 international certifications of products, and through to participate in medical, dental professional exhibitions at home and abroad.</p> <p>And cooperation with famous B2B platform, with more than 30 countries worldwide dealers set up product brand strategic cooperative relations, for product design and function of the original creativity, while the exhibition in 2015, Germany, the international media interviews, to further the implementation of the brand internationalization.</p>
Language	Chinese or English

<b>A-5 Shenzhen Xihao Intelligent Furniture Co., Ltd.</b>	
Topic	According to the company's development strategy, the North American market will become the biggest growth point of the company's overseas market. 2023 is a key year for the layout and development of the North American market. For this reason, it is necessary to conduct in-depth analysis on the market environment and product trend of the North American market, product sales research, competitors' brand strategy, marketing strategy and product analysis, core market consumers and other aspects in order to provide support for the company to make development plans. Detailed requirements are shown in the attached table.
Introduction	Shenzhen Xihao Intelligent Furniture Co., Ltd. is committed to becoming a professional provider of engineering furniture, providing furniture with the concept of engineering design for global users' study, work and entertainment. The products include engineering seats, smart desks, children's learning tables and chairs, game cabins, chairs for the elderly, etc. In order to ensure that our users get high quality products and good experience, Xihao set up intelligent engineering research institute and created a whole industrial chain system integrating design, manufacturing, marketing, quality testing and storage, transportation and installation. After years of accumulation and development, Xihao has become a professional brand of engineering furniture, which is favored by the majority of users.
Language	Chinese

<b>A-6 HERO GAMES</b>	
<b>Topic</b>	<p>Exploring the Cultural Adaptation Challenges of Chinese Games in the South Korean Market</p> <p>South Korea, as the fourth-largest gaming market globally, presents a significant opportunity for Chinese game developers seeking to expand internationally. However, due to cultural differences, user preferences, and localization issues, the path for Chinese games to enter the South Korean market has been met with challenges. If you were the strategic leader for Hero Games' operations in South Korea, how would you help your team avoid the pitfalls of "cultural adaptation challenges"? What would be your distribution and marketing strategies for entering the South Korean market?</p> <p>*To produce a research report, it is necessary to integrate market data and marketing theory models.</p>
<b>Introduction</b>	<p>HERO GAMES is a leading game developer and publisher in China, known for its global revenue ranking and employing over 1800 staff worldwide. The company has successfully promoted its game products on a global scale, receiving recognition from the industry and players alike. The game genres offered by the company include shooting sandbox, high-quality content games, and high-quality numerical games.</p> <p>Our mission is to make great games that inspire ourselves. Our vision is "Global Quality, Make Difference." Our culture embodies the values of not accepting defeat and not settling for mediocrity. We are committed to providing the best working and communication environment for HEROers.</p> <p>We welcome you to join us in making a difference together!</p>
<b>Language</b>	Chinese or English