

2022

# I-CEE Student Case Contest

Handbook

**1000+**  
**STUDENTS**

**110+**  
**UNIVERSITIES**

**45+**  
**COUNTRIES**

- ❖ Team members must come from at least two countries or two universities
- ❖ Partner companies provide **real business topics**
- ❖ **Scholarships and Certificates** for winning teams
- ❖ 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, and 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 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 Contest

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

## What is Unique for this Contest

Since 2021



*Internationalization*

1000+  
Students

110+  
Universities

45+  
Countries



*Real Business Issues  
Real Challenges*

### Partner Companies

present real business challenges for students to research on

Transsion 传音

TECNO

MICO WORLD



ITG  
国贸股份

结行科技

众合云科  
ZHONGHE GROUP

# Eligibility

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

## Team Regulations

a. Team Size: **2-5 members** per team

b. Composition must fulfill **ONE** of the following requirements:

- Members from **at least two different countries**. (*Recommended: Align your team's nationalities with your case study countries.*)
- **OR** Members affiliated with **at least two different universities**.

\*Teams fulfilling both composition requirements will receive 5 bonus points in the Preliminary Round.

c. Teams are encouraged to consult with one **university faculty advisor**. Not compulsory.

d. I-CEE Center Research Cooperation Platform can assist in finding international teammates.

# Timeline

<b>May 15</b>	<b>Registration Starts</b>
<b>June 6</b> Afternoon	<b>Online Kick-off Session:</b> Case Writing Skills Development Session & Enterprise Presentation
<b>June 10</b>	<b>Deadline for Registration</b>
<b>August 3</b>	<b>Deadline for Case Submission</b> <a href="mailto:iceeCenter@gmail.com">iceeCenter@gmail.com</a> before 17:00 August 3rd, GMT+8
<b>August 17</b>	<b>Finalists Announced</b>
<b>September 5</b>	<b>Final Round: Online / Offline</b> Presentation & Q&A

# Registration

To sign up, please complete the Online Registration Form  
**before 17:00 Beijing Time on June 10th, 2026**

<https://v.wjx.cn/vm/YnyjIEg.aspx#>



**Teams have 2 options of topic for developing a case study:**

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

## Track A - Case Study

Teams can select an enterprise and case study topic assigned by the contest organizer.

For details on the topics, please refer to the attachment 2

**A-1: TECNO**

**A-2: GEELY**

**A-3: Jiexing Techonology**

**A-4: MICO WORLD**

**A-5: Xiamen ITG Group Corp., Ltd.**

**A-6: Zhonghe Group**

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## Track B - Case Study

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 (Home country, where Xiaomi is headquartered. 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 (Host country. B county may be any type of economy, including developed, developing and transition economies)

**Challenges of Its Future Growth** - Issue

# Requirement

3000–5000

Word count (main text)

PDF

All submissions must use a PDF.  
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 showing the interview or on-site situation are welcome. Interviewing 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 other stakeholders, will provide a complete understanding from various perspectives. A case study based on public sources with explicit references is also acceptable.
- 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.
- For Team leader: please submit the complete case to [iceeCenter@gmail.com](mailto:iceeCenter@gmail.com) before 17:00 Beijing time on August 3, 2026. In the email subject, please indicate the team name and the team leader's name.

## 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.

**Case evaluation** will be conducted based on dimensions such as depth of problem analysis, data support, feasibility of solutions, and innovation.

1. Winners can choose one of the following two awards: A. *Admission scholarship*, or B. *Summer Study Tour Voucher*. (Upon announcement of final results, winning teams may only select one award. Awards cannot be combined)
2. For IBS.BFSU current students: The top 3 award-winning team members will receive **additional points in comprehensive evaluation** (applicable to Chinese and international students).
3. All winners will get a certificate from the organizer.

## A. Admission Scholarship

**Admission Scholarship for International Business School,  
Beijing Foreign Studies University, China (only valid for the first year)**

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

Rank	Tuition waiver for degree programs (per student)	Tuition waiver for non-degree programs (per student)
First-place	CNY 10,000	30% Admission Scholarship
Second-place	CNY 5,000	20% Admission Scholarship
Third-place	CNY 2,500	10% Admission Scholarship
Participation Benefit*	CNY 1,000	/

\*For the non-awarding participants who have submitted the complete case and received participation certificate

## B. Summer Study Tour Voucher

<b>Program</b>	<b>Option 1: Global Competence Summer Program</b>  Original Price: CNY 8,000/person (Accommodation not included) Target Audience: University students Duration: 12 days (expected to be held in July–August 2027) Activities: Focus on business courses and practical experiences Location: Beijing or other cities  <small>*Subject to final notice</small>
	<b>Option 2: IBS.BFSU Study Tour</b>  Original Price: CNY 5,499/person (Accommodation included) Target Audience: High school students (non-Chinese nationality) Duration: 10 days (expected to be held in July 2027) Activities: Focus on cultural experiences and Chinese language learning Location: Beijing  <small>*Subject to final notice</small>
<b>First-place</b>	Voucher: CNY 3,000 per student
<b>Second-place</b>	Voucher: CNY 2,000 per student
<b>Third-place</b>	Voucher: CNY 1,000 per student

# 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 con will be promptly notified of any changes. All changes will have an equal effect on the participating teams.
- Requests or queries should be addressed to International Business School, Beijing Foreign Studies University.

# Contacts

- Tel: +86 010 8881 6563
- Website: <https://studyinchina.bfsu.edu.cn/>
- Email: [iceeCenter@gmail.com](mailto:iceeCenter@gmail.com)  
[suchengyuan926@bfsu.edu.cn](mailto:suchengyuan926@bfsu.edu.cn)

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 Track A:

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

Language: Chinese / English

We choose Track 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 Track A



A-1	
Name of Company	<b>TECNO</b>
Case Topic	<b>TECNO Goes Global in Europe: How to Build a Culturally Resonant Brand</b>
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
Company Homepage	<a href="https://www.tecno-mobile.com/">https://www.tecno-mobile.com/</a>

Name of Company	<b>GEELY</b>
Case Topic	<b>From Car Owners to Global Brand Advocates: Building a User-Driven Growth Model for Automotive Brands through Digital User Operations in the AI Era</b>
Topic Description	<p>Chinese automotive brands are accelerating their global expansion. As competition intensifies in overseas markets, word-of-mouth sharing from real car owners, user-generated content (UGC), and community influence are gradually becoming more credible and efficient forms of brand communication than traditional advertising. How to systematically engage global car owners through user operations—transforming them from mere product users into brand co-creators and advocates—has become a new challenge for brands going global.</p> <p>At the same time, the ongoing transformation driven by AI and digital technologies is opening up new possibilities for user operation models. AI holds significant potential in areas such as user insights, content generation, community management, and user interaction, enabling companies to understand user needs more precisely while improving the efficiency and scalability of user operations.</p> <p>Against this backdrop, this research aims to explore how Chinese automotive brands can leverage digital platforms (e.g., brand apps) and AI technologies to build a globally unified user operation system, thereby creating a user-centric model for brand growth, based on real-world practices in overseas user operations.</p>
Language Requirement	Chinese or English
Company Homepage	<a href="https://zgh.com/">https://zgh.com/</a>

A-3

Name of Company	<b>Jiexing Technonology</b>
Case Topic	<b>Research on Cross-Border Payment Solutions and Global Business Strategies for One-Person Companies in the Context of AI</b>
Topic Description	<p>Jiexing Technology adheres to the corporate values of integrity, proactiveness, innovation, and win-win cooperation. Driven by the demands of payment scenarios and the development of the industrial finance ecosystem, Jiexing Technology is a tech brand dedicated to building a world-class digital economy infrastructure. It provides personalized, secure, and reliable smart technology services to support the digital transformation of domestic consumer economy and industrial finance ecosystem, offering diversified one-stop payment and financial service solutions to core enterprises, small and micro businesses, and individual consumers. With over 20 years of growth, Jiexing Technology has evolved into a tech company encompassing four major business sectors: smart payment, smart business management, cross-border payment, and industrial finance. It continues to build a top-tier digital economy infrastructure, consistently creating value for its clients and helping them realize their business dreams.</p> <p>In the AI era, the "one-person company" has become the mainstream form of cross-border micro-entrepreneurship, which generally faces pain points such as difficulty in receiving cross-border payments, high fees, slow fund settlement, high compliance risks, and low operational efficiency. This topic focuses on the real needs of cross-border payments for one-person companies, exploring the application of AI in scenarios such as intelligent reconciliation, risk control identification, and automated tax filing. It aims to design lightweight, low-cost, one-stop cross-border payment product features, as well as plans for rollout, risk control, and growth. The goal is to deliver a solution that can be directly used for product optimization and market expansion by enterprises.</p>
Language Requirement	Chinese or English
Company Homepage	<a href="https://jxtechnology.cn/">https://jxtechnology.cn/</a>

A-4

Name of Company	<b>MICO WORLD</b>
Case Topic	<b>Feasibility Study and Implementation Plan for TopTop's Development in the European Region</b>
Topic Description	<p>Established in 2014, MICO WORLD operates more than 10 offices worldwide, including Indonesia, Thailand, Egypt, Türkiye, etc. MICO WORLD is dedicated to building an all-around social media network to cater to different social needs. It has rolled out flagship products like MICO, YoHo, TopTop and SUGO towards the global markets. We have long been deeply rooted in markets such as the Middle East, Southeast Asia, North America, Japan, and South Korea, with our business covering over 150 countries and regions worldwide, and our globally registered users exceeding 200 million. We are committed to becoming a leader in the global social entertainment industry, delivering positive emotional value to users around the world.</p> <p><b>For the TopTop game-social app product, please provide a plan for expansion in the European region, including but not limited to: which specific countries to expand into, the pace and sequence of country expansion, localization recommendations for game selection, localization recommendations for social features, localization recommendations for community ecosystem, product growth strategies and budget, operational methods, etc.</b></p>
Language Requirement	Chinese or English
Company Homepage	<a href="https://www.micoworld.com/">https://www.micoworld.com/</a>

A-5

Name of Company	<b>Xiamen ITG Group Corp., Ltd.</b>
Case Topic	<b>Human Resource Risk Response and Buffer Strategies in Emerging Economies</b>
Topic Description	<p>With the ongoing reshaping of the global economic landscape, emerging economies have become key investment destinations for multinational corporations due to their strong growth potential. However, increasing geopolitical tensions, frequent policy shifts, and intensifying labor disputes are posing growing challenges to business operations. As a core production factor, human resources are often the most immediately affected, facing cascading impacts such as talent attrition, deployment constraints, and labor disputes.</p> <p>This study focuses on three major categories of risks in emerging economies—geopolitical risks, policy changes, and labor conflicts. Using the overseas human resource operations of ITG as a case context, it explores how to build effective buffering mechanisms to ensure investment stability and operational continuity. Select one or two countries (such as Singapore, Vietnam, Indonesia, Uzbekistan, Australia, Turkey, Brazil, Peru, or South Africa) to complete the following research:</p> <p><b>Part 1: Human Resource Risk Insights and Transmission Analysis</b>        Investigate the typical manifestations of geopolitical risks in the target economies and analyze their transmission pathways affecting multinational workforce management. Examine trends in labor policy changes and assess their direct impact on workforce allocation and cost structures.        Analyze the root causes, outbreak patterns, and operational disruptions caused by labor conflicts, and identify critical human resource risk nodes.        In the context of local labor market structures, identify the key pain points in human resource management under risk transmission.</p> <p><b>Part 2: Benchmark Analysis of Human Resource Buffer Mechanisms</b>        Study best practices of multinational corporations and leading Chinese enterprises with established operations in the target economies, focusing on:</p> <ul style="list-style-type: none"> <li>· Geopolitical risk response mechanisms</li> <li>· Adaptation to policy changes</li> <li>· Compliance monitoring and policy tracking systems</li> <li>· Dynamic adjustment of HR policies and systems</li> </ul> <p><b>Part 3: Strategic Framework for Human Resource Buffer Mechanisms</b>        Based on the practical needs of overseas operations, develop a feasible human resource buffer framework covering three modules: risk early warning, response strategies, and long-term resilience mechanisms.</p> <p><b>Final Outputs</b></p> <ul style="list-style-type: none"> <li>· Human Resource Risk Insight and Transmission Analysis Report for Target Economies</li> <li>· Benchmark Report on Human Resource Buffer Mechanisms in Multinational Corporations</li> <li>· Implementation Plan for Human Resource Strategic Buffer Mechanisms</li> </ul>
Language Requirement	Chinese or English
Company Homepage	<a href="https://www.itg.com.cn/">https://www.itg.com.cn/</a>

A-6

Name of Company	<b>Zhonghe Group</b>
Case Topic	<b>Indonesia Sales Position Salary &amp; Employment Cost Benchmark Report for Chinese Companies Expanding Overseas</b>
Topic Description	<p>In recent years, Chinese companies have accelerated their pace of going global, with Southeast Asia emerging as one of the most closely watched overseas markets. Among these, Indonesia, with its population of over 270 million, growing consumer market, and significant role in regional supply chains, has become a key destination for Chinese enterprises expanding their overseas operations. It is also one of the countries with the highest concentration of Chinese businesses.</p> <p>In the early stages of entering overseas markets, companies typically need to quickly build local market expansion capabilities. Compared to production investments or large-scale team building, businesses often begin by dispatching personnel or hiring local sales staff to understand market demand, establish channel relationships, and drive business implementation. As a result, sales positions are often among the first local roles established by Chinese companies in Indonesia and are critical to the development of their overseas teams.</p> <p>In the actual recruitment process, companies generally focus on the following questions: What is the market salary level for sales positions in Indonesia? What salary structures do local companies typically adopt? How are sales incentive mechanisms usually designed? When determining recruitment compensation, how can companies ensure salary competitiveness while reasonably controlling employment costs?</p> <p>Based on these needs, this report aims to systematically analyze the market salary levels, salary structures, total compensation composition, and employment costs for sales positions in Indonesia. Additionally, it provides insights into recruitment compensation pricing logic, offering a reference for Chinese companies recruiting sales staff in Indonesia, designing compensation plans, and estimating employment costs.</p>
Language Requirement	Chinese or English
Company Homepage	<a href="https://www.zhonghegroup.com/">https://www.zhonghegroup.com/</a>