A Casebook

DIGITAL Enablement and Innovation in China

Shan Ling Pan
University of New South Wales, Australia

Derek Wen Yu Du
Beihang University, China

Haibo Hu
Jiangxi University of Finance and Economics, China

World Scientific
Contents

Preface v

About the Editors vii

List of Contributors ix

Case 1 China's Zhongguancun InnoWay: Creation of an Ecosystem for Innovation and Entrepreneurship 1
Wenyu (Derek) Du and Ruijing Zhao

Case 2 OFO Bicycle: Value of Convenience Added via Sharing Bicycles 7
Yalin Zheng and Wenyu (Derek) Du

Case 3 Esheke: The Sharing Platform for the Architecture Design Industry 13
Hai B Hu and Tao Huang

Case 4 Daji Town, Cao County in Shandong: Rural Areas Transformed by “Taobao” 21
Qi Gu, Lili Cui, and Shan L Pan

Case 5 Random Street Snapshots to Rescue Child Beggars: Micro-Power and Micro-Philanthropy in China 29
Haiqing Yu
Case 6  China's Suning: Combining Online and Offline Businesses Units
Jin-Song Huang and Shan L Pan

Case 7  China Deng Fei's "Free Lunch": Experience Economy and Connective Politics
Haiqing Yu

Case 8  Cardunion, China: Digitization Promotes the Development of Small and Micro-stores
JiaYi Li and Juan Q Gou

Case 9  Haier, China: Reshape Logistic Practices for B2C e-Commerce
Jing (Elaine) Chen

Case 10  e-Bidding: How Internet Transforms a Traditional Company
Hai B Hu, Hai T Lu, and Ling Xu

Case 11  Red Collar Group: Reforming a Traditional Enterprise with Digitization
Hai B Hu and Tao Huang

Case 12  China's ShuHai: Digital Transition in the Catering Supply Chain Services
Xin Sun, Jing Xiang, and Juan Q Gou

Case 13  Kan Zhong Yi: Online and Offline, Dual-Core Powered Mobile Health App
Ning Zhou, Jing (Elaine) Chen, Tingting Hu, and Zhongfeng Qin

Case 14  Jingle Pocket Pharmacy: Building O2O Micro-ecology of Targeted Medicine Delivery
Hai B Hu, Tao Huang, and Hai T Lu

Case 15  Red Collar Group: The Construction of C2M Intelligent Business Ecosystem
Hai B Hu, Tao Huang, and Shan L Pan
<table>
<thead>
<tr>
<th>Case</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Case 16 Renhe Group: Digital Exploration of Traditional Pharmaceutical Enterprises</td>
<td>111</td>
</tr>
<tr>
<td></td>
<td>Hai B Hu, Tao Huang, and Hai T Lu</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Case 17 Fu Yan Jie e-Commerce: Blossoming From 0 to No. 1</td>
<td>119</td>
</tr>
<tr>
<td></td>
<td>Hai B Hu, Tao Huang, and Hai T Lu</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Case 18 Sunshine Child Rehabilitation Center: Walking on the Road of “Internet Plus” Social Enterprise</td>
<td>127</td>
</tr>
<tr>
<td></td>
<td>Jian-lin Wu</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Case 19 China’s Xugong Construction Machinery Group: IT-enabled Slack Redeployment</td>
<td>137</td>
</tr>
<tr>
<td></td>
<td>Wenyu (Derek) Du and Shan L Pan</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Case 20 Wanhua, China: Cross-pollination for ERP-based Transformation</td>
<td>145</td>
</tr>
<tr>
<td></td>
<td>Jing (Elaine) Chen and Shan L Pan</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Case 21 China’s Haier: Adopting e-Commerce in a Large-scale Manufacturing Enterprise</td>
<td>151</td>
</tr>
<tr>
<td></td>
<td>Miao Cui and Xin Li</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Case 22 China’s Huangshan 168: “Internet Plus” Outdoor Adventure</td>
<td>159</td>
</tr>
<tr>
<td></td>
<td>Ning Zhou, Xiaoting Han, Tingting Hu, and Chuanxian Han</td>
<td></td>
</tr>
</tbody>
</table>