

Time: 17:00-20:00

Place: Room 12.0.47, KUA, Karen Blixens Plads 8, 2300 København S



China Studies Case Competition 2018: Royal Farm in China

1. Introduction:

This case competition is the 3rd in a series of case competitions hosted by the Alumni Association for China Studies at University of Copenhagen (KUAK). The case competition seeks to give students an opportunity to apply their theoretical knowledge about China on a real-life case, while strengthening the students' abilities to give presentations and formulate concrete policy recommendations. Since many other fields of study allow their students to apply their knowledge in case competitions, it is at least as relevant for China studies and China students to have a similar competition, in a world where China is increasingly influential in a variety of areas.

2. Agenda: The agenda will be as follows:

17:00-17:15	Registration and introduction
17.15-18.30	Case-solving
18.30-19:00	Presentation for the judges.
19.00-19:15	The judges decide on a winner
19.15-19:20	The winner is announced
19:20-20:00/21:00	Reception with pizza and drinks. The event officially ends at 20:00, but mingling can take place in the room until 21.

3. The Case:

You and your team (1-4 people), now have the opportunity to choose between one (1) of the three (3) cases provided below. You have to choose one, and only one, of the three cases. You will have 75 minutes to prepare a 5-minute presentation about your case. Whether you choose to do your presentation as a group or choose one person to present on behalf of you, is up to you.

On the pages that follow the cases we have provided some general advice, for how we think you should approach the case(s). You will also find an appendix with some background information of Royal Farm on the last pages. Whether or not you choose to use this information is up to you. We have provided the information, as it might come in handy for some. It should also be noted, that you are allowed to use internet, and Chinese, English and Danish sources are equally valued.

In case you are working quickly, there is a bonus question right after the cases.

This case has been produced by Erik Wernberg-Tougaard and Thomas Østergaard Rasmussen, based on ideas provided by Jeppe Schoybye, partner at Royal Farm. It has been exclusively written for the "China Case Competition 2018" hosted by The Alumni Association for China Studies at University of Copenhagen (KUAK).

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Good luck!

Case 1) Cultural clashes between Denmark and China.

Recently, Royal Farm has been experiencing an interesting culture clash. In the public relations material that Royal Farm uses to engage new customers, there is pictured a woman sitting in a yoga position. In a Danish context, yoga generally does not have any religious or political linkages. However, while one of the partners at Royal Farm was hosting a presentation for some Chinese businessmen, he was informed that in China, yoga is associated with Falun Gong (法轮功).

Question: How are symbols in the West perceived differently in China and what should you be aware of when advertising in China? What challenges does this bring to Royal Farm and how can they prepare for future cases? How would you advertise for milk powder in China? (You can think about words, colours, numbers etc. that might have different connotations in China than in the West and could have influence on how the product is perceived). Answer these questions in your presentation.

The above is some of the questions you might want to take into consideration. However, there might be other approaches that are equally valuable, and you are encouraged to be creative with your answer (but remember that the recommendations/solutions should be feasible).

Case 2) Chinese Outward Foreign Direct Investment (OFDI) into Denmark:

Royal Farm would like to know, what parameters Chinese investors value when they invest in foreign companies. It is important for Royal Farm to attract Chinese investors and collaborate with partners, in order to expand into China.

Question: What are the government restrictions on OFDI into Denmark? How would you attract Chinese investors to Royal Farm? What opportunities/threats should Royal Farm be aware of? Answer these questions in your presentation.

The above is some of the questions you might want to take into consideration. However, there might be other approaches that are equally valuable, and you are encouraged to be creative with your answer (but remember that the recommendations/solutions should be feasible).

Case 3): Ecology in China

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Denmark has a long history for ecology and sustainable farming, which is renowned around the world. Royal Farm is using this in their marketing strategy. But what is the Chinese perception of ecology?

Question: How is the Chinese perception of ecology differing from the western perception and what is the difference between conventional agriculture and ecological agriculture in China? How would you translate the Danish concept of ecology to a Chinese context and what pitfalls should you be aware of? Answer these questions in your presentation.

The above is some of the questions you might want to take into consideration. However, there might be other approaches that are equally valuable, and you are encouraged to be creative with your answer (but remember that the recommendations/solutions should be feasible).

Bonus question:

Can you come up with a good framework for how Danish brands can come up with a catchy brand name? You should only work on this question, if you feel confident that your 5-min presentation is completely finished.

4. General advice on solving the case:

In solving the above cases, we suggest that you come up with specific recommendations for solutions to how Royal Farm should meet their current challenges. Remember, this is a real-life case, with real unsolved questions/challenges. Therefore, the judges will not evaluate you based on some predetermined answer they would like to hear. Instead, they will take into account the creativity behind and feasibility of your recommendation. You should therefore take into account that your recommendation should be able to be carried out in real-life, or how it adds value to Royal Farm. The presentation should be concise and preferably with concrete examples of how the challenges in the case will be met. You are more than welcome (if you can manage within your narrow timeframe) to explain exactly how your recommendation is to be carried out. If you are not capable of solving the case, you can try to problematize why it would be hard to come up with specific solutions/recommendations. You can also explain why certain things would be ideal for the company to pursue.

We wish you the best of luck!

Erik Wernberg-Tougaard

&

Thomas Østergaard Rasmussen

The Alumni Association for China Studies at University of Copenhagen (KUAK).

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