



Fudan MBA iLab

Hands-on Business Practicum Powered by Fudan MBA Program



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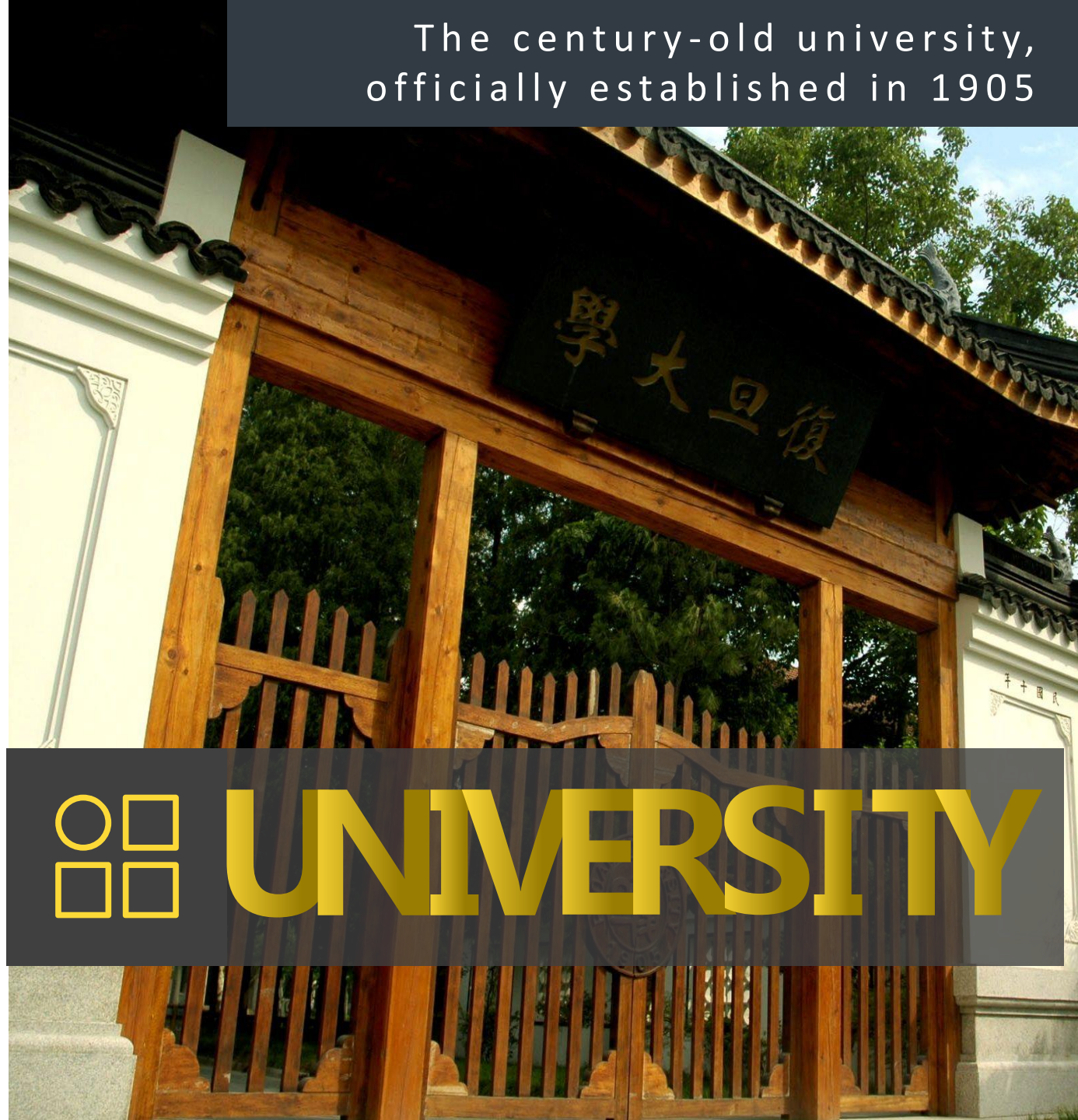


Overview of Fudan University and FDSM

Fudan University

One of the **oldest** and
most prestigious
universities in China

The century-old university,
officially established in 1905



UNIVERSITY



UNIVERSITY

28

28 Schools and
Departments

#34

QS World University
Rankings 2021: # 34

25,000+

≥ 25,000 full-time
degree candidates
per year

3500+

≥ 3500 International
Students

School of Management

- The fastest school to attain both AACSB and EQUIS accreditations in the world
- FDSM ranked Top 10 in Asia, No.1 in Mainland China in the UTD Top business schools research rankings 2014-2018
- China's only business school with 5 programs ranked in the Top 40 Global EMBA / MBA Programs by Financial Times
- MBA Program got "A+" rating in China's first nationwide Professional Degree Assessment In 2018
- IMBA program , one of the flagship programs at FDSM , is ranked #33 by Financial Times in 2020

FDSM Established business
discipline in 1917

SCHOOL





Department of Business Administration Was Established

1917



School of Business Was Established

1929



Management Education Was Resumed at Fudan

1977



School of Management (FDSM) Was Reestablished

1985



FDSM has
8 departments
31 cross-disciplinary research centers & institutes
1 executive training division
1 business consulting company

2020

 **HISTORY**



OVERVIEW



Integrated Disciplinary System

8 departments , 31 cross-disciplinary research centers



Strong Faculty Team

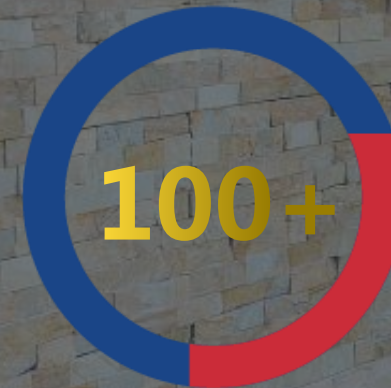
144 faculty members



Incubator of Management Talent

About 963 undergraduates, 299 Msc students & Ph.D students, 94 DBA students, 5187 professional master's students (MBA ,EMBA ,MPAcc)

≥ 48000 Alumni



Extensive Global Cooperation

As one of the only four member schools of the PIM Organization in China, the School offers about 100 exchange seats from over 90 renowned international business schools to the MBA students

Department of Statistics

Department of Accounting

Department of Finance

Department of Marketing

Department of Business Administration

Department of Industrial Economy

Department of Management Science

Department of Information Management & Information System



Departments



復旦大學 管理学院
SCHOOL OF MANAGEMENT
FUDAN UNIVERSITY



 **NEW CAMPUS**

General Profile of IMBA Students



Average Age: 29

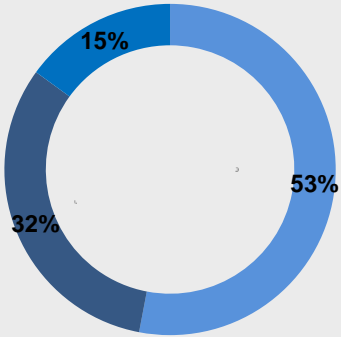
Average Work Experience: 5.9 years

Male/Female Ratio: 4:6

International Students Ratio: 13%

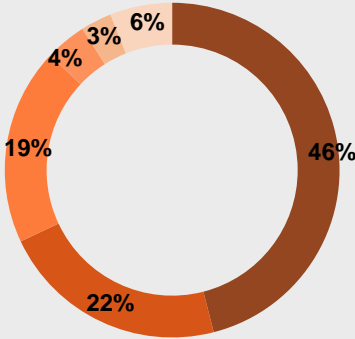
General Profile of IMBA Students

Working Experience



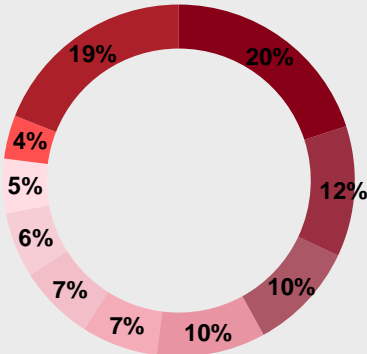
- 2-5 years 53%
- 6-9 years 32%
- > 10 years 15%

Academic Background



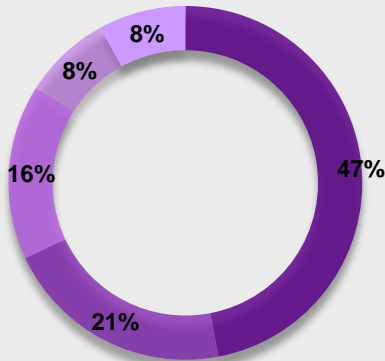
- Management & Economic 46%
- Liberal Arts 22%
- Engineering 19%
- Medical Science 4%
- Science 3%
- Others 6%

Industry



- Financial Service 20%
- Telecom 12%
- Retail/Trade 10%
- Industrial Products 10%
- Consuming Products 7%
- Education 7%
- Consultancy 6%
- Medical Industry 5%
- NGO/Government 4%
- Others 19%

Career Position



- Middle-level Management 47%
- Senior-level Management 21%
- Junior-level Management 16%
- Specialist 8%
- Others 8%



Introduction to Fudan MBA iLab

Fudan MBA iLab: Empowering Students Through Action Learning

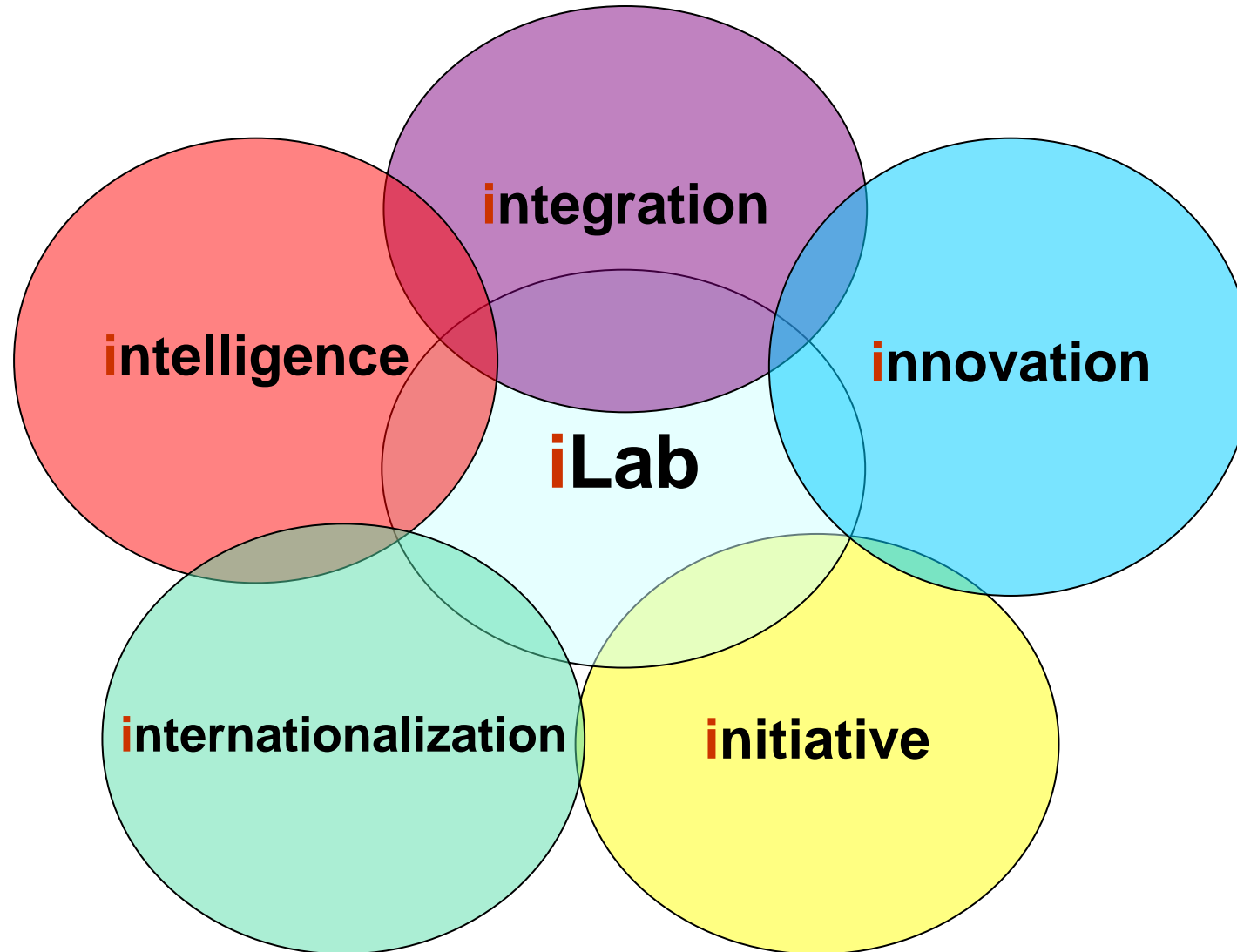
About iLab

- A **3-credit course** within the MBA Curriculum
- Each team comprising **3-5 students** works on the problems the partner company wants to fix
- Guidance is provided by **faculty mentors**

Goals

- For the IMBA students: **Learning** by working on **real business challenges** in collaboration with host companies, using tools and frameworks learned in the classroom with the support of faculty mentors and industry leaders.
- For the partner companies: **Receiving innovative, operational plans** which add value to the companies.

What Does **i** Mean?



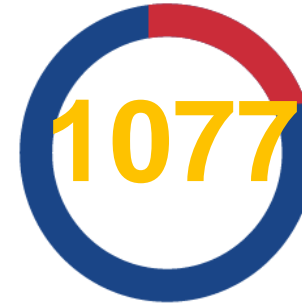
Fudan MBA Program has developed action learning program since 2005



Facts



**YEARS OFFERING
ILAB PROJECTS**



**MBA STUDENTS'
PARTICIPATION**



**ILAB PROJECTS
SINCE 2005**



PARTNER COMPANIES



**REAL WORLD,
COMPLEX BUSINESS
CHALLENGES**



**WITH FACULTY FROM
FUDAN & PARTNER
SCHOOLS**

From 2005 to 2020, we succeeded in completing 261 iLab projects with 210 partner companies across a wide range of industries.

Industries

- Biotechnology/Healthcare
- Consumer Products/Services
- Consulting
- Education
- High-technology
- Industrial Products/B2B
- IT Services
- Manufacturing
- Media and Entertainment
- Retail
- Telecommunications
- Transportation Service
- Restaurant
- Real Estate
- International Trading

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Topics

- Internationalization Strategies
- New Market Entry Analyses
- Capital-raising (domestic and foreign) Strategies
- Sales and Marketing Strategies
- Organizational Structure Plans
- Supply Chain
- Human Resource Management
- M&A Strategy
- Commercialization Recommendations
- Competitive Landscape Assessments
- Innovative Relationship Mode
- Distribution & Service Model
- Risk Management Recommendations
- New E-commerce Business Model

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Fudan MBA iLab teams

Wharton-Fudan GCP Team



Fudan-MIT China Lab Team



Fudan-Business Finland iLab Team



Portugal-China Lab Team



Thailand-China Lab Team



Australia-China Lab Team



Local iLab Team



Past iLab Partner Companies



Testimonials from the iLab Companies



“The quality of the work and final presentation is really good. It is a strong package about the market and market trends. It supports our earlier assumptions about Chinese xEV market but also brings several new perspectives to our attention.

The team performance was excellent. They were motivated and focused to deliver a good result. On the top of the several strengths I especially appreciate the group's focus on team work, skill to listen and passion to deliver the result over the expectations.”

- **Juha Järvi, Technology Director, Freeport Cobalt**



“As a start-up company, Raise3D launched the collaboration with Fudan-MIT China Lab due to our needs in the marketing strategy in the US. What's more, as a previous China Lab participant 9 years ago, I have deep affection for this project.

With very thorough and meticulous investigation and research, the student team has excavated large amounts of fresh data and information which is unknown to us although we started our business 5 years ago. We were surprised by the solutions the team finally provided, which are very practical and will be adopted by our company soon.”

- **Edward Feng, CEO, Raise3D**



“The team has provided us valuable information and brought us understanding that has helped in future planning and development of our own product that we will offer to our customers. We have worked tightly and spent a lot of time together with the team and that working method has given mutual trust when learning to know each other. Due to that the final outcome of the project was much more than we expected.”

- **Niina Hietalahti, Strategist, Kuudes**



“The iLab team conducted deep consumers analysis based on the understanding of the target group and comments absorbed from online platforms.

We especially appreciate the proposal finally provided by the team which differs from any of those from our internal department. Actually one of the recommendations from the final proposal is just the one we are actively working on. And hence, the deliverables and the recommendations provided by the team are really practical.”

- **Hongyi Jiang, McCafé Senior Branding Manager, McDonald's China**

Fudan – Business Finland iLab: A Win-Win-Win-Win Cooperation

From January 2013 to June 2020

- 8 Years
- 35 Fudan-Business Finland iLab Projects
- 22 Faculty Mentors
- 32 Finnish Companies
- 169 Fudan MBA Students



Value Position to Partner Companies



New & Fresh Ideas

- Solving a business issue/situation
- Provide a different perspective



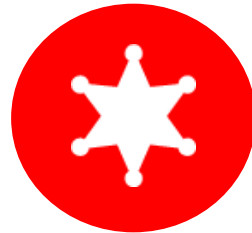
Exposure to Theory & Frameworks

- Access to research efforts of Fudan faculty
- Access to Fudan faculty mentors and alumni network



Access to Talent

- Extra/different talents
- Assessing potential recruits



Economic Value

- Generate \$\$ from new ideas and projects



Fudan – Business Finland iLab Projects (2013-2020)

| | Partner Company | Topic | | Partner Company | Topic |
|------|-------------------------|---|-----------------------|-----------------------|---|
| 2013 | Cesim | Market Expansion in China | 2017 | Prosys PMS Ltd | Prosys OPC China Business Plan for OPC UA Products and Service |
| | Confidex Ltd. | RFID in China's Automotive Industry | | Yanisan Air Oy, Ltd | Go-to-Market Plan for China Based on a Market Potential Study |
| | Planray | Market Expansion Research | | Magisso Ltd | Magisso Pet Project China |
| | Sintrol Oy | Market Research for Chinese Iron & Steel Industry | | Vepe Oy Peltonen | Manufacturing Plant/Marketing & Sales Organization |
| | Stereoscape Oy | Market Entry Strategy in China | | 2018 | Beneq Oy |
| 2014 | BioGTS Ltd. | Market Entry Strategy in China | Oy Verman Ab | | High Quality Health Supplement Products from Finland to China |
| | Lumene Oy | Lumene's Opportunity in China | Freeport Cobalt (FCO) | | XEV Cathode Supply Chain Analyze, Entry Barriers And Recommendations for FCO |
| | Ab Vallila Interior Oy | Vallila's Expansion in China | Kuudes Helsinki | | Food Market Trends in China |
| | Serres Oy | Market Expansion in China | Yousician Ltd | | China Market Entry Strategy for Digital Music Education Service |
| | Visual Components Oy | Chinese Market Entry Strategy | 2019 | Domretor Ltd. | Arctic Food for Chinese Kids |
| 2015 | M-Brain Oy | Marketing and Sales Strategies for M-Brain | | Freeport Cobalt (FCO) | xEV Battery Cathode Supply Chain and Raw Materials via Recycling |
| | Modern Diagnostics Ltd. | Market Entry Strategy in China | | Harvia Oyj | Sauna & Spa in China and SE Asia-Market Entry Plan for Harvia |
| | Premix Oy | Conducive Plastic Industry Analysis | | Kalaneuvos OY | Chinese Market Research: Potential and Opportunities for Fish Products, Distributor Searching, Chinese Language Support, Kalaneuvos-fish Product Bringing to Chinese Market |
| | Valio Ltd. | Market Entry Business Plan | | Parking Energy Ltd. | Parking Energy Market Entry Strategy in China |
| 2016 | Avain Technologies Oy | China Healthcare IT Business and Marketing Research | 2020 | Freeport Cobalt (FCO) | Chinese PM Market and the Opportunities for FCO |
| | Ekolet Oy | Composting Dry Toilets for China | | Berner Ltd | China Entry: Finnish Consumer Goods; Finnish Skin and Oral Care Products |
| | Virrantayhtiöt | Market Research, Ventilation and Indoor Air Industry | | | |
| | OptoFidelity | Understanding the Differentiations of APAC Customers' Needs, Market Requirements, Purchase Decisions and Strategies in Business Model | | | |

Program Outcomes 2019

Fudan - Business Finland iLab

Project: Arctic Food for China Market - Domretor
Faculty Mentor: Yanqun He



Company Background:

- Founded in 1999
- An esteemed contract manufacturer for the food industry, wholesalers and distributors in Finland.
- A manufacturer of pure, safe and natural premium quality food.
- Highly skilled staff and flexible manufacturing methods.



Project Objectives:

- Domretor would like to explore the Chinese market with the advanced technology of food production and preservation.
- In order to support Domretor to reach the goal, we mainly focused on four aspects.



- After mid-term review meeting, we continued to help Domretor to seek potential clients in the Chinese market and have done a profound research on the business models of fast-growing baby food companies.

Key Findings or Recommendations:

- Huge dining cultural difference between China and Nordic countries leads to a comparatively high entry barrier for vegetable puree in the Chinese market. Healthy light meal may be a potential segment for their business development in China.
- For baby complementary food, high-end, imported and organic are three main factors valued by Chinese consumers. Little Freddie, a fast-growing new brand in China can be taken as a reference for the Chinese market entry strategy.
- Food safety is a big concern. Just complying with food safety rules & regulations in China is not enough for any brand to win clients' trust. Other relative certificates, such as organic, may be a plus.

iLab Value:

- Recognition of ability - With great efforts in providing valuable findings and through well-scheduled and timely communication, we've won great respect and recognition from our client company. We were so proud to see the Chinese national flag raised for us when we visited the Domretor factory in Finland.
- Development of reliability - It's a precious chance for us to experience the strict control of food quality and advanced manufacturing technology in Finland. Better understanding of our client company helped us to provide more accurate and reliable proposal and report for them.
- Achievement of win-win result - iLab project endows us with the ability to utilize our knowledge in real cases. On the other hand, our client company can get valuable ideas and recommendations for their business development in China.

Our Team:
Qian Tian, Xin Wen, Hui Yang, Ruijing Liu, Xinquan Chen



Fudan - Business Finland iLab

Project: Battery Recycling Opportunities in China - Freeport Cobalt
Faculty Mentor: Lijin Qiu



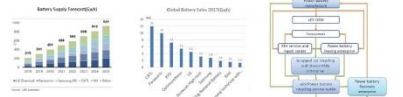
Company Background:

- The world's largest cobalt refinery located in Kokkola, Finland.
- The refinery has been in operation since 1968 and has an experienced management team, over 400 employees and global sales and marketing footprint that services approximately 500 customers in over 50 countries in Asia, Europe and the Americas.
- Freeport Cobalt has a comprehensive portfolio of cobalt products serving the chemical, pigments and ceramics, powder metallurgy, and battery industries.



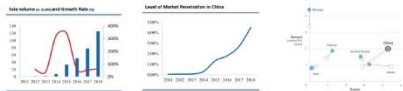
Project Objectives:

- Macro and micro analysis of power battery recycling business.
- Technical research on the power battery recycling industry in China.
- Opportunities for client company to enter Chinese raw material recycling business.



Key Findings or Recommendations:

- Globally, xEV industry is booming up both in annual sales and market stock which may vary in different areas. China is taking the leading position.
- Subsidies reduction will affect xEV sales in the short term, but it can push enterprises to be more innovative and build up a real demanding market.



iLab Value:

- Gain close insights of xEV battery recycling business both in China and globally.
- Walk through details of pipeline of battery recycling.
- Clarify the relevant legislation regulations.
- Conduct quantitative and qualitative research.
- Improve cross-culture communication skills.
- Work in a team effectively and efficiently.

Our Team:
Xuefei Wen, Tingting Zhang, Thanyaporn Wiwattarangkul, Weiding Ye, Yishan Xie



Fudan - Business Finland iLab

Project: Sauna & Spa in China: Market Entry Plan for Harvia
Faculty Mentor: Rongwei Chu



Company Background:

- Founded in Finland in 1950.
- A global leading manufacturer in sauna equipment industry originated in Finland.
- Most advanced technology & innovative design.
- Focus on relaxing moments & natural wellbeing.
- An empathetic, accessible brand with high quality & value.



Project Objectives:

- Harvia would like to enter the nation-wide distribution in China.
- Our major analysis includes the following 5 areas:
- We helped Harvia to focus on the consumer market in China and facilitate the segmentation, targeting, positioning as well as product, price, place and promotion strategy.

Key Findings or Recommendations:

- **Understanding the Current Chinese Sauna Market**
Due to the huge sauna cultural difference between China and Nordic countries, Harvia confronts with the different market situation - low penetration and popularity in China.
- **Targeting the Consumer Market**
Based on our previous research, Chinese B2B market is not attractive. After visiting the showroom and discussing with Harvia management team in Finland, we found that the full set sauna room is more profitable and attractive. Therefore we suggest that Harvia should target the consumer market with full set sauna room in China.
- **Improving the Brand Recognition**
Based on the questionnaire analysis, we have discovered that the brand recognition of sauna equipment is very low. We recommend a new marketing and branding strategy consisting of segmentation, targeting and positioning to improve the brand recognition of Harvia.

iLab Value:

- **Better understanding of manufacturing industry, especially sauna business.**
We've got deep insights on the global and China sauna equipment market. Through iLab, we have a clear view of the whole process from manufacturing, transportation, distribution, promotion to the end users.
- **Improving the consulting ability.**
Mutual benefit and win-win result.
iLab project offers us a real scenario that we can apply the knowledge learned from the classroom. In the meanwhile, Harvia gets a better understanding of the Chinese market and receives a feasible

Our Team:
Guang Yang, Yingying Qiu, Meng Zhou, Jiale Zhu, Jian Wang



Fudan - Business Finland iLab

Project: Chinese Market Research: Potential and Opportunities for Fish Products
Faculty Mentor: Youzhen Zhao



Company Background:

- **Family-run business** since 1975.
- Specialized in fish farming, fish processing, wholesale, import and export.
- The **biggest operator** in the Finnish fish industry.
- The leading **trout farming** company in Finland and Sweden.
- All together over **30 fish farm locations** in Mainland Finland, Åland and Sweden.
- Currently export globally to over **10 different countries**.



Project Objectives:

- Market research for fish products export to China
- Advise on Chinese brand names.
- Competitor analysis.
- Potential dealers and wholesalers.
- Customer research.
- Packaging design.



Key Findings or Recommendations:

| Market | Salmon | Chinese Domestic Produced Trout | Imported Trout |
|--------------|---|---|--|
| Key Findings | <ul style="list-style-type: none"> • Mainly imported from Norway, Chile • Popular in China • Increasing demand | <ul style="list-style-type: none"> • Sales dropped dramatically after the controversy of "Salmon and Trout" • Lower price than that of salmon | <ul style="list-style-type: none"> • Much smaller imports than that of salmon • Lack of customers' recognition • Difficult to find in retail market |

- Recommendations
- Change the public's attitude
 - Target right customers
 - Find suitable dealers
 - Tell good marketing stories



iLab Value:

- Apply the knowledge we've learned from classes such as Marketing Management, DMD and Operation Management.
- Have a deep understanding of a new industry.
- Broaden our horizon about international business.
- Learn how to cooperate with the foreign clients and the team members.
- Have unforgettable memories of our happy time in Finland.

Our Team:
Hanyu Zhang, Ziting Zhang, Thomas Breij, Yuanyan Gong, Wei Tao



Fudan - Business Finland iLab

Project: Parking Energy's Market Entry Strategy in China
Faculty Mentor: Rongwei Chu



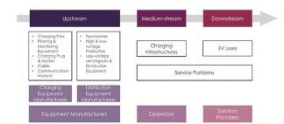
Company Background:

- Founded in 2014, Parking Energy Ltd. focuses on electric vehicle charging in real estate market, which includes apartment buildings, office buildings, and other large parking facilities, such as airports.
- Parking Energy is based in Helsinki, and its management team has rich experience in EVs, battery technologies, software engineering, and telecoms.



Project Objectives:

- Study relevant existing products and services in the market
- Analyze the competitive situation
- Find potential business models for Parking Energy



Key Findings or Recommendations:

- EV and charging pile market in China is in the rising trend.
- The number of EVs and charging piles will grow dramatically in 2020 as predicted.
- Competitor analysis is needed as competition is intense in major cities.
- Finding partnership with well-established companies is highly recommended.
- Chinese government has rolled out a number of policies to facilitate development of charging facilities.



iLab Value:

- We've better understood the EV charging market in China.
- Government policies, regulations and incentives play important roles in the EV charging market.
- Teamwork and communication are the keys to a successful project.

Our Team:
Anjun Zhang, Yifan Li, Thanarat Hoontrakul, Quye Zhao, Jian Zhou



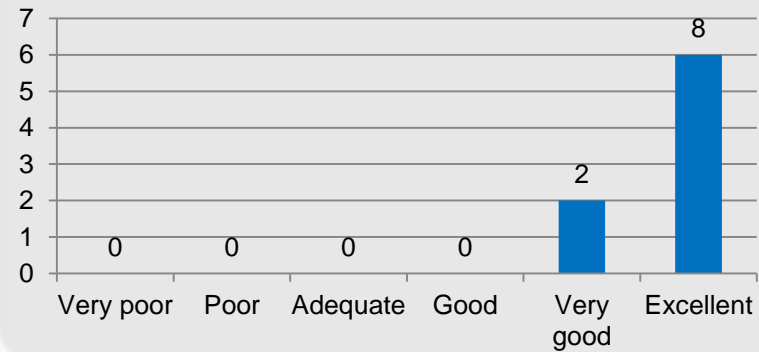
Finnish Companies Thought Highly of the iLab

- 5 Finnish Companies (2019)

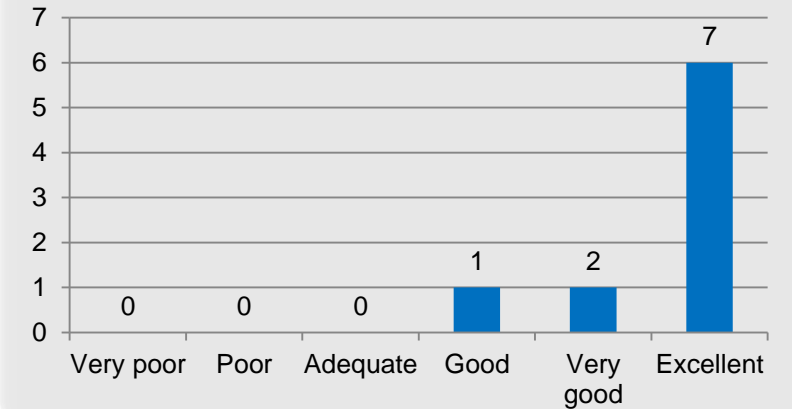
- 2 Finnish Companies (2020)

| Year | | Company | Overall Evaluation |
|------|---|-----------------|--------------------|
| 2019 | 1 | Domretor | 90 |
| | 2 | Freeport Cobalt | 100 |
| | 3 | Harvia | 100 |
| | 4 | Kalaneuvos | 95 |
| | 5 | Parking Energy | 90 |
| 2020 | 1 | Freeport Cobalt | 98 |
| | 2 | Berner | 93 |

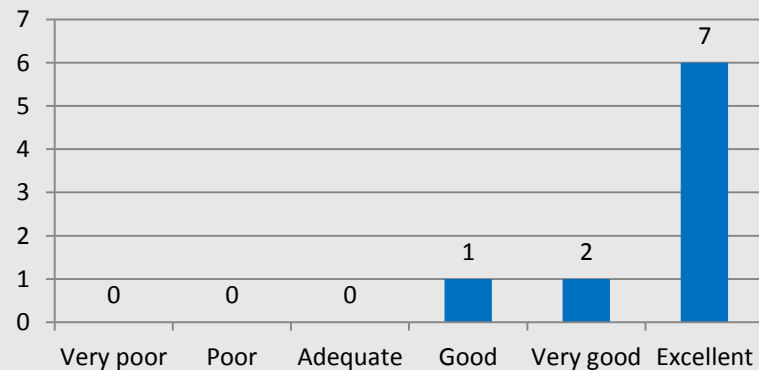
1. Overall satisfaction with your team and project faculty



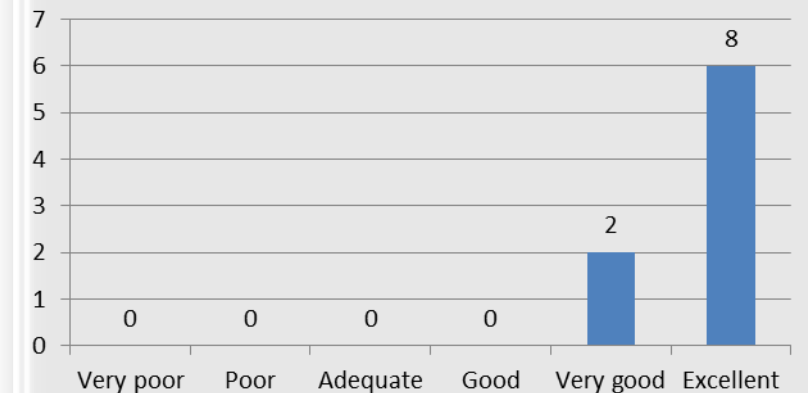
3. Overall Satisfaction with iLab's involvement with your business



2. Quality of recommendations and final report



4. Overall experience with the iLab





Project Implementation

Talent screened and selected to meet the anticipated needs of an engagement

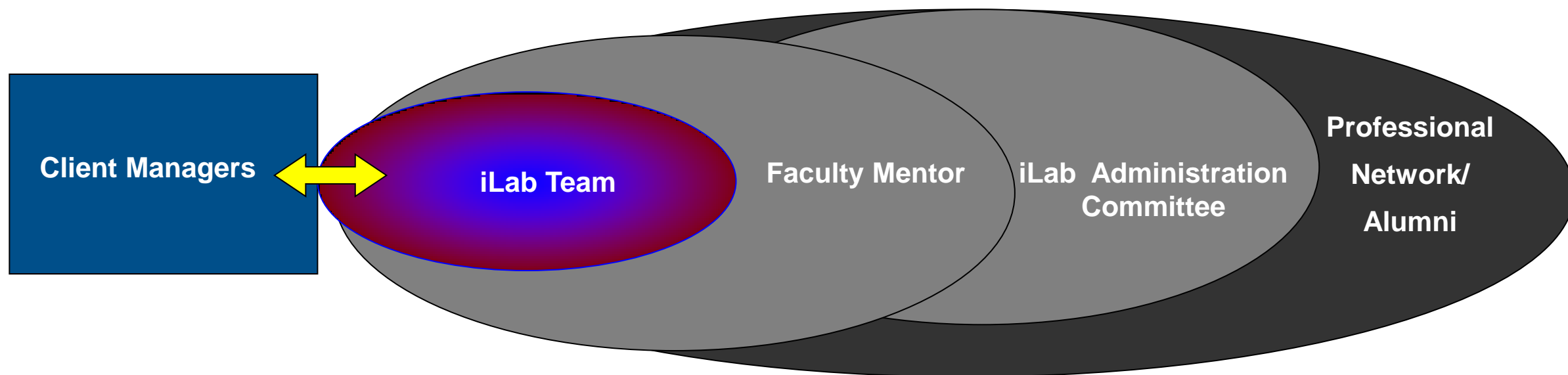
Targeted Experiences for Projects

- Related industry experience, strategy consulting, brand or product management, market research, finance, other functional hard skills
- Mix of creative, project management, technical and other soft skills
- Other experiences based on client input



Not a simple “student project”: teams collaborate with senior management, supported by the Fudan professional network

- Executives/Managers work with the team
 - 3-5 Fudan teammates in the self-managed “project core”
- The “core” focuses on Management’s key decisions to be made – emphasizing relevance
- Core team is backed by the network: progress, rigorous execution/logic, and success



We look for qualified candidate companies with a desirable senior management profile

- **“Apparent” value** in terms of technology, product and/or service to the Chinese market (customers, value chain players)
- **Courage to implement** logical recommendations/plans
- **Responsible managers’ readiness**
 - Learn new methods, strategies and paradigms
 - Work in a global virtual engagement with the dedicated, unified team and professional network
 - Understand iLab’s value – not just consulting
 - Communicate globally
- **Overall business viability**



Company Commitment



- € 15,000 program fee
- Access to company information, customers, financials and strategic plans
- Average 1-2 hours per week from March to June
- Host 5 students for 3-4 days visit to company headquarters in Finland at the end of April, 2021
- One trip to Shanghai: Mid June, 2021

Fudan- Business Finland iLab Timeline (2020 -2021)

| | |
|--------------------|---|
| October, 2020 | Company Interviews Organized: Representatives from Fudan University and Business Finland will Interview Applicant Companies |
| November 2020 | Project Decided & Announced to Fudan MBA students |
| December, 2020 | Student/Faculty Selection and Assignment to Teams |
| January, 2021 | Initial Team Formation |
| February, 2021 | Winter Vacation – Preparation |
| March – June, 2021 | Conduct and Completion of the Fudan- Business Finland iLab Projects |
| March, 2021 | Kick-off Meeting (by videoconference) |
| March 15, 2021 | Submission of the Project Proposal Signed by Companies |
| End of April, 2021 | Mid-term Evaluation with Companies (Fudan MBA Students Go to Finland) |
| Mid June, 2021 | Final Report Submission and Presentation to Companies (Partner Companies Come to Shanghai) |

Main Deliverables

- **Operational Consulting Proposal** – Overview of the project's objectives, time frame, scope, and deliverables.
- **Mid-term Evaluation** – Summary of the progress made on the study and of the team's findings at the project mid-point agreed with the team in the consulting proposal
- **Final Report and Recommendations** – Presentation to company of an operational consulting deliverable that is strategically sound and fact based consistent with the company's needs.

We screen prospective clients to enhance the likelihood that the iLab will add value while providing a valuable education

| Key Screening Criteria for Project Selection | Prospect Rating |
|--|-----------------|
| Does the product/service/company offer distinct and apparent value for money in the increasingly competitive China or target market (initial impression)? | |
| Is management open to new and innovative thinking encompassing logical decision-making to drive courageous implementation ? | |
| Has management understood and demonstrated enthusiasm to collaborate with the iLab? | |
| What is the likelihood of allocating financial, capital and human resources to implement ? | |
| Are the entry/expansion impediments operationally manageable ? | |
| Are there intangibles that would make the project appealing and career enhancing for MBAs to drive students' passionate ownership of the work? | |
| Key: 1 = No 2 = Unlikely 3 = Maybe/Neutral 4 = Likely 5 = Definitely | |

Thank you for your interest in the Fudan MBA iLab.

We look forward to working with you!

