

Newsletter

Faculty & Research Center Publications



China Depth, Global Breadth

Peer Reviewed Journal Articles

Fan, Y., Wu, L.-Z., Lyu, Y., & Kwan, H. K.. 2025. "Don't expect robots to be creative: Why and when organizational dehumanization is a creativity killer". *International Journal of Hospitality Management*. 130, 104229.

Abstract: Drawing on regulatory focus theory, this study examines whether, how and when organizational dehumanization affects frontline service employees' creativity. Aiming to test our hypotheses, we conducted a three-wave survey of 228 leader–employee dyads in a hotel group in China. Data analyses revealed that organizational dehumanization has disruptive effects on frontline service employees' creativity. In addition, we found that promotion focus mediates the link connecting organizational dehumanization to frontline service employees' creativity. Furthermore, frontline service employees' core self-evaluation and job social support are two important moderators that attenuate the direct influence of organizational dehumanization on frontline service employees' promotion focus, and its indirect effect on frontline service employees' creativity via promotion focus. We discuss the theoretical and practical implications of these findings.

Contact: kwanhokwong@ceibs.edu

Lee, Byron Y., Wang, Ying, Kim, Sunghoon, Wang, Zhen. 2025 May. "Leader–Subordinate Human Resource Attribution (Dis)agreement and Its Impact on Employee Well-Being: A Frame-of-Reference Perspective". *Human Resource Management (US)*. (FT50). 64, 3, 679-693.

Abstract: Existing human resource (HR) theory highlights that differences in perceptions of HR practices between leaders and subordinates have a critical impact on employee outcomes. We extend such literature by drawing on frame-of-reference theory to develop and test a model examining how different patterns of (dis)agreement in leader and subordinate employee HR attributions affect employee well-being. Specifically, we conceptualize that leaders and subordinates form (dis)similar frames of reference based upon employee well-being HR attribution, which impacts employee well-being through organization-based self-esteem (OBSE) in different ways. Using polynomial regression and response surface modeling, our results confirm our hypotheses to show that leader–subordinate agreement on employee well-being HR attribution positively impacts

OBSE, with a stronger effect when such attribution agreement is high rather than low. Furthermore, when subordinates have a higher level of employee well-being HR attribution compared with the leader, there is a more pronounced positive impact on OBSE, which, in turn, enhances employee well-being. We discuss the theoretical and practical implications of our study to the HR literature.

Paper: <https://doi.org/10.1002/hrm.22278>

Contact: blee@ceibs.edu

Li, Meiqian, Liu, Guowei, Nan, Guofang, Tan, Yinliang (Ricky) . 2025. "Governmental enforcement against piracy on media platforms". *Decision Support Systems*. (A*). 194, 114458.

Abstract: The rapid growth of illegal websites hosting pirated content has significantly reduced demand for legitimate media platforms, causing substantial economic losses to the media industry. Governmental departments must take measures to combat these illegal websites and restrict access to pirated content. This paper examines governmental enforcement against piracy on media platforms that offer consumer services under three revenue models: subscription, ad-based, and mixed. Our analysis yields the following key findings with critical managerial insights. First, under the subscription and mixed models, the optimal governmental enforcement levels lie within the piracy threat region where piracy exists in the market, but there is no demand for it, whereas under the ad-based model, the optimal governmental enforcement can allow the piracy to have a demand and even if no enforcement occurs. Second, optimal governmental enforcement exhibits a non-monotonic effect with respect to the quality of pirated content under each revenue model, which implies that the government does not necessarily strengthen its enforcement facing a higher quality of pirated content. Finally, the optimal governmental enforcement decreases as the consumer nuisance cost for advertisement increases under the ad-based model, whereas it presents a non-monotonic change under the mixed model. We further extend our main model to a duopoly platform setting and a situation of decreasing marginal efficiency of enforcement. The results demonstrate that the insights derived from our main model remain hold. These findings suggest that social planners should consider media platforms' revenue models and market conditions when formulating enforcement policies against piracy.

Paper: <https://doi.org/10.1016/>

Inside this issue:

Peer Reviewed Journal Articles	11
Trade Journal Articles	1
Newspaper/Media Articles	16
Books/Monographs	1
Book Chapters	1
Cases	50
Awards & Honors	6

Newsletter

Faculty Research Publications

[j.dss.2025.114458](#)

Contact: yrtan@ceibs.edu

Liu, Yixuan, Agarwal, Ashish, Lai, Guoming and Zhou, Weihua. forthcoming. "On-Demand Healthcare Platforms: Impact of Q&A Service on Online Consultations and Offline Appointments". *Information Systems Research*. (FT50).

Contact: yixuanliu@ceibs.edu

Prashantham, S., & Woetzel, L. . 2025 Feb. "How Chinese companies expand globally despite headwinds". *MIT Sloan Management Review: MIT's journal of management research and ideas*. (FT50). 66, 4, 19-21.

Abstract: Chinese companies are internationalizing in the face of trade barriers by taking an approach that targets microregions rather than countries. This microregion-focused approach is enabling them to enter established and emerging markets and build global virtual teams. Their innovative approaches to navigating trade tensions, regulatory hurdles, and unfamiliar markets provide valuable insights for businesses worldwide.

Paper: <https://shop.sloanreview.mit.edu/store/how-chinese-companies-expand-globally-despite-headwinds>

Contact: sprashantham@ceibs.edu

Shan, Hongyu. 2025 Jul. "Corporate venture capital and the boundaries of the firm". *Journal of Business Venturing*. (FT50). 40, 4.

Abstract: This study presents a novel measure of the overlap between a Corporate Venture Capital (CVC) investor and an entrepreneurial firm in the product, market, and technology spaces. Using this measure, we present an alternative parallel framework to understand an incumbent's decision to invest in or acquire a startup, grounded in the boundaries of the firm theory. The CVC's distinct features regarding property rights and incomplete contracting are preferred when the overlap is low. Also, CVC investments spur the greatest ex-post change in firm scope when the startup has moderate (vs. low or high) overlap with the corporate investor.

Paper: <https://doi.org/10.1016/j.jbusvent.2025.106500>

Contact: hongyushan@ceibs.edu

Wang, Renxuan. forthcoming. "Asset Prices When Investors Underestimate Discount Rate Dynamics". *Review of Asset Pricing Studies*. (A*).

Contact: rxwang@ceibs.edu

Yang, Wei. forthcoming. "Incentivizing Blockchain Participation Through Task Assignment Mechanisms: Evidence From a Natural Experiment of Consensus Protocols on Ethereum". *Journal of Operations Management*. (FT50).

Abstract: This study examines how task assignment mechanisms affect the participation of workers on decentralized blockchains. In developing the theory, I highlight that blockchain represents a distinct organizational form for coordinating operations under a highly decentralized structure, in which the essential tasks of system infrastructure maintenance are assigned to third-party crowd workers through the unique governance mechanism of consensus protocol. I specifically focus on two widely adopted consensus protocols in the context of cryptocurrency, namely, proof-of-work (PoW), which assigns tasks that sustain the blockchain system operation based on workers' investments in computing power, and proof-of-stake (PoS), which assigns these tasks based on workers' investments in the native cryptocurrency as

stakes. I argue that compared with PoW, PoS increases worker participation and task decentralization because the investment requirement of task participation in the form of blockchain native assets reduces workers' transaction costs in task contracting and their tendencies for hyper-competition. My empirical analysis leverages a natural experiment on Ethereum, namely, the "Merge" event on September 15, 2022, in which the blockchain changed the assignment rules by switching the consensus protocol from PoW to PoS. The results under a difference-in-differences research design confirm my arguments.

Paper: <https://doi.org/10.1002/joom.1358>

Contact: wyang@ceibs.edu

Zheng, M.X., Farh, J.L., Schuh, S.C., Xin, K., & Wu, W. . forthcoming. "Family Paths Towards Abusive or Benevolent Supervision: Parental Influence to Leader Behaviors". *Journal of Business Ethics*. (FT50).

Contact: xzheng@ceibs.edu

jlfarh@ceibs.edu

ssschuh@ceibs.edu

katherinexin@ceibs.edu

Zhong, Ling, Nie, Jiajia and Tan, Yinliang (Ricky). 2025. "Game of brands: Managing brand spillover in a co-opetitive supply chain". *Transportation Research Part E: Logistics and Transportation Review*. (A*). 104100.

Abstract: This study explores brand management dynamics in a co-opetitive supply chain, where a strongbrand Original Equipment Manufacturer (OEM) outsources production to a competitively weaker brand Contract Manufacturer (CM). The CM can leverage this outsourcing relationship to engage in a brand-freeriding strategy, enhancing its brand power through spillover effects from the OEM's brand. However, managing this brand spillover presents a challenge, motivating us to develop a game-theoretic model to analyze the interplay between the OEM's outsourcing decisions and the CM's brand-freeriding strategy. This model introduces a new brand spillover mechanism facilitated by direct outsourcing between competing firms, diverging from existing literature focused on shared CMs. This shift highlights the complex co-opetition relationship, and reshapes strategic dynamics and incentives for both outsourcing and brand-freeriding strategies. Despite the benefits of the costless brand-freeriding strategy, our results unveil three conditions under which the CM should avoid brand freeriding: when spillover is extremely low, the strategy becomes ineffective; for relatively low spillover, prioritizing outsourcing revenue is crucial; and when spillover is modest, focusing on competitive pricing drives greater profitability. Given the risks of brand spillover, our findings suggest that the OEM might be better off maintaining inhouse production to protect its brand equity, even at a cost disadvantage, thus challenging the notion that outsourcing always leads to cost savings. Moreover, comparing equilibrium strategies with and without the CM's commitment to non-freeriding reveals a potential pitfall. The CM's brand-freeriding option, while potentially beneficial, can incentivize the OEM to pursue in-house production, jeopardizing the CM's outsourcing revenue.

Paper: <https://doi.org/10.1016/j.tre.2025.104100>

Contact: yrtan@ceibs.edu

Zhou, H., Wang, Q., & Zhao, X. 2025. "Balancing Stability and Flexibility: The Effects of Blockchain Adoption on Supply Chain Resilience". *International Journal of Production Economics*. 109671.

Newsletter

Faculty Research Publications

Contact: xiande@ceibs.edu

Trade Journal Articles

Xin, K. R. & Yan, J.. 2025 Feb. "The Wave is here 《浪潮已至》". *Business Review*. 5.
Contact: katherinexin@ceibs.edu

Newspaper/Media Articles

Fang, Yue. 2025 April 25. 方跃：金融机构需将AI转型从战术响应转向战略布局. *上海证券报*.
Contact: fyue@ceibs.edu

Fang, Yue. 2025 April 28. AI如何重构金融新生态？这场论坛给出了答案. *第一财经*.
Contact: fyue@ceibs.edu

Fang, Yue. 2025 May 22. AI重塑商业，他们在实战中踩过哪些坑？企业家们这么说……. *中欧知识*.
Contact: fyue@ceibs.edu

Fang, Yue. 2025 May 23. 方跃：从盲目跟风到精准布局，金融机构开始转向“小而专”模型. *第一财经*.
Contact: fyue@ceibs.edu

Wang, Hong. 2025 April 20. 表瞭望经济全景，AI赋能未来——第十届中欧思创会走进安徽合肥. *安徽经视频道*.
Contact: whong@ceibs.edu

Wang, Hong. 2025 April 21. 瞭望经济全景 AI赋能未来 第十届中欧思创会在合肥举行. *江淮晨报*.
Contact: whong@ceibs.edu

Wang, Hong. 2025 April 22. 中欧思创会时隔4年再次在合肥举办 汪泓：安徽科技创新令人惊叹. *安徽商报*.
Contact: whong@ceibs.edu

Wang, Hong. 2025 April 22. 瞭望经济全景，AI 赋能未来 第十届中欧思创会走进安徽合肥. *中安在线*.
Contact: whong@ceibs.edu

Wang, Hong. 2025 April 23. 这场关于“AI赋能未来”的研讨会在合肥落幕. *安徽卫视*.
Contact: whong@ceibs.edu

Wang, Hong. 2025 May 12. 中欧建交50周年论坛成功举行 共商关键领域合作前景. *第一财经*.
Contact: whong@ceibs.edu

Wang, Hong. 2025 May 14. 成就彼此 照亮世界：“中欧建交50周

年论坛“在沪举行. *东方财经浦东频道*.
Contact: whong@ceibs.edu

Wang, Hong. 2025 May 19. 携手共建未来五十年. *国际金融报*.
Contact: whong@ceibs.edu

Wang, Hong. 2025 May 20. 中欧建交50年：商学院背后的“中国深度”与“全球广度”. *FT中文网*.
Contact: whong@ceibs.edu

Xu, Bin. 2025 April 14. 中国是一个可以长期合作的稳定力量. *国际金融报*.
Contact: xubin@ceibs.edu

Xu, Bin. 2025 April 16. The Chinese Economy Standing at Thirty. Chapter 1, *INNOVATE China 2025 Official Competition Guidebook*.
Contact: xubin@ceibs.edu

Xu, Bin. 2025 Feb. 12. Assessing China's Economy in the Trump 2.0 Era. *CEIBS GEMBA Official Wechat Account*.
Contact: xubin@ceibs.edu

Books/Monographs

Chen, Weirui, Ling, Juan and Tian, Jiawei. 2025. *数智重生：战略求变与组织焕新*. 机械工业出版社.
Contact: weiruchen@ceibs.edu

Book Chapters

Lee, Y.T. & Gyamfi, N.Y.A.. 2025. "The Role of Duality and Dynamic Balancing in Global Leadership", Osland, J.S., Reiche, B.S., Maznevski, M.L. and Mendenhall, M.E.. *Advances in Global Leadership*. Emerald Publishing Limited. 167-175.
Contact: gnana@ceibs.edu

Cases

Chen, Shaohui and Zhang, Chi. 2025. "华润啤酒（A）：重塑企业文化". CC-0825-057.

Chen, Shaohui and Zhang, Chi. 2025. "华润啤酒(B)：“华润”和“白酒”如何兼得？". CC-0825-058.
Contact: csophie@ceibs.edu

Chen, Shimin, Fedaseyeu, Viktor and Zhao, Ling. 2025. "Sigma Ventures". CE-0625-062.
Contact: cshimin@ceibs.edu
viktar.fedaseyeu@ceibs.edu

Chen, Zhuo and Zhao, Ling. 2025. "睿莫环保：再生塑料的业务探索". CC-1825-046.
Contact: zhuochen@ceibs.edu

Newsletter

Faculty Research Publications

Chiang, Fung Tung Flora and Zhang, Chi. 2025. "于明要不要跟投?". CC-0825-050.

Contact: fchiang@ceibs.edu

Chng, Han Ming Daniel and Wu, Fan. 2025. "FIYTA: Navigating Strategic Crossroads in China's Watch Market". CE-1825-060.

Contact: dchng@ceibs.edu

Ding, yuan and Cui, Xiang. 2025. "Domofinance: 以金融创新引领能源转型". CC-0625-023.

Contact: dyuan@ceibs.edu

Ding, Yuan and Cui, Xiang. 2025. "豪华邮轮与可持续发展前沿: PONANT 的探险之旅". CC-0525-024.

Contact: dyuan@ceibs.edu

Fang, Yue and Lin, Yanan. 2025. "高德在科技浪潮下的战略演变". CC-1825-051.

Contact: fyue@ceibs.edu

Ghorbani, Majid, Lee, Byron Yee Sing and Wang, Chu. 2025. "AG Esports: Commercialization and Global Expansion". CE-1825-063.

Contact: majidghorbani@ceibs.edu
blee@ceibs.edu

Gong, Yan and Zhao, Haijun. 2025. "元琛科技: 环保产业智能化转型". CC-1825-041.

Contact: gongy@ceibs.edu

Gong, Yan and Zhao, Haijun. 2025. "特来电: 特锐德的“二次创业”". CC-1825-047.

Contact: gongy@ceibs.edu

Gyamfi, N.Y.A., Arthur, M. and Bofo, M.A.B.. 2025. "Seams & Stitches: Improving Organizational Learning". W39495 Ivey Publishing.

Contact: gnana@ceibs.edu

Han, Jian and Zhang, Chi. 2025. "中核集团人力资源管理体系标准化". CC-0825-044.

Contact: jianhan@ceibs.edu

Huang, Sheng and Zhao, Haijun. 2025. "鸿海并购夏普 (A): 差异与整合". CC-0625-025.

Huang, Sheng and Zhao, Haijun. 2025. "鸿海并购夏普 (B): 差异与整合". CC-0625-026.

Contact: shenghuang@ceibs.edu

Huang, Sheng, Zhao, Haijun and Zhang, Chi. 2025. "魔石并购银核 (A)". CC-0625-048.

Huang, Sheng, Zhao, Haijun and Zhang, Chi. 2025. "魔石并购银核 (B)". CC-0625-049.

Contact: shenghuang@ceibs.edu

Kwan, Ho Kwong and Pan, Bin. 2025. "宜泊科技: 技术变革中的领导力". CC-0825-065.

Kwan, Ho Kwong and Pan, Bin. 2025. "宜泊科技: 打造异质化团队". CC-0825-066.

Contact: kwanhokwong@ceibs.edu

Lee, Byron Yee Sing and Pan, Bin. 2025. "茶百道: 深度本地化的组织建设". CC-0825-068.

Contact: blee@ceibs.edu

Li, Mingjun, Zhang, Hua and Pi, Xin. 2025. "上海电建国际化运营的探索与实践". CC-1025-059.

Contact: limingjun@ceibs.edu
zhua@ceibs.edu

Liang, Chao and Zhu, Qiong. 2025. "华住: 多品牌的服务管理". CC-1325-052.

Contact: chaoliang@ceibs.edu

Lu, Yi and Wang, Chu. 2025. "豫园: 东方美学的商业化实践". CC-1125-069.

Contact: michellelu@ceibs.edu

Lu, Yi, Wang, Xiaozhou and Zou, Yuwei. 2025. "老铺黄金: 古法工艺的新传承". CC-1125-022.

Contact: michellelu@ceibs.edu

Lu, Yi, Liu, Geng and Zhao, Haijun. 2025. "暗壳 (B)". CC-1125-053.

Lu, Yi, Liu, Geng and Zhao, Haijun. 2025. "暗壳 (C)". CC-1125-054.

Lu, Yi, Liu, Geng and Zhao, Haijun. 2025. "暗壳 (D)". CC-1125-055.

Contact: michellelu@ceibs.edu

Lu, Yi, Wang, Xiaozhou and Zou, Yuwei. 2025. "泡泡玛特: 超越盲盒". CC-1125-033.

Contact: michellelu@ceibs.edu

Mai, Ke and Pan, Bin. 2025. "一次坦诚的面试谈话". CC-0825-035.

Contact: kemai@ceibs.edu

Mai, Ke and Pan, Bin. 2025. "零零科技: 如何管理自由的灵魂". CC-0825-064

Contact: kemai@ceibs.edu

Price, Lydia Jean and Lin, Yanan. 2025. "Canada Goose: Infusing Social Purpose into branding". CE-1125-030.

Contact: plydia@ceibs.edu

Tan, Yinliang and Liu, Geng. 2025. "三态睿观的抉择: AI 合规平台如何 权衡机遇与底线". CC-1025-029.

Newsletter

Faculty Research Publications

Contact: yrtan@ceibs.edu

Wang, Gao and Lin, Yanan. 2025. "楞阳集团的战略决策". CC-1825-045.

Contact: wgao@ceibs.edu

Wang, Qi and Liu, Geng. 2025. "从传统内容营销到AIGC驱动：企业内容中台的智能化变革之路". CC-1125-061.

Contact: qwang@ceibs.edu

Wang, Qi and Liu, Geng. 2025. "隐奢逸境：文化定位如何重塑酒店估值". CC-1125-027.

Contact: qwang@ceibs.edu

Wang, Taiyuan and Zhu, Qiong. 2025. "T8: 国际创业历程 (1)". CC-0425-037.

Wang, Taiyuan and Zhu, Qiong. 2025. "T8: 国际创业历程 (2)". CC-0425-038.

Wang, Taiyuan and Zhu, Qiong. 2025. "T8: 国际创业历程 (3)". CC-0425-039.

Wang, Taiyuan and Zhu, Qiong. 2025. "T8: 国际创业历程 (4)". CC-0425-040.

Contact: taiyuan.wang@ceibs.edu

Wang, Yajin and Zhao, Liman. 2025. "海尔智家：打造全球企业的ESG沟通力". CB-0525-028.

Contact: yajinwang@ceibs.edu

Wang, Yajin and Zhu, Qiong. 2025. "安踏的品牌多元化". CC-1125-036.

Contact: yajinwang@ceibs.edu

Xin, Katherine Rong and Zhong, Jin. 2025. "云顶新耀转型 (A)：至暗时刻". CC-1425-043.

Xin, Katherine Rong and Zhong, Jin. 2025. "云顶新耀转型 (B)：大逆转". CC-1425-042.

Contact: katherinexin@ceibs.edu

Yu, Tieying and Cao, Zhijing. 2025. "云顶新耀：行业寒冬下的战略转型 (A)". CC-1825-031.

Yu, Tieying and Cao, Zhijing. 2025. "云顶新耀：行业寒冬下的战略转型 (B)". CC-1825-032.

Contact: yutieying@ceibs.edu

Zhao, Xiande, Wang, Liang and Lin, Yanan. 2025. "准时达：助力中国制造业出海". CC-1325-034.

Contact: xiande@ceibs.edu

Zhou, Dongsheng and Ruan, Liyang. 2025. "时代天使：国产隐形正畸龙头的海外征途". CC-1025-021.

Contact: zdongsheng@ceibs.edu

Zhu, Haikun and Miao, Yiwen. 2025. "现实世界资产代币化实施路径及原则". CB-0625-056.

Contact: hkzhu@ceibs.edu

Zhu, Haikun and Wang, Chu. 2025. "区块链技术应用决策". CC-0625-067.

Contact: hkzhu@ceibs.edu

Awards & Honors

Lee, Siew Kim Jean and Wang, Yajin. 2025. Prof. Lee and Prof. Wang won the top prize in the Belt-and-Road category in 2024 EFMD Case Writing Competition for their coauthored case entitled Step Out – How Semir Garment Explored Its Internationalisation.

Mai, Ke. 2025. CEIBS Professor Mai Ke named amongst P&Q's 40 Under 40 MBA Professors for 2025.

Mai, Ke. 2025. Prof. Mai's coauthored paper "Having a Voice in Your Community: A Large-Scale Field Experiment on Participatory Decision-Making in China" won the Best Publication Award from the Behavioral Science & Policy Association (BSPA).

Wang, Hong. 2025. Professor Wang Hong Granted Shanghai Municipal Development and Reform Commission Research Project "Research on the Supply of Innovation Policies for Shanghai's Potential Industries and High-Growth Enterprises".

Wang, Yajin. 2025. Prof. Wang won the Family Business category award in 2024 EFMD Case Writing Competition for her coauthored case entitled Himo: A New Breed in China's Photography Industry.

Xin, Katherine Rong. 2025. Prof. Xin is named A 2024 Top Scholar by ScholarGps.