

INNOVATEChina 2026

Competition Handbook



Preface



Welcome to **INNOVATE**China 2026

Since its founding, INNOVATEChina has been a platform where global talent, bold ideas, and real-world business challenges meet. Participants will not only compete, but also benefit from meaningful learning experiences including building stronger teamwork skills, gaining access to exclusive expert mentorship, expanding global networks, and sharpening their ability to turn ideas into practical impact.

Beyond being a competition, INNOVATEChina is a journey of collaboration, learning, and inspiration. With the support of our corporate partners, mentors, judges, and the CEIBS community, we aim to create an environment where creativity thrives, global perspectives connect, and the next generation of business leaders can shine.

Thank you for being part of INNOVATEChina 2026. We look forward to witnessing your ideas, your passion, and your impact.



About **INNOVATE**China

Founded in 2008 by CEIBS, INNOVATEChina(IC) has grown into one of the world's leading global business innovation competitions. It brings together top teams from international universities to develop impactful solutions, collaborate with industry leaders, and tackle real-world business challenges.

Over the years, the platform has continuously evolved in scope, influence, and global reach, reinforcing CEIBS' position as a catalyst for innovation and a bridge between China and the world. Today, INNOVATEChina stands as a world-class platform for future business leaders to connect, compete, and drive meaningful change.



About **CEIBS**

China Europe International Business School (CEIBS) was co-founded by the Chinese government and European Union (EU) in 1994, with Shanghai Jiao Tong University and the EFMD serving as its executive partners. CEIBS has campuses in Shanghai, Beijing, Shenzhen, Zurich in Switzerland, and Accra in Ghana.

As China's only business school to originate from government-level collaboration, CEIBS is committed to educating responsible leaders versed in "China Depth, Global Breadth" in line with its motto of "Conscientiousness, Innovation and Excellence". Leaders from the Chinese central government and the EU, respectively, have lauded CEIBS as "a cradle of excellent executives" and "a role model of EU-China co-operation".

CEIBS MBA, ranked 1st in Asia, a full-time English programme for future leaders around the world. It is a leadership journey designed for students to immerse themselves in a cross-cultural learning setting — gaining firsthand insights into the business acumen, entrepreneurial spirit and soft skills demanded for leading in the modern world.



Competition Theme

Michelin Business Challenge: ESG as a Growth Engine

How can Michelin leverage innovative business models to scale the circular economy and evolve ESG from a compliance obligation into a growth engine?

1

Scenarios & Target Customers

Where to Innovate

- ▶ Which key mobility scenarios (e.g., EV fleets, smart logistics, autonomous transport, low-altitude economy) should be prioritized in the next 5–10 years?
- ▶ Within these, who are the top 1–2 customer segments, and what drives their willingness to pay?
- ▶ How do they define and measure success (e.g., TCO, reliability, carbon/ circularity metrics)?



2

Solution & Business Model

How to Win

- ▶ How can we design solutions and business models that make circular value recognizable and monetizable for customers?



3

Proof & Communication

How to Prove & Tell

- ▶ How can circular outcomes be converted into credible, reportable ESG KPIs for customers?
- ▶ How to build a sustainable, replicable competitive edge while avoiding greenwashing?



Background

Since entering mainland China in 1989, Michelin has been committed to innovation in technology and business models, delivering safer, more efficient, and more sustainable mobility and lifestyle experiences. In China, Michelin is driving long-term sustainable growth across four core areas: tires, connected solutions, polymer composite materials solutions, and lifestyle offerings.



Tires: Full Lifecycle Management



Promoting low-carbon mobility by enhancing material circularity, optimizing manufacturing and logistics, and extending product life through retreading and recycling.



Connected Solution: Manageable Digital Assets

Providing real-time tire monitoring, predictive maintenance, and data platforms to improve safety, reduce operating costs, and help clients manage carbon emissions.



Advanced Materials Solutions: Innovation Engine

Leveraging expertise in polymers and composites to develop durable, lightweight, and recyclable materials for mobility, energy, and industrial applications.



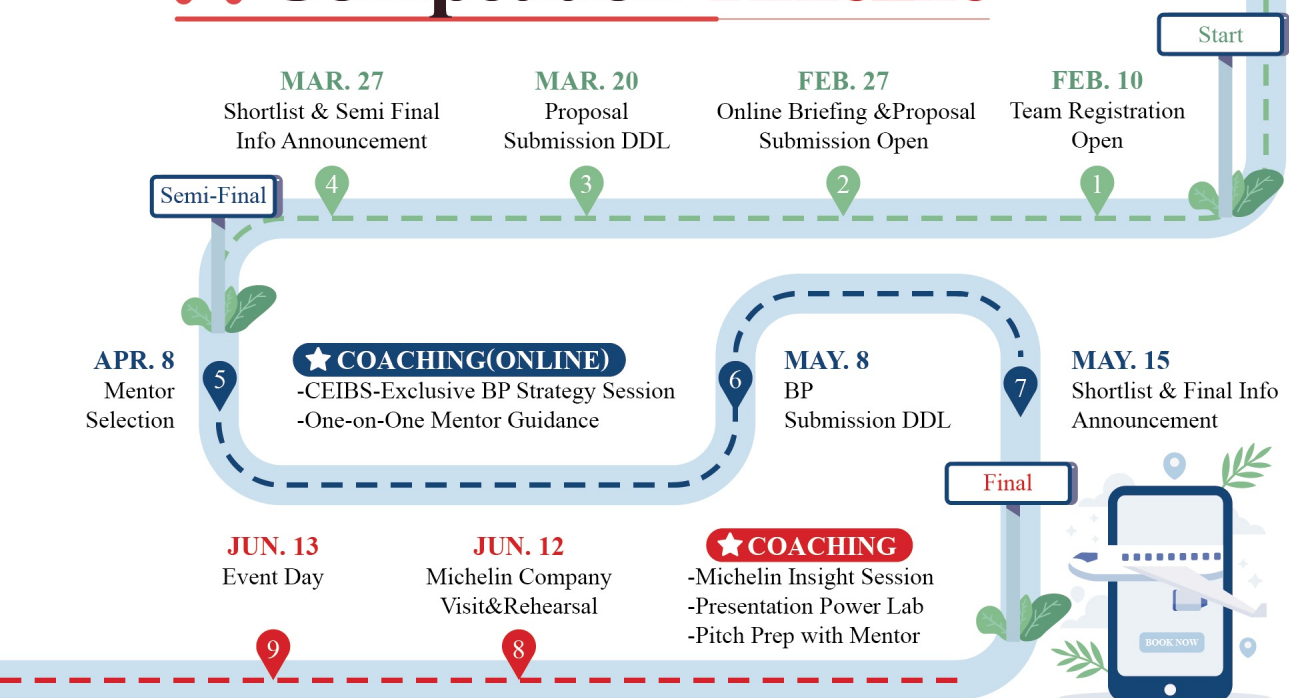
Lifestyle: The Michelin Guide

It extends Michelin's brand identity from "safe mobility" to "quality living," building unique emotional connections and long-term user trust.

- Michelin's mission is to "Lead the Way to Progress", through innovative products, services, and solutions that make mobility and daily life safer, more efficient, and more sustainable.
- We also recognize that true innovation thrives in an open ecosystem, where creating sustainable value demands collective intelligence and collaboration. This initiative therefore aims to identify priority future mobility scenarios, viable circular business models, and key capabilities for Michelin's next-generation competitiveness.
- This is an invitation to co-create. Michelin looks forward to working with you to design truly better ways forward for the future of mobility.



Competition Timeline



How to Participate

Form and Register a Team

- ▶ Each team must consist of 2 to 4 members.
- ▶ All team members must be enrolled in an MBA (full-time or part-time), master, or PhD program.
- ▶ Only one person from each team need to register.
- ▶ The competition is open to students worldwide.



Create Your Business Plan Step by Step

1 Round1

Just submit a 10-page executive summary online that outlines your understanding of the problem, proposed solution, and unique value proposition.

2 Semi-final

Deliver a complete business proposal with an 8-minute video to demonstrate feasibility and execution.

3 Final

Step onto the stage in Shanghai and pitch your refined plan to the judges.

*The business plan must be submitted in English through the online portal.

Judging Criteria

Round 1

Unique insights and creative potential

● Problem Understanding & Insights

Depth of understanding regarding industry pain points and the core challenge.

● Innovation

The uniqueness of the idea and its potential to disrupt traditional approaches.

● ESG Integration

How effectively the proposal embodies and articulates ESG value.

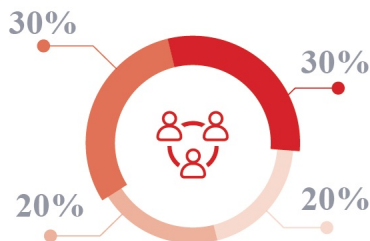
● Clarity & Communication

Logical structure, visual professionalism, and effectiveness of the pitch deck.



Semi-final

Commercial rigor and organizational fit



● Market Analysis and Business Model

● Strategic Alignment with Michelin

● Financial Viability & KPIs

● Analytic Depth

Final

Strategic impact and leadership



● Innovation & Differentiation

● Implementation & Feasibility

● ESG Impact and Sustainability

● Team Performance and Presentation





Mentor Programme

InnovateChina 2026 introduces Star Mentor Programme —
an exclusive opportunity for teams advancing to the Semi-Final round.



Program Benefits: What You Will Gain



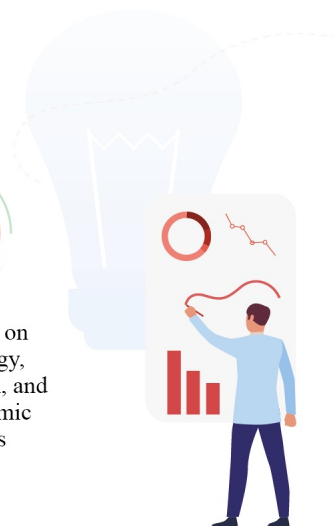
Direct access to seasoned professionals who've successfully navigated innovation and entrepreneurship



Personalized guidance to refine your business plan, transforming your idea from good to exceptional



Expert insights on business strategy, market execution, and scaling in dynamic environments



Program Details: How It Works

Stage 1: Match

- Semi-Final teams submit preferred mentor
- Matching is first-come, first-served
- Each mentor has limited slots
- Placements confirmed based on availability

Stage 2: Guidance (Online)

- One-to-one online mentoring
- Each team will receive at least one mentoring session per round, with additional support based on team needs and mentor availability
- Focus areas: value proposition, market positioning, business model, financial logic, and risk strategy

Stage 3: Pre-Event Coaching

- Confidence building and final polish
- Pitch structure and slide clarity
- Mock Q&A practice





AWARDS AND PRIZES



About Rewards



About Michelin

- Michelin Internship Opportunity
- Networking dinner/ coffee chat with management levels
- Exclusive discovery on Michelin Innovation park



About Honors

- Diversity & Inclusion Excellence Award
- Audience's Choice Award



FAQs

Team & Participation

Can students from different universities form one team?

Yes. Teams of 2-4 members may be formed by students from different universities. The competition is open to MBA, postgraduate, and PhD students worldwide.

Can one person join multiple teams?

No. Each participant can only join one team throughout the competition.

Do all team members need to attend the final in person?

Yes. All team members are expected to attend the Final in person. If unexpected circumstances arise, please contact the organizing committee as soon as possible for assistance.

Travel Support

Do finalists receive travel support?

Yes. Finalist teams, including both domestic and overseas students, will receive travel and accommodation support for the Final in Shanghai. Support is subject to limitations and conditions. Please refer to the Travel Support Guidelines for detailed information

How do we apply for reimbursement?

A reimbursement guideline will be shared with details on required documents, submission deadlines, and payment procedures. Transportation and visa fees will be reimbursed upon submission of valid invoices or payment receipts, up to USD250. The reimbursement will be processed within approximately one month and paid in RMB/USD. The amount you receive will be the net payment after tax deduction.

Visa & Entry to China (Overseas Teams)

Will CEIBS provide visa application help?

We will provide necessary support to assist eligible participants with the visa application process, as required.

How long does the visa process take?

Processing time varies by country. Finalists are encouraged to prepare early.

FAQs

Accommodation, Meals & Local Arrangements

Will accommodation be provided?

Yes. Twin-bed accommodation will be provided for finalist teams.

Will meals be provided?

Dinner provided on the final event day.

Do participants need insurance?

Participants are encouraged to have valid travel and health insurance.

How many days do we need to stay in Shanghai?

Finalist teams should plan to stay for multiple days, as activities will be arranged both before and after the Final event, such as company visits and cultural experiences. A recommended travel window and detailed schedule will be shared later.

Can we arrive earlier or stay longer using event support?

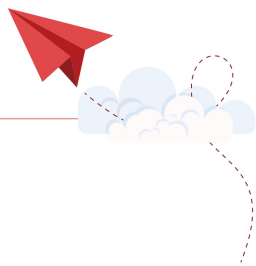
Event support is limited to the official competition period. Any additional nights, flights, or personal travel outside the scheduled program must be covered by participants themselves.

Prizes & Certificates

Will certificates or participation proof be provided?

Yes

序言



欢迎参加 INNOVATEChina 2026

自创办以来，INNOVATEChina 一直是全球人才、突破性理念与现实商业挑战交汇的平台。踏上这段旅程，意义远不止于角逐。您将与同伴在协作中碰撞火花，直面行业顶尖专家的指导，对话全球伙伴拓展视野，并最终实现将想法落地为真正影响力的飞跃。

INNOVATEChina 不仅仅是一项竞赛，更是一场关于灵感、协作与提升的旅程。借助企业合作伙伴、导师、评委以及 CEIBS 的支持，我们致力于打造一片沃土，让创造力自由生长；构筑一个熔炉，让全球视野在此碰撞；最终，点燃并定义下一代的商业领袖。

感谢您成为 INNOVATEChina 2026 的一员。我们期待见证您的创意、激情与影响力。



关于 INNOVATEChina

INNOVATEChina (IC) 由中欧国际工商学院于 2008 年创办，已发展为全球领先的商业创新竞赛平台之一。它汇聚来自国际知名院校的顶尖团队，共同开发具有深远影响力的解决方案、与行业领袖合作、并应对现实中的商业挑战。

多年来，INNOVATEChina在规模、影响力与全球触及度方面持续演进，进一步强化了中欧作为创新催化剂以及连接中国与世界的桥梁的地位。如今，INNOVATEChina 已成为未来商业领袖交流、竞赛与推动有意义变革的世界级平台。



关于中欧国际工商学院

中欧国际工商学院由中国政府和欧洲联盟于1994年共同创立，是中国唯一一所由中外政府联合创建的商学院。学院始终秉承“认真、创新、追求卓越”的校训，致力于培养兼具中国深度和全球广度、积极承担社会责任的领导者，已形成在三大洲五地（中国上海、北京、深圳，瑞士苏黎世和加纳阿克拉）办学的全球化格局，被中国和欧盟的领导人分别赞誉为“众多优秀管理人士的摇篮”和“欧中成功合作的典范”。

伴随着中国经济迈向世界舞台中央的稳健步伐，历经31年砥砺前行、不懈创新，学院从西方经典管理理论的引进者、阐释者，逐渐成长为全球化时代中国管理知识的创造者、传播者，不仅建成了一所亚洲顶尖、全球一流的商学院，也构筑了中国和欧洲乃至世界经济文化交流的平台。

中欧国际工商学院MBA是亚洲排名第一的全日制全英文 MBA 项目，汇聚了来自全球的未来领袖，培养学员现代领导者必备的商业洞察力、创业精神与综合软实力。



赛题聚焦

米其林商业挑战赛：以ESG点燃增长引擎

米其林如何用创新商业模式把 ESG 从合规要求升级为增长引擎，让循环经济在未来出行场景中实现规模化落地。

1

场景 × 客户选择

- ▶ 未来 5-10 年，哪些关键出行场景最值得优先关注（如但不限于 EV 车队、智慧物流、自动驾驶生态、城市公共交通、低空经济等）？
- ▶ 在这些场景中，Top 1-2 最优先的目标客群是谁？他们为什么愿意付费——付费逻辑与决策链是什么？
- ▶ 从客户视角看，“成功”应如何定义与衡量？（如 TCO、可靠性、碳强度、循环指标、披露可用性等）



2

方案与商业模式

- ▶ 应如何设计解决方案与商业模式，使循环价值可被客户认可并实现变现？



3

证明与传播

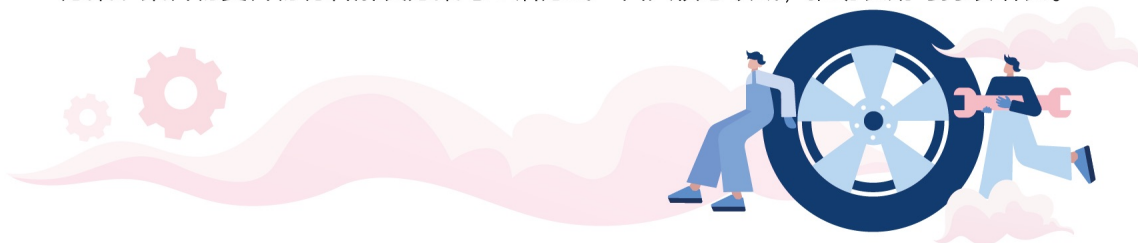
- ▶ 如何把循环成果转化为客户可用的 ESG KPI 与报告（可核算、可验证、可用于披露）？
- ▶ 如何形成可持续、可复制的差异化竞争力，并降低“漂绿”风险？





赛题背景

自 1989 年进入中国内地市场以来，米其林始终致力于科技和商业模式创新，为人们提供更安全、更高效、更可持续的出行与生活体验。在中国，米其林正围绕“轮胎、互联解决方案、聚合物复合材料材料解决方案与生活方式”四大核心领域，推动长期可持续增长。



🔗 轮胎业务：以全生命周期管理推动低碳出行

通过提升材料循环利用率、优化生产与物流，以及翻新与回收延长产品寿命，推动低碳出行。



✂️ 互联解决方案：让轮胎成为可管理的数字化资产

提供实时轮胎监测、预测性维护与数据平台，提升安全、降低运营成本，并协助客户管理碳排放。

⚙️ 聚合物复合材料解决方案：打造未来材料创新引擎

依托高分子与复合材料技术，开发耐用、轻量、可回收的材料，应用于出行、能源及工业领域。

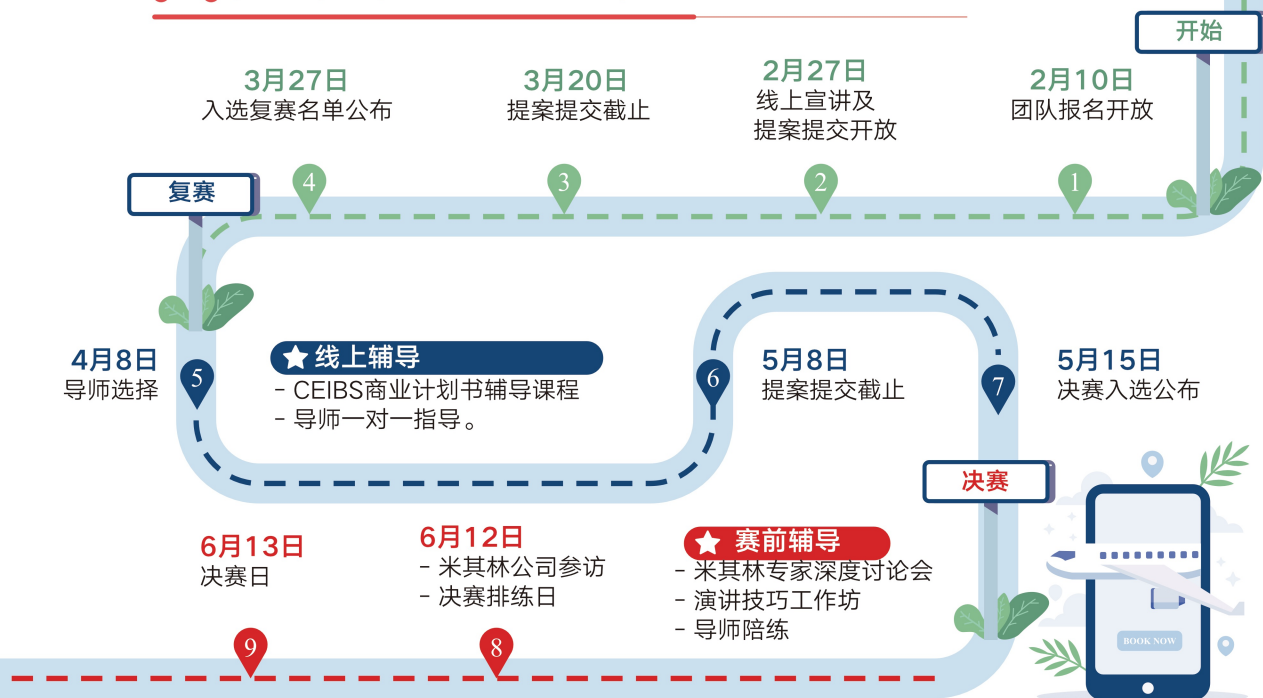
📖 生活方式：用米其林指南连接出行与品质生活

通过米其林指南，米其林在中国持续打造高品质生活方式平台，为消费者提供值得信赖的美食、旅行和文化体验，构建了独特的品牌情感链接与长期用户信任。

- 米其林的使命，是“引领进步之道”——通过创新的产品、服务与解决方案，让出行与生活更安全、更高效、更可持续。
- 与此同时，我们也清楚看到：推动创新的力量更来自于开放式创新生态里每一个利益相关方，在可持续的发展方向上创造商业价值必须依赖集体智慧和协同努力。因此，我们发起此次倡议：共同思考哪些未来出行场景值得米其林优先关注，哪些循环模式能创造实际商业价值，以及哪些新能力将塑造米其林的下一代竞争力。
- 这是一次真实的共创邀请，米其林期待与你一起，为未来出行，设计真正更好的前进方式。



竞赛时间线



如何参赛

组建并报名团队

- ▶ 每支团队须由 2 至 4 名成员组成。
- ▶ 所有团队成员须为在读 MBA（全职或兼职）、硕士或博士研究生。
- ▶ 每支团队仅需一人代表填写报名信息。
- ▶ 本赛事面向全球学生开放。



制定并逐步打磨你的商业计划书

第一轮

仅需线上提交一份不超过10页纸的商业计划方案概览，概述您对问题的理解、拟议方案及独特价值主张。

复赛

提交一份完整的商业计划及一段 8 分钟内的视频，充分展示方案的创新性和可行性。

决赛

登上上海决赛舞台，向评委们展示精心打磨的商业计划。

*请在截止日期前，将英文撰写的商业计划书通过本网站上传提交。

评分标准

第一轮

独特洞察力与创新潜力

● 问题理解与洞察

对行业痛点与核心挑战的深入理解。

● 创新性

想法的原创性及颠覆性。

● ESG 价值体现

ESG 与核心业务的融合度、创造的社会与环境影响力

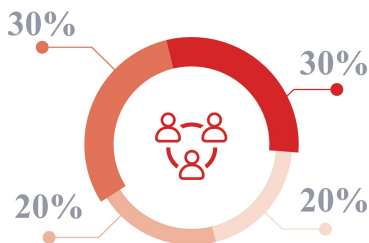
● 清晰度与专业呈现

方案材料结构清晰，呈现专业。



复赛

商业严谨性与业务契合度



● 市场分析商业模式

● 与米其林战略契合度

● 财务与价值指标

● 洞察深度与严密论证

决赛

战略影响力与领导力



● 创新与差异化

● 落地潜力与执行规划

● ESG 影响力与可持续性

● 现场表现与团队势能



明星导师计划

INNOVATEChina 2026 现重磅启动「明星导师计划」。此为核
心赛段的专属特权，仅面向成功晋级复赛的精英团队开放。



专属收获

直通人脉

直接对话创新与创业
领域的成功实践者

专属打磨

获取个性化指导，将商
业计划书从优秀推向卓
越。

战略飞跃

掌握在动态市场中
构建战略、高效执
行并实现规模扩张
的关键洞察。



参与指南

阶段一：导师匹配

- 复赛团队提交导师偏好。
- 匹配采用先报名先分配原则。
- 每位导师名额有限。
- 根据名额可用情况确认分配。

阶段二：线上指导

- 提供一对一线上导师辅导。
- 每支团队每轮至少安排一次辅导，如有额外需求自行商议。
- 导师就方案价值主张、市场定位、商务模型、财务逻辑与风险策略提供专业指引。

阶段三：赛前辅导

- 打磨终极方案，建立从容台风。
- 梳理演讲逻辑，优化专业表达。
- 实战预演，模拟问答攻防。



奖项与奖金

🏆 现金大奖



🌟 米其林战略合作

🎯 米其林实习机会

🗨️ 米其林高管社交晚餐/咖啡对谈时间

📍 米其林创新园区专属参访机会

🏆 特别荣誉奖

🔥 多元与包容卓识奖

👏 最佳人气之选奖



常见问题

团队与参赛

来自不同院校的学生能否组成一支队伍？

可以。2-4 名成员的团队可由来自不同院校的学生组成。本竞赛面向全球 MBA、研究生及博士生开放。

一个人能否加入多支队伍？

不可以。每位参赛者在整个竞赛期间只能加入一支队伍。

所有团队成员都必须亲临决赛现场吗？

是的。所有团队成员均需出席决赛。如有突发情况，请尽快与组委会联系。

差旅支持

决赛团队能否获得差旅支持？

可以。决赛团队（包括国内及海外学生）将获得前往上海参加决赛的差旅及住宿支持。详细政策敬请关注后续《差旅支持指南》。

如何申请报销？

组委会将分享详细的报销指南，包括所需文件、提交截止日期及支付流程。交通费用及签证等杂费将在提交有效发票或支付凭证后进行报销，上限250美元，报销款项将在约一个月内处理并支付，币种为人民币或美元。您最终收到的金额为扣除相关税费后的净额。

签证及中国入境（海外团队）

CEIBS 是否会提供签证申请协助？

主办方将根据需要，为符合条件的参与者提供签证申请方面的必要支持。

签证办理流程需要多长时间？

办理时间因国家而异。建议决赛团队尽早准备。

常见问题

住宿、餐饮及当地安排

会提供住宿吗？

决赛团队将安排双人间住宿。

会提供餐食吗？

决赛当天将提供晚餐。

参赛者是否需要保险？

建议参赛者购买有效的旅行及健康保险。

我们需要在上海停留多少天？

本次上海决赛之旅包含企业参观、文化体验等丰富活动。为便于您参与完整赛程，建议计划停留数日。详细的日程安排请见后续通知。

我们的小提示：预留一些自由时间探索上海，会是很棒的体验！

若提前抵达或延后离沪，可否继续享有赛事的差旅住宿支持？

差旅支持仅包含既定赛程内的安排。若计划提前到达或延后离开，相关行程与费用需请团队自行规划和承担。

奖项与证书

会提供参赛证书或参赛证明吗？

组委会将提供参赛证书。



Contact Us

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