

JHC2025 全国总决赛用案例 2

Case 2 for JHC2025 grand final

Provided by case study partner CEIBS MBA

特此鸣谢大赛案例合作伙伴

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Case background

Ant Forest is a public welfare and environmental protection application launched by Alipay in August 2016. Users of this application can obtain green energy by participating in low - carbon activities specified by Ant Forest and collect the energy on the Ant Forest interface the next day (see Appendix 1). When the energy accumulates to a certain value, users can exchange it for saplings. Alipay will donate to public welfare organizations and commission them to plant trees in the desert in the name of users. Since low - carbon activities involve many aspects of daily life and energy needs to be collected every day, it has become a habit for Ant Forest users to open and use Alipay several times a day.

As of August 2019, Alipay has led more than 500 million Ant Forest users to plant 122 million real trees in desertified areas, with a total planting area of more than 1.68 million mu, and a cumulative carbon emission reduction of more than 7.92 million tons, equivalent to saving 11.6 billion kWh of electricity, approximately equal to the daily electricity consumption of Shenzhen citizens in 2018. At the same time, it has protected 180,000 mu of public welfare protected areas, cumulatively created more than 400,000 green jobs, and realized labor income of more than 60.59 million yuan.

Accompanying the above achievements, Ant Forest has achieved its innovation in the field of low - carbon environmental protection public welfare: it has lowered the threshold for individuals, public welfare organizations and enterprises to participate in green public welfare, and built a green public welfare platform that everyone can participate in. It has promoted the mutual encouragement between "visible green" (planting trees) and "invisible green" (low - carbon life), forming a public welfare incentive closed - loop. At the same time, it has turned public welfare into mutual benefit, allowing all participants to obtain value.

In order to promote the continuous innovation of Ant Forest, Ant Financial Services Group, to which Alipay belongs, has decided that there is no upper limit on the investment in Ant Forest.

However, as the product manager of Ant Forest, Zu Wang pointed out his challenges in early 2020. "To make it a sustainable public welfare platform, can we rely on the group's investment endlessly? What new attractiveness and cohesion should we build to attract resources from the whole society and users to jointly maintain the sustainability of Ant Forest? What kind of sustainable business model of public welfare should we build?"

Questions focused:

1. How does Ant Forest implement environmental protection public welfare as a normalized practice?
2. While creating social value, what kind of business value has Ant Forest created?
3. How much environmental benefit can Ant Forest bring about?
4. How can the Ant Forest platform ensure sustainable development?
5. Which issue among environmental, social and corporate governance do you think the Ant Forest project is more in line with? Why? Please try to make sustainable information disclosure from the four - element framework of "*governance, strategy, risk management, indicators and targets*".

JHC2025 only

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