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A Case Study Based on Henan Jianye Group

Stay or Leave? A 34-Year 'Long-Termism' Case in China's Heartland



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Background — The “Headquarters Relocation Wave” vs. Jianye’s Choice

2010s: Headquarters relocation wave to first-tier cities

Motives: Lower financing costs & attract top talent

2000–2020: 38 relocations by 35 major developers

- Shanghai: 25
- Shenzhen: 6
- Beijing: 5



Jianye’s Counter-Choice

Jianye’s choice: Stay in Henan (while peers moved to the coast)

- **A “suboptimal” decision?** → Actually, long-term strategic discipline
- **Founder’s Quote：** “Rooted in Central Plains, Serving the People” — 34-year commitment
- **Key Facts：**
  - Founded： 1992
  - Headquarters: Zhengzhou (never relocated)，
  - Coverage: 18 prefecture-level cities + 122 county-level cities in Henan
  - Strategic principle: “Act when you should, not when you can”





The ‘Suboptimal’ Choice — Why Stay When Giants Move?

Core question: Why did Jianye stay while peers left?

2002: Launched “Provincial Deepening Strategy”

– Focus on Henan only

– Five-tier market linkage (province → city → county → town → village)

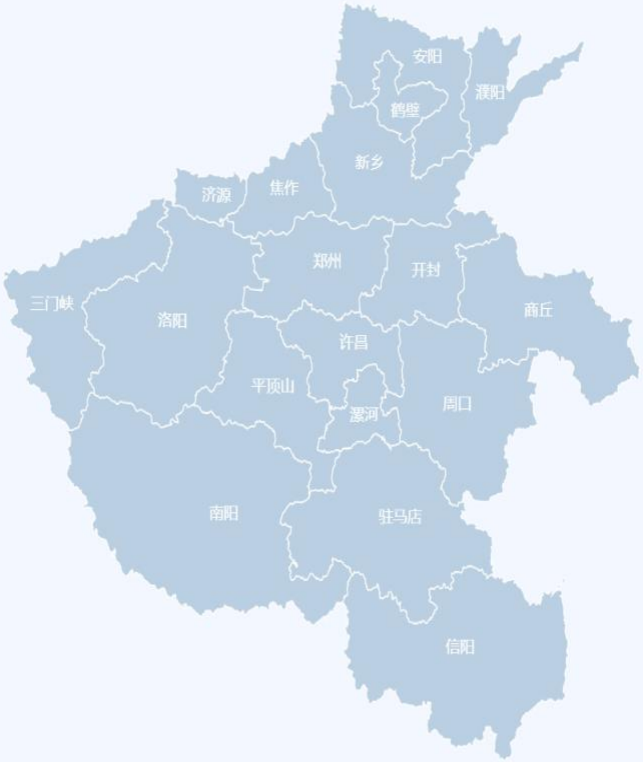
Hu Baosen‘s principle:

– “Act when you should, not when you can”

– “Your radius must be smaller than your capability”

Business logic: Henan’s urbanization dividend + population base + consumption upgrade = sufficient market space

Quantitative evidence (by end of 2019): Full coverage of 18 prefecture-level cities + 122 county-level cities in Henan.Market share reached 10.5%-11.2% by 2024.





Hu Baosen

Beyond GDP — The Untold Story of a ‘Staying’ Enterprise

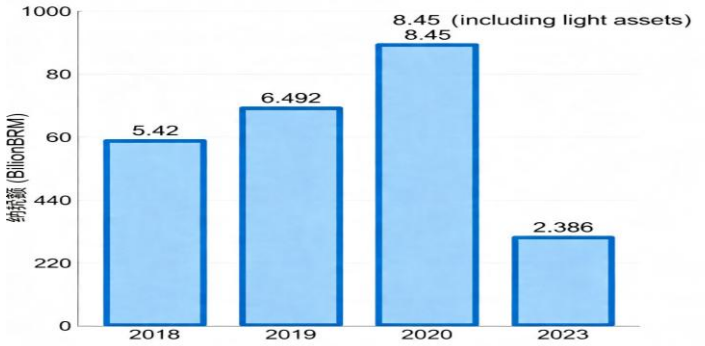
Core argument: A company‘s “staying” is the most solid social responsibility

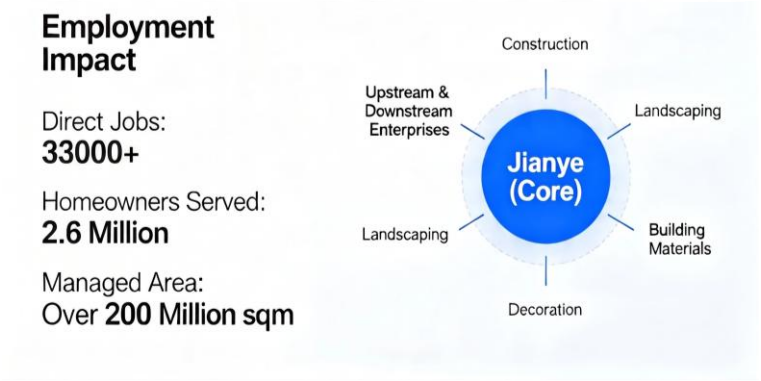
Tax contribution: Cumulative > RMB 58.6B (as of end-2024); peak RMB 6.492B (2019)

Employment: 33,000+ direct jobs (92% local); serves 2.8 million homeowners; >230 million m² under management

Market position: 10.5%-11.2% share, consistently #1 in Henan

Industrial driving force: Nurtured local upstream/downstream firms in construction, landscaping, decoration, materials, Nurtured 2,300+ local SMEs





Redefining CSR — Rootedness as Responsibility (Anchor Role)

Core argument: The deepest CSR is to rise and fall with the land you call home

Delivery assurance: By March 2025: 358,000 units delivered (98.2% rate); Hu's pledge: "No unfinished home"

Cultural deepening:

– "Only Henan·Drama Fantasy City": 622 acres, 21 theaters, RMB 6B investment

– Henan Football (since 1994): >RMB 3.5B invested, only club never changed owner in Chinese history

– Jianye Grand Food Hall: revived 58 intangible heritage dishes, served >12M customers, "zero-rent" model

Social role: A root, a guardian, a cultural creator



Deep Dive — The Value of “Only Henan·Drama Fantasy City”

Location breakthrough: Built on vacant land (not in CBD, not relying on historic sites)

Scale: 622 acres, 21 theaters, ~700 minutes of non-repeating performances – China‘s largest theater cluster

Achievements (by end of 2025):

– 46M visits;

– 78.3% from outside Henan;

– 85.6% post-85s youth;

– RMB 5B in ancillary revenue;

Cultural significance: Rooted in Yellow River civilization, tells the story of “Land, Grain, Heritage” – reshapes Central Plains’ image

Differentiation from external developers:

– External: “Finding opportunities in the market”

– Jianye: “Creating incremental value for the city”



Football and Grand Food Hall

➢ **Football — A 30-Year Emotional Anchor**

- Since 1994: Never changed investor — unique in Chinese football history
- RMB 3.5B invested
- 200+ pro players trained, 18 called up to national youth teams
- Spiritual home for millions of Henan fans
- Insight: Long-term sports commitment builds generational trust, not short-term PR

➢ **Grand Food Hall — CSV in Action**

- Preserves Henan's intangible cultural heritage (ICH) cuisine
- 32 locations, 216 local vendors, 58 ICH dishes (23 provincial, 35 municipal)
- 12 million customers served
- "Zero rent, full empowerment" model
- Shared value: Merchants +RMB 180k/year; society revives traditions; Jianye gains unique brand asset
- Collected by Peking University Management Case Center





Key Data Summary and Methodology & Acknowledgements

Dimension	Key Data
Founded	1992
Business Coverage	Full coverage of 18 cities + 122 counties in Henan
Cumulative Tax Paid	> RMB 58.6 billion
Direct Employment	33,000+ employees
Homeowners Served	2.8 million+
Market Share	10.5%-11.2%, consistently #1 in Henan
"Only Henan" Visits	>46 million
Home Delivered	358,000 units

- **Case study method:** Based on in-depth interview with a senior representative of Jianye Group
- **Data sources:** Jianye Group official data, CSR reports, public media coverage
- **Special thanks:** Interviewee and Jianye Group



A tree is to the land as an enterprise is to society — deep roots, rich shade.