WHAT WORKS: BRANDING CONCEPTS IN THE CONTEXT OF CHINA

August. 2020

HONG KONG | BEIJING | SHANGHAI
www.daxueconsulting.com
Meaning of a brand and branding for us

- A recognizable expression
  - Steffi Noel

- A perception of one company
  - Cassie Chen

- How an entity/organization is recognized and perceived by consumers
  - Zhe Tao

- A series of insignias that appeal to consumer emotions and guide purchase decisions
  - Allison Malmsten

- Brands are the nations of the 21st century. They develop values, communities, flags, territories.
  - Matthieu David

- Adding value beyond the product or service itself
  - Mike Vinkenborg

- A symbol that consumers can easily identify
  - Bokuan Chen

- A reference point to help the consumer navigate an increasingly complex world
  - Remi Blanchard

- The process of creating awareness and perception towards the brand for the consumers
  - Min Chun

- Building a strong emotional connection with the customer
  - Sofya Bakhta

- The simplified embodiment of a complex offer
  - Remi Blanchard

- A system that structures the adequate expression of the brand identity
  - Matthieu David

- Telling a good story; building a solid brand moat which ensures consistency
  - Shuyi Han

- Finding a group of people who resonate and agree with your brand
  - Meina Dong

- Adding a spirit to a brand by showing at the same time, its heritage, value proposition and its future
  - Steffi Noel

- Creation of a brand personality
  - Mike Vinkenborg
CONTENT OUTLINE

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Branding: The Basics
We all know what a brand is. But what exactly does it do?

A brand is the starting point and the face of a business strategy.

3 functions of a brand:

- **Navigation**: Helps consumers choose between existing choices on the market.

- **Reassurance**: Reassures customers that they have made the right choice by showcasing the qualities of the product or service.

- **Engagement**: Helps customers identify with the company and connect with others while differentiating themselves.

*Brand value is very much like an onion. It has layers and a core. The core is the user who will stick with you until the very end.*

—Edwin Artzt, former CEO at P&G

Components of a Brand:

- **Visual**
  - Logos
  - Name
  - Symbols
  - Terms/Phrases
  - Package Design

- **Non-Visual**
  - Vision
  - Values
  - Promise
  - Personality
  - Mission

Source: Marketing Management 14th Edition by Kotler and Keller
What are the 3 functions of brand identity?

- Fuels recognition
- Amplifies differentiation
- Simplifies “big concepts” behind a brand to make it more tangible and concrete for the target audience

Brand identity fuels recognition and amplifies differentiation.

Brand identity is the **tangible expression** of the brand and takes disparate elements and unifies them into whole systems.

What are the tangible expressions of a brand?

Strong visual identity and brand design system that makes a brand recognizable without the name or logo being visible.

“Design plays an essential role in creating and building brands. Design differentiates and embodies the intangibles - emotion, context, and essence - that matter most to consumers.”

— Moira Cullen, Senior Director, Global Design. The Hershey Company

Source: Designing Brand Identity (Fourth Edition) by Alina Wheeler
What daxue consulting considers as brand identity essentials

**Meaning**
What the brand stands for; a big idea, or values, and it can evolve overtime. 

**Hotel chain Marriot** in Chinese is **Wan Hao (万豪)**, which means "10,000 wealthy elites," perfect for a brand focused on the luxury travel market.

**Vision**
A compelling vision conveys how the brand imagines the future and where the brand wants to lead its audience. 

**Coca-Cola’s vision** is to craft the brands and choice of drinks that people love, to refresh them in body and spirit.

**Coherence**
Conveying a consistent identity in which the company is clear about how it wants to be perceived.

**Entering China, L’Occitane** kept its original skincare line and image as simple, fresh and authentic.

**Authenticity**
Making decisions that are consistent with the brand’s image and values. 

**Arla**, a Danish top-selling dairy brand in China, emphasizes they are royally certified, and they promise on delivering “natural, no preservatives” products.

**Value**
Creating value for your audience, such as having corporate social responsibility, being environmentally conscious, etc.

**ICICLE**, an eco-friendly fashion brand founded in Shanghai, offers ethical products to its customers.

**Flexibility**
It is necessary to be flexible to the unpredictable market evolution while maintaining the same identity. 

**McDonald’s** in China adapted their services in food delivery and production during the peak of COVID-19.
Consistency is core to a strong brand identity, SUPERMONKEY shows us why

SUPERMONKEY’s brand identity enhances recognition and differentiation in the face of competitors

SUPERMONKEY uses WeChat as their primary online platform to attract and retain customers. The first thing one sees on their page are their selling points: “pay by the class, no membership card, professional trainers, and no sales.” Gyms are breaking out of the traditional long-term membership deals. This matches with the modern Chinese consumer's desire for flexibility and instancy.

What makes their brand identity distinctive and recognizable?

- **Strong and clear vision** as a trendy fitness center in eight major Chinese cities: “Super Life, Super Me”
- **Coherent** store décor as a self-served gym; yellow = energy, gorilla = power, black = Contrasts with yellow
- **Ubiquitously located** in malls around office areas for urban working individuals
- **Convenient** pay-per-use model through instant class registration in WeChat mini program

Location search in WeChat

Popular classes in WeChat

Class registration in WeChat
Brand equity is all about customers’ point of view (1/4)

Brand equity = brand awareness + brand loyalty + brand image + (brand elements + marketing activities and supporting programs + brand association)

**Brand Awareness**
Extent to which customers are able to recall or recognize a brand
- **Top-of-mind**: consumers mention the brand spontaneously
- **Aided**: consumers claim knowing the brand after being shown stimulus

**Brand Loyalty**
Tendency of consumers to continuously purchase one brand’s products over another
One brand-building goal is to strengthen the size and intensity of each loyalty segment

**Brand Image**
A set of beliefs consumers hold about a brand
Conveys emotional value and not just a mental image

**Brand Elements**
Together, all elements of the brand work as a psychological trigger or stimulus that causes an association to all other thoughts one has had about this brand

**Marketing Activities + Supporting Programs**
The number of marketing activities is limited only by your imagination
It must align with local culture and tastes
Digital and mobile marketing are a critical part of the mix for reaching Chinese consumers

**Brand Associations**
Anything that connects the customer to the brand
Include product attributes, design, user imagery, product breadth, innovation, brand personality, and symbols
What drives brand equity? (2/4)

Brand elements are just the start of a customer’s brand perception

Name
The Chinese name is a phonetic translation. When combined, the two characters inspire perseverance. Its name is also simple, has a direct product link, and has a positive meaning, making it easily reachable to local consumers.

Symbol
Nike is the Goddess of Victory in Greek mythology. The Swoosh logo is derived from the goddess’ wing ‘swoosh,’ which symbolizes speed, power, movement, and motivation. The tick mark also stands for “correct” and “yes,” applicable to many cultures.

Logo
The Swoosh logo is one of the most recognizable and valuable brand logos in the world. The logo and the Nike’s trademark “Just Do It” make up the core of the brand.

Design
The simple design conveys motion and speed, and it illustrates half of a running track. When placed on a shoe, the logo design also looks clean and classic, also making it memorable to the consumer.
A culturally conscious campaign is a quality campaign

Nike’s 2020 Chinese New Year advertisement tells a coming of age story featuring a Chinese girl and her connection with family, while promoting running shoes. Chinese consumers appreciate how much a brand understands their culture, earning the campaign much social media buzz.
What drives brand equity? (4/4)

Associations are the immediate connections a customer makes with your brand.

**Innovative Technology**
Nike has established themselves as an industry leader in technology development, with new and improved products year after another.

**High Quality Products**
Over the years, Nike’s brand equity in China has increasingly become a brand with stylish street fashion as well. Consumers have associated their products with style and performance.

**Success and Achievement**
Nike’s use of celebrity endorsements makes consumers associate ideas of success, talent, and winning with their products.

“Be a little bit wilder” with Zhou Dongyu

**Sports**
Nike associates its brand with famous athletic celebrities with similar personalities as the brand. They are mostly high-achievers.
Each customer touchpoint is an opportunity to communicate (1/3)

Touchpoints drive brand awareness and brand loyalty

A customer touchpoint is **any bit of interaction or communication** made between a brand and its customers, from when they first become aware of it, until they dispose of it. An identity should be expressed in every touchpoint.

![Diagram showing main customer touchpoints in China](image-url)
**Discovery touchpoints in China: Fostering customer-brand connection (2/3)**

Illustration: What triggered Chinese consumers' interest in luxury brands/products?

### Discovery touchpoints by consumer attention in China’s luxury industry

(2019, % of consumer’s attention, rounded to the nearest percentage)

<table>
<thead>
<tr>
<th>Touchpoint</th>
<th>Online/mobile</th>
<th>Offline</th>
</tr>
</thead>
<tbody>
<tr>
<td>TVC/Print/Event/OOH</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Online word-of-mouth</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Offline word-of-mouth</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Offline store</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Third-party EC</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Digital ads</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Brand web and miniprogram</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Other social media</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Brand social media (Wechat/Weibo)</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>KOL (Wechat/Weibo/Red)</td>
<td>14%</td>
<td></td>
</tr>
</tbody>
</table>

- **Offline marketing (10%)**
- **Earned traffic (25%)**
- **Organic traffic (20%)**
- **Other digital media traffic (22%)**
- **Social content traffic (24%)**

55% of luxury consumer’s attention for discovery touchpoints are **online**: social media, other digital channels, or online word-of-mouth.

Source: BCG X Tencent Luxury Study 2019
China’s strong digital landscape is backed by smooth touchpoints (3/3)

Interconnected digital touchpoints make for a frictionless customer experience

One observes … an increasingly more digital and mobile-centric lifestyle in China

With the risk of … multiple touchpoints and a fragmented consumer shopping journey

So, brands need to … offer smoother user navigation from traffic generation (promos) and conversion platforms (sales)
Consumer expectations in China are extremely high, and they expect a seamless experience. They don’t see the difference between the online and offline world, and therefore expect all the brand touchpoints to fully reflect the brand.

Louis Houdart, Founder & CEO at CREATIVE CAPITAL
Create clarity from chaos: Build a brand hierarchy within one company (1/2)

Get a clear view and organize different subsections of your brand

**Brand architecture:** the interrelationship of the parent company, subsidiary companies, products, and services within one organization.

Key questions to answer before deciding on brand architecture:

- What are the **benefits of leveraging** the parent company's identity?
- Does the **positioning of the new entity** require distancing from its parent company? (e.g. in the case of 2 very different industries)
- Will **co-branding** confuse consumers? (Current and prospects)
- Should we ensure that the **parent company is always visible** in a secondary position?
- How do we **brand this new acquisition**?

Source: Marketing Management 14th Edition by Kotler and Keller
The types of brand architectures with Chinese examples (2/2)

### Branded House

One strong master brand, and all sub-brands use the same master brand and only differentiate in their descriptions.

It capitalizes on established customer loyalty where audiences care less about product features or benefits than they do about the central brand promise they know and love.

![Examples of Branded House](image1.png)

### House of Brands

Company oversees a set of independently-operated brands.

The parent brand is primarily important only to the investment community.

![Examples of House of Brands](image2.png)

### Endorsed

A portfolio of independent brands, each endorsed by the organizational parent brand. The sub-brands benefit from their association with, or endorsement from, the parent.

An endorsed strategy is one where you’ll find messaging like “brought to you by...”

![Examples of Endorsed](image3.png)

### Hybrid

Combination of other types; Offers the flexibility of having multiple tiers of distinct hierarchies.

A hybrid model offers the flexibility of having multiple tiers of distinct hierarchies, including varying levels of market-facing brands subservient sub-brands.

![Examples of Hybrid](image4.png)
What does this all mean for China?

Treat branding in China like a new chapter

“Entering China is to start again.”

Matthieu David, Founder & CEO at daxue consulting

Any brand must reconsider the basics when entering the Chinese market, even brands which are well-known and established outside of China.
JellyCat stays versatile to enter China’s market

The British brand earns success with strategic branding on Tmall

**Change in brand positioning**

Initially positioned as a children’s toy, British brand JellyCat didn’t generate as much revenue in China. It was **rebranded as more of a fashionable accessory instead of a toy**, which appealed to young women who put JellyCat inside their bags to accompany them at work.

**Success:**

#1 in Tmall’s plush toy category

**Appeal to Chinese consumers**

Highlighting that their products are **popular among the royal family** shows they are worth a higher price than local competitors.

Emphasizes that a JellyCat toy has **grew up with Princess Charlotte** to protect and accompany her.
We used a lot of **UK-related elements to show the product was premium.** To create a storytelling, **the royal family was the theme** that we used [a few years back].

Renata Thiebaut at Web2Asia, Tmall Partner agency of JellyCat
By-the-numbers: Brand Measurement
How to calculate the value of a brand

**MARKET SEGMENTS**

- Financial Analysis
- Demand Drivers
- Competitive Benchmarking
- Intangible Earnings
- Role of Branding
- Brand Strength

**BRAND VALUE**

(Net present value of future brand earnings)

1. **Market Segmentation** – Divide the market(s) into mutually exclusive segments
2. **Financial Analysis** – Assess purchase price, volume, and frequency to get Economic Earnings
3. **Role of Branding** – Represents the percentage of Economic Earnings the brand generates; multiplying the Role of Branding by Economic Earnings yields
4. **Brand Strength** – To determine the likelihood that the brand will realize forecasted Brand Earnings
5. **Brand Discount Rate** – Add brand-risk premium to the risk-free rate, which is applied to the forecasted Brand Earnings forecast to yield net present value of the Brand Earnings
6. **Brand Value Calculation** – Net present value (NPV) of forecasted Brand Earnings discounted by the Brand Discount Rate

Source: Marketing Management 14th Edition by Kotler and Keller
World’s Most Valuable Brands in 2020

Brand Value = Corporate Earnings x Attribution Rate of the Brand

20% of the top 100 are tech companies

18 Chinese brands are in the top 100

Source: BrandZ and Kantar
# Top 10 Chinese Brands and World’s Rising Brands in 2020

<table>
<thead>
<tr>
<th>Value change</th>
<th>Brand</th>
<th>Rank</th>
<th>Brand</th>
<th>Brand value</th>
</tr>
</thead>
<tbody>
<tr>
<td>+58%</td>
<td>Moutai</td>
<td>1</td>
<td>Alibaba</td>
<td>140,953</td>
</tr>
<tr>
<td>+47%</td>
<td>Instagram</td>
<td>2</td>
<td>Tencent</td>
<td>138,158</td>
</tr>
<tr>
<td>+40%</td>
<td>Lululemon</td>
<td>3</td>
<td>ICBC</td>
<td>40,725</td>
</tr>
<tr>
<td>+35%</td>
<td>Costco</td>
<td>4</td>
<td>China Mobile</td>
<td>39,103</td>
</tr>
<tr>
<td>+34%</td>
<td>Netflix</td>
<td>5</td>
<td>Moutai</td>
<td>36,555</td>
</tr>
<tr>
<td>+32%</td>
<td>Amazon</td>
<td>6</td>
<td>Huawei</td>
<td>33,167</td>
</tr>
<tr>
<td>+31%</td>
<td>LinkedIn</td>
<td>7</td>
<td>Ping An</td>
<td>26,967</td>
</tr>
<tr>
<td>+30%</td>
<td>Microsoft</td>
<td>8</td>
<td>Baidu</td>
<td>26,710</td>
</tr>
<tr>
<td>+29%</td>
<td>Adobe</td>
<td>9</td>
<td>China Const. Bank</td>
<td>22,841</td>
</tr>
<tr>
<td>+27%</td>
<td>Meituan</td>
<td>10</td>
<td>JD</td>
<td>21,183</td>
</tr>
</tbody>
</table>

Source: BrandZ and Kantar
3
Brand Components
The first step in establishing presence in China (1/5)

Chinese brand naming process: 80% research and 20% creativity

**Unique challenges of naming in Chinese**
- 9,400 characters, of which only 3,500 are frequently used
- Literal, cultural and historical context for each character
- Balance the tones so that it flows off the Chinese tongue
- Check the meaning in different dialects

**Characteristics of a good Chinese name**
- It is descriptive, easy to remember and conveys a specific feeling
- It differentiates the brand from competitors and is visually and acoustically appealing
- It conveys the history of the brand and its essence

**Fundamental naming principles in China**
- A Chinese name should reflect the brand’s attributes. It does not necessarily have to be a direct or phonetic translation of the original name
- The emphasis on auspiciousness, good fortune, happiness, power, and status is highly important in Chinese culture
- Brands must be aware of the intellectual property regulations in China

**Examples**

**Carrefour**
- **Jiā Lè Fú**
- Home happy fortunate

**Linkedin**
- **Lǐng Yīng**
- Leading talents/elites

**Bīng**
- **Bì Ying**
- Responding to every request

The three Chinese characters combined means ‘**bring happiness and joy home**,’ which attracts local consumers. It also reflects a positive image as a grocery retailer.

The naming is consistent with the platform’s concept for young professionals to achieve their dreams in the workplace.

Although ‘Bing’ is the pronunciation for sickness（病）in Chinese, the company’s Chinese naming leads people to think of the phrase ‘responding to every request consistent,’ with its positioning as a fast and efficient search engine.
Luxury brands often earn easy-to-remember nicknames in China (2/5)

Using a nickname to identify a brand is common, especially for beauty/cosmetics products.

Consumers have given Yves Saint Laurent (YSL) a nickname that is easy to remember and to refer to.

Estée Lauder’s signature product Advanced Night Repair serum earns the nickname “Little Brown Bottle.”

Simplified nicknames helped:

- Customers not yet familiar with a foreign language’s pronunciation
- To remember brands and products
- Foster a particular relationship with its audience
7 Criteria for a brand name in the Chinese market (3/5)

**Appearance**
Is it easy to recognize and remember, and easy to match with other characters? Does it lend well to the graphic presentation, e.g. in brand architecture, in a logo, or in an ad?

**Breadth**
Does the name have rich implications and varied associations? Does it have sustainability and preserve possibilities?

**Semantic Value**
Does the name convey the right idea and attitude? What does this name imply? (luxury, premium, niche market, mass market, high-end, affordable, etc.).

**Distinctiveness**
Does the name stand out from competitors? How is a given name differentiated from its competition in terms of form, meaning, sounds, tones, etc.

**Strategic Impact**
Does the name align with the business objectives? Does the character appeal to the type of products/services?

**Pronunciation**
Is it easy to pronounce and talk about? If people aren’t comfortable saying the name, the word won’t get out.

**Sound**
Does the name sound pleasant to Chinese ears? Is the brand name phonetically similar to the original name? E.g. Phonetic similar/match to other languages

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## Approaches to translations in China suggested by Daxue Consulting (4/5)

<table>
<thead>
<tr>
<th>Phonetic Translation</th>
<th>Literal Translation</th>
<th>Descriptive/ Evocative Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinese characters that are close to the original pronunciation and easy to pronounce.</td>
<td>Characters that most closely translate the meaning of the original name.</td>
<td>Chinese name which is more descriptive or evocative of the brand's identity.</td>
</tr>
<tr>
<td><em>Examples:</em></td>
<td><em>Examples:</em></td>
<td><em>Examples:</em></td>
</tr>
<tr>
<td>McDonald’s = 麦当劳 (Mai dang lao)</td>
<td>Burger King = 汉堡王 (Han bao wang) = the king of burger</td>
<td>Ariel = 碧浪 (Bi lang = green wave) = must win customers)</td>
</tr>
<tr>
<td>Subway = 赛百味 (Sai bai wei)</td>
<td>Apple = 苹果 (Ping guo = apple)</td>
<td>Pizza Hut = 必胜客 (bi sheng ke)</td>
</tr>
</tbody>
</table>

### Phonetic Translation

<table>
<thead>
<tr>
<th>Original</th>
<th>Chinese</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gucci</td>
<td>古驰</td>
</tr>
<tr>
<td>Missoni</td>
<td>米索</td>
</tr>
<tr>
<td>Gianfranco Ferre</td>
<td>詹弗兰科费雷</td>
</tr>
<tr>
<td>Paul&amp;Shark</td>
<td>保鲨</td>
</tr>
<tr>
<td>Marlboro</td>
<td>万宝路</td>
</tr>
<tr>
<td>Chanel</td>
<td>香奈儿</td>
</tr>
<tr>
<td>MIU MIU</td>
<td>缪缪</td>
</tr>
<tr>
<td>BELLE</td>
<td>百丽</td>
</tr>
</tbody>
</table>

### Literal Translation

<table>
<thead>
<tr>
<th>Original</th>
<th>Chinese</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mango</td>
<td>芒果</td>
</tr>
<tr>
<td>Blue Girl</td>
<td>蓝色女孩</td>
</tr>
<tr>
<td>Banana Republic</td>
<td>香蕉共和国</td>
</tr>
<tr>
<td>Le coq sportif</td>
<td>法国公鸡</td>
</tr>
<tr>
<td>Oasis</td>
<td>绿洲</td>
</tr>
<tr>
<td>Old Navy</td>
<td>老海军</td>
</tr>
<tr>
<td>Playboy</td>
<td>花花公子</td>
</tr>
<tr>
<td>Saint Angelo</td>
<td>报喜鸡</td>
</tr>
</tbody>
</table>

### Descriptive/ Evocative Translation

<table>
<thead>
<tr>
<th>Original</th>
<th>Chinese</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenzo</td>
<td>高田贤三</td>
</tr>
<tr>
<td>Lacoste</td>
<td>鳄鱼</td>
</tr>
<tr>
<td>Baby phat</td>
<td>富贵猫</td>
</tr>
<tr>
<td>Basic House</td>
<td>百家好</td>
</tr>
<tr>
<td>Etam</td>
<td>艾格</td>
</tr>
<tr>
<td>Issey Miyake</td>
<td>三宅一生</td>
</tr>
<tr>
<td>Lancy From25</td>
<td>朗姿</td>
</tr>
<tr>
<td>MUJI</td>
<td>无印良品</td>
</tr>
</tbody>
</table>
Daxue consulting’s brand naming process (5/5)

PREPARATION
Based on our research findings and Brand’s objectives we will write a **CREATIVE BRIEF**.

1. **INITIAL RESEARCH**
   Understand your brand during the kick off meeting through a series of pre-defined questions on the client's brand identity

2. **BRAND POSITIONING**
   Getting comprehensive understanding of Brand competitors and the target consumer group based on offline and online resources

3. **BRIEFING**
   Identify the Brand's “Pivot point” - the central theme that resonates throughout everything they do, and find the most accurate and inspiring way to convey that message

NAME DEVELOPMENT
Our creative experts will gather and sort a list of at least 15 names for the brand.

1. **KEYWORD GENERATION**
   Our experts will brainstorm and generate as many as keywords as possible that relate to brand’s products, history, purpose, vision, and values

2. **INITIAL NAMES LIST**
   Our creative experts will gather and sort a list of at least 50 possible names for Brand cross-checking against the do’s and don’ts

3. **SANITY CHECKING**
   - Dialect checks (Cantonese, Shanghainese etc.) to avoid phrases that sound offensive or odd in other dialects
   - In-depth legal checks including trademark and domain checks.
The principles used in successful packaging — clarity, emotion, and a natural reading sequence — apply to every type of brand design. In the world of branding, thinking in fresh ways is important. It requires looking for MAYA—the Most Advanced Yet Acceptable solution, coined by Raymond Loewy, industrial designer of famous designs such as the Coca-Cola bottle and iPod. He sought to give his users the most advanced design, but not more advanced than what they were able to accept and embrace.
Optimizing the “moment of truth” with product and packaging design (2/3)

Packaging is so much more than just placing your product in a box — it’s an opportunity to “wow” your customer!

<table>
<thead>
<tr>
<th>Stimulus</th>
<th>Zero moment of truth</th>
<th>First moment of truth</th>
<th>Second moment of truth</th>
<th>Ultimate moment of truth</th>
</tr>
</thead>
<tbody>
<tr>
<td>The consumer has the idea to buy a product from stimuli such as advertising, emails, or word of mouth.</td>
<td>The consumer is looking for information on Chinese social media and marketplaces. The design of your product can be a first differentiating factor.</td>
<td>The buyer is in front of your product in-store or online. Here your packaging design has a major role to play: to attract the eye of the consumer and make him/her want to spend money in a few micro-seconds.</td>
<td>The buyer opens and uses the product at home. You must offer a perfect unboxing experience, your packaging has to be convenient, secure, and frustration-free.</td>
<td>The buyer conducts product reviews and engages in social media. Your packaging will leave an impression on the consumer, allowing it to be shared on social media and recommended. It may also be disposed, thus sustainability is a consideration.</td>
</tr>
</tbody>
</table>

**Awareness**

**Discovery**

**Decision & Purchase**

**Experience**

**Shared Experience**
The creativity and potential of Chinese brands (raised by the ‘created in China’ movement) make branding and packaging a priority in China, in order to stand out and build a real connection with shoppers.

Matthieu Rochette-Schneider, Greater China General Manager at centdegrés
Use design and packaging to make your brand stand out in China (3/3)

Product packaging in China is the most tangible representation of a brand for customers. The design of the hotpot brand Xiaolongkan giftbox reflects the culture of its origin, Sichuan, with the giant panda and chili peppers as notable décor elements. The giftboxes also convey a sense of joy with hotpot and the brand's image as trendy and diverse.

In honor of the Year of the Rat in 2020, the Japanese beauty brand SK-II has collaborated with Disney to roll out an exclusive product for its award-winning product line. According to Steffi Noel, research project leader at Daxue Consulting, here are tips for adapting packaging in China:

- Adopt Chinese codes. The Chinese codes that brands use have become more subtle and sophisticated over the years. It is not enough to leverage Chinese clichés (e.g., a dragon, the great wall, etc.). Chinese consumers expect foreign brands to have an in-depth understanding of Chinese culture.
- Choose the right material that matches the value of your brand and product.
- Offer a “shareable” experience through offering Chinese festival-exclusive products.
The *gifting culture in China is strong and part of a traditional heritage* […] Together with other aesthetical codes, branding and packaging are keys to lift a ritual, a usage, a trend… *to reinvent a product!*

Matthieu Rochette-Schneider, Greater China General Manager at centdegrés
A good first impression offline starts with interior design (1/2)

Especially with the rise of new retail in China

Branded interior design is a critical tool to:

- Enforce and strengthen your business
- Reinforcing your customer bond
- Improve the overall experience

Consumers are going out for an experience, which is why many stores are now turning into showcases and not merely a place to sell products. With O2O and the rise of platform businesses, differentiation and creating a brand image is more difficult. In order to gain visibility and create a strong brand image while enhancing customer experience, design of a store becomes more important.

In the O2O era, interior design becomes even more important than it used to be. A well-designed boutique or office is a modern business card and a territory for communicating with clients and partners. The interior design is an ambassador that allows a brand to be more persuasive and helps to form the attitudes it wishes to express.

— Sofya Bakhta, marketing strategy analyst at Daxue Consulting
A modern integrated retail is full of opportunity. To do so, it needs to provide unique sharable experience. This can be expressed through a special service, limited edition, and/or special design.

Louis Houdart, Founder & CEO at CREATIVE CAPITAL
An innovative in-store experience: Particle Fever (2/2)

Daxue consulting sees interior design as an opportunity to create a memorable impression unachievable elsewhere.

Shanghai-based designer sportswear brand Particle Fever aims to stand out with avant-garde designs and innovative fabric. Its retail stores embody the concept of a “sports lab” (运动试验场), allowing consumers to have an immersive experience of the brand’s intersection of fashion, tech, and fitness.

A distinct store design creates a memorable impression for its customers in consistent with its brand identity of avant-gardism and tech.

In-store engagements enhance consumer offline experience unmet online and fosters customer loyalty.
A shop selling products is in competition with platforms such as Tmall who will have more styles and maybe better prices. However, a modern integrated retail is full of opportunity. To do so, it needs to provide unique sharable experience. This can be expressed through a special service, limited edition, and/or special design.

Louis Houdart, Founder & CEO at CREATIVE CAPITAL
Branding Concepts
Concept 1: Customers’ Sweet Spots (1/2)

Find shared interests between your brand and its target customers

(1) Branding driven by product offerings lacks customer engagement. So, brands need to (2) connect with important elements relevant to their customers (i.e. sweet spot) in order to (3) create a shared interest idea or program.

Customer’s Sweet Spots

1. Offer-driven branding lacks customer engagement

Chinese customers are not motivated by dryness or convenience (Pampers’ offering)

2. Connect with important elements relevant to customers

Chinese customers are motivated by uninterrupted sleep

3. Create a shared interest idea or program

Pampers launch the “Golden Sleep” campaign

“...The goal is to “resonate, break out of the clutter, and provide a hub around which a set of coordinated brand-building programs can be developed.”

— David Aaker, consultant and author of Aaker on Branding
The right question Pampers asked: What about diapers appeals to Chinese consumers? (2/2)

Pampers reaches Customer’s Sweet Spot by shifting away from product-offer-driven branding

Pampers’ branding message did not align with Chinese consumers’ needs in 1998 and 2006. With the Golden Sleep campaign, they reached a sweet spot by promoting diapers as useful in sleeping, a clear advantage over the culturally popular split pants.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Implementation</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frame Pampers as an aid to sleep</td>
<td>Scientific research (proof that it improves sleep)</td>
<td>200,000 posts of sleeping babies</td>
</tr>
<tr>
<td>Engage customers</td>
<td>Large marketing campaign</td>
<td>YOY sales volume grew 54%</td>
</tr>
<tr>
<td></td>
<td>Mum posts pics of their baby sleeping</td>
<td>&gt; 100,000 new members to Pampers’ Mums Club</td>
</tr>
</tbody>
</table>
Concept 2: Brand Promise

Brand promise reflects a brand’s consistency in terms of values and experience

A brand promise is what the brand must be and do for its customers, and it is an extension of a company’s positioning. Brand promise = values = experience.

Example in the Chinese market

The iconic 60-year-old Chinese candy brand White Rabbit Creamy Candy (大白兔) is a childhood favorite of many. The brand not only evokes a nostalgic childhood feeling for Chinese consumers, but it also holds a health-conscious promise to consumers by maintaining a traditional recipe. According to their official website, “White Rabbit selected the best raw material. Each pot of syrup is hand-made for 40 minutes by the workers.”

An innovative pop-up store in Shanghai (June 2020) with games and offline retail, hoping to bring back childhood memories for consumers.
Concept 3: Tribes (1/3)

Tribes serve as an effective branding tool in the digital age

A tribe is a small group of consumers who have a **common passion**, who **share and interact with each other** on social media and can be targeted for marketing purposes.

- These tribes recognize themselves in a brand’s values.
- They form strong communities that influence and inspire each other. They use communication platforms that a brand can use as touchpoints.
- They have digital influence and resonates with their communities.
- They are forward-thinking and embrace trends early.
The interaction between brands and tribes (2/3)

Brand makes use of a tribe’s high social media engagement and common passion points to inject its messages

**High social media usage**

- Entertain, support each other and build a community bond
- Organic posting about their inspiration and trust toward brands will influence other communities and users looking up to them thanks to their trend-setting quality

**Spontaneous interaction about common passion points**

- Share content about their lifestyle, consumption habits, life values
- Consume and seek common experiences
- Influence and recommend to each other new products, brands, venues

**Innovation & organic trust**

- Various touchpoints to inject its messages within this loop

---

“第一次打冠军杯真的感动，还有那种血脉偾张的感觉。这可能才是真正的 League of Legends。快來挑戰我把！”

“Got very emotional playing Champions League for the first time, I got my blood pumping. This is the real League of Legends! Come challenge me!”

Source: Weibo
KFC China: Finding common ground between fried chicken and sports (3/3)

The brand targets e-sports and basketball tribes

KFC China identified two tribes to create discussions and events around its brand. The fast-food company thus aims at being at the center of attention of the conversation of the tribes.

**KFC TRIBE IDENTIFICATION**

**Tribe A**
- KFC China & League of Legends (LOL)
  - Sponsor e-sports team RNG
  - Decoration of restaurants with an LOL theme
  - Colonel KI prediction of games during tournament
  - 36 millions topic views and 2 million comments

**Tribe B**
- KFC China & 3X3 basketball
  - Creation of 3X3 youth league
  - 430,000 students from over 4,600 schools
  - Presence of Yao Ming at KFC basketball events
Concept 4: Brand Activation Toolkit

Daxue consulting identifies tribes and monitors their behavior to formulate smart marketing activation recommendations.

Scope of research:
- Benchmarking of competitor’s audience
- Consumer trend analysis

Identification of tribes

Tribe’s selection

Methodologies:
- Social media monitoring
- E-commerce data scraping

Tribe’s members values

Specification of the selected tribes

Tribe’s behavior

1. Where do they talk?
   - Social media involvement ratio
   - Blog/ forum analysis
   - Key platforms analysis
   - Offline events identification
   - Offline locations identification

2. What do they talk about?
   - Related topics of discussion
   - Hashtag analysis
   - KOL analysis

3. How do they talk?
   - Emojis analysis
   - Social media related keywords analysis
   - KOL communication analysis
   - Visual identity
   - Tone of voice

4. When are their key moments?
   - Seasonality analysis
   - Peak research time
   - Key life moments analysis
   - Daily routine
   - Activity related journey

Marketing activation recommendations
Concept 5: Brand as an Asset (1/2)

Higher levels of fame and uniqueness are the goals of brand assets.

Brand assets are all elements (i.e. tangible & intangible) that make your brand distinguishable from others and that make it valuable.

**Types of brand assets**

- Logo
- Smell
- Mascot
- Slogan
- Shape
- Jingle
- Typography

**Distinctive Brand Asset Grid**

- **Avoid**
  - Likely to evoke competitors

- **Use or lose**
  - Can represent the brand

- **Ignore or test**
  - Not known and no value

- **Invest potential**
  - Need more consistent linkage to brand name
### Examples: Types of brand assets (2/2)

Your brand assets belong to your brand and should never be associated with a competitor’s.

<table>
<thead>
<tr>
<th>Logo</th>
<th>Smell</th>
<th>Mascot</th>
<th>Tagline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HUAWEI</strong></td>
<td><strong>FOUR POINTS BY SHERATON</strong></td>
<td><strong>JD.COM</strong></td>
<td><strong>L’ORÉAL PARIS</strong></td>
</tr>
</tbody>
</table>
| • Mutiple petals  
• Upward movement  
• Distinctive components overtime | • New fragrance system unique to the brand  
• Fresh and natural  
• Homogeneous smell across all locations | • Stands for loyalty and integrity (JD’s values)  
• Fosters brand recognition  
• Featured in animated movies | • Direct association with L’Oréal in China  
• “It is also a language of love.” *Fan Bingbing*  
• Dedicated Weibo page |

**Huawei logo evolution**  
**Recognizable hotel scent**  
**A film featuring mascot**  
**L’Oréal online advertisement**

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Even if brands have diverse offerings, what do customers believe their core attributes are?

Brands can afford to be **inconsistent and unpredictable** as long as they **don’t abandon** their defining attributes.

**Uniqlo keeps its brand attributes despite the diversity of its collections.**

**Q**uality  
**A**ffordability  
**S**implicity

“Don’t worry, be crappy. Let the brand live, breathe, make mistakes, be human.”  
– Guy Kawasaki, marketing specialist, author, and Silicon Valley venture capitalist.

**Collections in China**

- **Street Fashion**
  - Uniqlo & Lemaire
  - Uniqlo & KAWS
  - Uniqlo 2019 collection
  - Uniqlo & Pokémon
  - Casual Wear

- **In-house**
  - Uniqlo 2020 Fall

- **Collaboration**
  - Uniqlo & Mario

- **Uniqlo 2019 collection**

- **Uniqlo batik collection**

- **Casual Wear**
Concept 7: Brand Resilience (1/2)
Think on the fly and take advantage of the everchanging digital environment

1. Brands that are able to ...
   - change direction
   - take advantage of change
   - constantly realign themselves to customers’ needs

2. ... in order to ...
   - effectively deal with uncertainty
   - build a long-lasting brand
   - continue to be the center of attention

3. ... by leveraging ...
   - A common purpose that provides a platform for meaningful expression and conversation
     - Connect customers’ beliefs/needs with your brand values
   - Top-down: immediate for visibility and highlight benefits of the offer
   - Bottom-up: build trust, create relationship
   - Offer meaningful customer experience (e.g. omnichannel)
HEYTEA: What is all the hype? How well do they adapt to change? (2/2)

HEYTEA rolls out mini program and delivery lockers in response to overwhelming consumer demand

Customer Belief
High quality and new way of drinking tea

Brand Belief
Combine modernity with traditions

New tea lifestyle

In-store delivery locker
- Minimize waiting time
- Flexible pick up time

Mini program
- No queuing
- Data collection for Individualized offering

Experience

Consumers demand a modern tea lifestyle with convenience and rapid service

HEYTEA mini program in WeChat to pre-order and pick up through in-store lockers

HEYTEA maintains consistent visual identity when responding to consumer needs

Viewed as trendy, artistic, or even fashionable
Concepts 8: Brand Voice and Brand Tone (1/2)

Brand voice and tone reflects your brand’s personality and how it is perceived by consumers.

**BRAND VOICE**

This embodies and expresses your **brand personality and core values** through the words you use in communicating with your audience.

**Fundamental principles:**

- Be clear and concise
- Weigh every word/sentence: each of them must be well polished to convey an intended message
- Use words that corresponds to your brand

**BRAND TONE**

It is a **consistent way of conveying your brand’s message**, or a definitive style of writing and speaking, to your audience.

**Four dimensions of tone of voice**

- **Funny**
- **Neutral**
- **Serious**

- **Casual**
- **Neutral**
- **Formal**

- **Irreverent**
- **Neutral**
- **Respectful**

- **Enthusiastic**
- **Neutral**
- **Matter-of-fact**

*Selected in blue is an example of daxue consulting's choice for tone of voice*

Source: TIDIO
Clearly define your brand voice and tone to foster brand-customer relationship

Word choice reflects brand identity

Budweiser's word choice in marketing reflects its **brand identity** as being casual and friendly. Its slogans, normally having enthusiastic and fun undertones, also **align with their core values**: authenticity, ambition, and freedom.

Message conveys company's dream

When marketing its products on Tmall, the brand wishes to convey the message that their beer makes every gathering better, reflecting the company's dream: **Bringing people together for a better world.**

Celebrity endorser matches brand values

The famous singer Eason Chan has been Budweiser's brand endorser since 2016, and from then on, Chinese consumers have felt closer to the brand. The celebrity's **personality and the brand's value share commonalities**: being spontaneous and friendly.
Concept 9: Inspiration and Aspiration (1/2)

Inspiration paves way for an aspiration

**Inspiration**
- **Trigger**: Instantly triggered in doing or feeling something
- **Incentive**: Temporarily stimulated
- **Source**: External source

**Aspiration**
- **Ambition**: Hope or ambition of achieving
- **Time frame**: Short-term
- **Long-term**: Meaningful way long-term to become something
- **Source**: Self

Aspiration involves a meaningful way long-term to become something. Inspiration is a hope or an ambition of achieving.
Inspiration and Aspiration in Action (2/2)

Fitness app ‘Keep’ evokes inspiration and aspiration at different points of a customer’s journey

**Inspiration**

Inspired by KOLs' and celebrities' fitness journey from brand marketing

Celebrity’s slim-down journey & inspiring articles on Keep’s Official WeChat Account

**Consumer journey of experiencing inspiration and aspiration**

Inspired by KOLs’ and celebrities’ fitness journey from brand marketing

Choose appropriate workout program and customize

Member-exclusive fitness programs in Keep app

Progress tracking and sharing

User shares progress in WeChat moments

**Aspiration**

Share goal accomplishment on social media

User shares goal achievement and journey on in-app social community

- Share goal accomplishment on social media
  - 减肥5公斤: 计算你的BMI
  - 减肥10公斤: 计算你的BMI
  - 减肥15公斤: 计算你的BMI
  - 减肥20公斤: 计算你的BMI

- 1. 每天八杯水 ➡️ 促进新陈代谢
  - 2. 饮食均衡 ➡️ 少吃零食多吃蔬菜
  - 3. 多运动 ➡️ 多运动燃烧脂肪
  - 4. 晚餐后运动 ➡️ 晚餐后运动一小时
  - 5. 不喝酒精饮料 ➡️ 饮料热量要分类... 全部

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Concept 10: Nudging (1/3)

Subtle changes can subconsciously influence a consumer’s purchasing decisions.

**Nudge** marketing is making small yet powerful tweaks to push consumers towards purchasing your brand. It allows businesses to influence their customers’ decisions indirectly, through environmental stimulus, suggestion and reinforcement.

Individuals retain the power to choose among alternatives, but the structure of their choice favors one particular outcome. **Nudging affects behaviour** while also **respecting freedom of choice** of the consumer.
E-Commerce is a good opportunity for nudging (2/3)

Drive online (Tmall) purchase behavior with nudge marketing in China

Social proof boosts reviews

High amount of reviews are effective in driving purchase behavior as they give more context and personal experience to products. Reviews are technique of social proof, which means that when uncertain, individuals will look towards the behaviors of others to help them make decisions.

SUPPLEMENTS PRODUCT ON TMALL

Price anchoring makes discount seem larger

Anchoring, a psychological pricing technique, is using existing information as a baseline for new judgements. The higher price “anchors” the individual to make the discounted price seem smaller.

Autonomy in decision-making

Being able to choose from various options, such as to check out, add to the bag, or paying in installments, it gives consumers the freedom of remaining autonomous in their decision.
E-Commerce is a good opportunity for nudging (3/3)

Drive online (Tmall) purchase behavior with nudge marketing in China

Pushing the sales of a particular product (Xiaomi)

Placing the most attractive product next to similar products that aren’t perceived to be as good of a deal makes that option look even better. In this case, the most attractive option would be the middle with its attractive specs, which justifies its higher price.

Labels to capture attention (Vero Moda)

Labelling as implicit nudges boosts credibility of the product to make it easier for consumers to find what they want.

Collaboration with Disney

Special product line

Attractive-looking discounts
### Concept 11: Personal Brands

Customers trust a human being more than a logo

<table>
<thead>
<tr>
<th>Founder/CEO</th>
<th>Public Figure</th>
<th>Founder</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Figure</strong></td>
<td><strong>Founder</strong></td>
<td></td>
</tr>
<tr>
<td>A founder that rose to fame due to his company’s success. Consumers’ trust in the brand prompts them to be aware of the founder, thus strengthening the brand’s image and consumer confidence.</td>
<td>A public figure that leads to the establishment of a brand, incorporating the founder’s values and attributes. Consumers associate the brand with the founder, which enhances brand equity.</td>
<td></td>
</tr>
</tbody>
</table>

#### Lei Jun, co-founder and current chairman of Xiaomi

*in 2010*

Xiaomi as an electronics brand: diversified products with value for money, simple and aesthetic design, and high-tech

Often compared to other famous tech founders like Jack Ma of Alibaba and Ma Huateng of Tencent, Lei Jun is seen as being more low-key and connected to the people (亲民). He actively posts his corporate and personal life on Weibo and engages with netizens, showing a friendly personality. His image as a businessman serves as a personal branding for Xiaomi, building on trust from consumers.

#### Li Ning, Chinese gymnast champion

*in 1990*

“*Our brand carries the genes of an athlete*” — Li Ning

Li Ning, Chinese gymnast champion

Goal as an athletic brand: to provide Chinese athletes a national brand to wear on the world stage of the Olympics

The brand initially gained popularity through Li Ning’s fame. Its brand concept combines Chinese national sports with “local fashionable brand,” instilling strong feelings of patriotism. It maintains a positive brand image among consumers for the founder’s lasting impact in the sports scene.
Concept 12: Message House (1/2)

A framework for communicating about your product or service

**What is a message house?** A format used to help develop marketing messaging positioning.

**Why use a message house?** Makes it easier for all marketing functions to stay on track when developing marketing materials, as it provides the basic construct for all messaging about a product or service. This format allows marketers to more easily create messages that target different customers as to focus on what is important to that customer.

1) Frame the roof: Key message
Answer questions such as: Who is the target audience? What are their needs and concerns? What does our product/service do better/differently than any other products/services? What is the call to action (CTA) that we want customers to take?

2) Build the walls: Core message
Usually 3-4 messages. Answer questions such as: What information does the target audience need to help them move along the purchase path? What technology do we use? What is the immediate benefit and value of our product or service?

3) Lay the foundation: Proof points
Provide the facts, evidence, proof points or arguments that support the messages (“walls”). Answer questions such as: What customer references do we have? What do our case studies and white papers prove? How does our product or service compare to the competition?
## Example of Message House: daxue consulting (2/2)

**Daxue Consulting’s vision**

*We help you get the best of the Chinese market*

---

**Who we are:** Daxue Consulting is a China-focused professional consulting firm offering strategic-driven research

---

### Core message #1: Localized & Creative

- Our team has an international background, leveraging the best of both worlds
- Teams are tailor-made depending on the projects
- One client = one dedicated team

### Core message #2: Responsive & Flexible

- Daxue Consulting has a commitment to answer emails within a day
- Regular reports with our clients in order to make sure we reach the goal expected from our clients

### Core message #3: We manage from A to Z

- We do not outsource our services. We manage our own assistants and use directly technological tools
- We have a deep understanding on the fieldwork and the context within which data was collected

### Core message #4: Actionable recommendations

- We care about results and design our research in order to be operational
- We are driven by metrics such as customer acquisition costs, business plan KPIs, P&L optimization

### Core message #5: Innovative

- Constant on the look for new research tools and methodologies
- Our goal is to combine traditional methodologies with the latest tech tools

### Core message #6: Professional

- Our methodologies are rigorous, taking information from the best practice in the world of consulting and research
- Demanding on the results, detail-oriented, respectful towards our commitments

---

### Proof points #1

- Our team has an international background, leveraging the best of both worlds
- Teams are tailor-made depending on the projects
- One client = one dedicated team

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### Proof points #2

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### Proof points #6

- Our methodologies are rigorous, taking information from the best practice in the world of consulting and research
- Demanding on the results, detail-oriented, respectful towards our commitments
What to remember about branding concepts in China

Summary of the basics

Brand identity is having a **strong visual identity** that makes a brand recognizable even without the name or logo being visible, while brand equity is everything that contributes to a **customer’s perception of the brand**.

China’s already-prominent digital landscape makes consumers expect a seamless experience when engaging with a brand, which explains why the majority of **discovery touchpoints are made online**.

Brands have to be **versatile when entering the Chinese market** and take into consideration the many seemingly simple components, such as **naming, cultural context, packaging design, and interior design**.

Branding in China requires understanding and connecting with consumers

While staying true to goals and visions, brands can **make use of customer’s sweet spots, activating tribes, and brand voice and tone** to adapt to a targeted audience in China.

A brand can be deemed as successful when it sticks to its **brand attributes and message house** and possesses valuable **brand-as-assets** that defines the core of the brand.

To evoke certain feelings in consumers for a deeper connection, brands can utilize their **brand promise** as well as concepts of **inspiration/aspiration** to enhance brand equity.

**Forming personal brands and brand resilience** contributes to customers’ trust in a brand.

On successful case studies...

The successful foreign brands we mention all have one thing in common: **localization** to and **understanding** of the Chinese market. Branding in China requires an accurate **expression of brand identity** while being **culturally and socially conscious**. The local Chinese brands mentioned focus on **consistency**, appealing to consumer feelings, and staying flexible.
Who we are
Your market research company in China

We are daxue consulting:

• A market research firm specializing on the Chinese market since 2010
• With 3 offices in China: in Shanghai, Beijing and Hong Kong
• Employing 40+ full-time consultants
• Full, complete, national coverage
• Efficient and reliable fieldwork execution across China
• Using our expertise to draw precise, reliable recommendations
• With key accounts from around the world

Covered Tier-1 cities
Covered Tier-2 cities
Covered Tier-3 (and below) cities

BEIJING, CHINA
Room 726, Building 1, 40 Dongzhong Road, Dongcheng District

SHANGHAI, CHINA (Head Office)
Room 504, 768 Xietu Road, Huangpu District
The strengths of daxue consulting

6 crucial competitive advantages

1. Localized & Creative 创造和本土
   - Our team has an international background, leveraging the best of both worlds
   - Teams are tailor-made depending on the projects
   - One client = one dedicated team

2. Responsive & Flexible 负责和灵活
   - At all levels at daxue consulting, daxue is creating an environment where freedom and responsibility go together.
   - daxue consulting has a commitment to answer emails within a day. We are result-oriented and do not count our time to accomplish our tasks.
   - Regular reports with our clients in order to make sure we reach the goal expected from our clients.

3. We manage from A to Z 内部
   - daxue consulting does not outsource its services. We manage our own assistants and use directly technological tools.
   - We have a deep understanding on the fieldwork and the context within which data was collected.

4. Actionable recommendations 可行建议
   - We care about results and design our research in order to be operational.
   - We are driven by metrics such as customer acquisition costs, business plan KPIs, P&L optimization.

5. Innovative 创新
   - Constantly on the look for new research tools and methodologies
   - Our goal is to combine traditional methodologies with the latest tech tools

6. Professional 专业
   - Our methodologies are rigorous and serious, taking information from the best practice in the world of consulting and research.
   - Demanding on the results, detail-oriented, respectful towards our commitments.
Our services

Experienced in answering to a wide variety of strategic business questions

MARKET GAP IDENTIFICATION
市场缺口

MARKET RESEARCH
市场调研

REGULATORY FRAMEWORK
管理框架

BUSINESS PLAN
商业计划

MARKET POTENTIAL ASSESSMENT
市场潜力评估

GO-TO-MARKET STRATEGY
市场进入

MARKET ENTRY
市场进入

CUSTOMER JOURNEY
消费者旅程

COMPETITOR BENCHMARKING
竞争者对标

MARKET SIZING
市场规模

VALUE PROPOSITION & USP DEFINITION
价值主张和销售主张

PARTNERSHIP SCREENING
合作伙伴筛选

PRODUCT TESTING AND LOCALIZATION
产品测试和本地化

DIGITAL STRATEGY
数字战略

OMNI-CHANNEL STRATEGY
全渠道策略
350+ clients with 600+ projects for the past 7 years

Examples of references
A recognized expertise on the Chinese market

Regularly featured and quoted in global publications

Daxue latest quotations in recent publications

The New York Times  TECHNANIA  LE TEMPS  SBS NEWS  ASIA WEEKLY

FT FINANCIAL TIMES

The Guardian

LesEchos.fr

TechNode

Le Figaro

Reuters

Conde Nast

Global Times

Le Monde

Le Temps

SBS News
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