

HEYTEA 喜茶

INSPIRATION OF TEA

01-01D

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

BRAND

“ 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

BRANDING

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

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

“ 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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1

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:

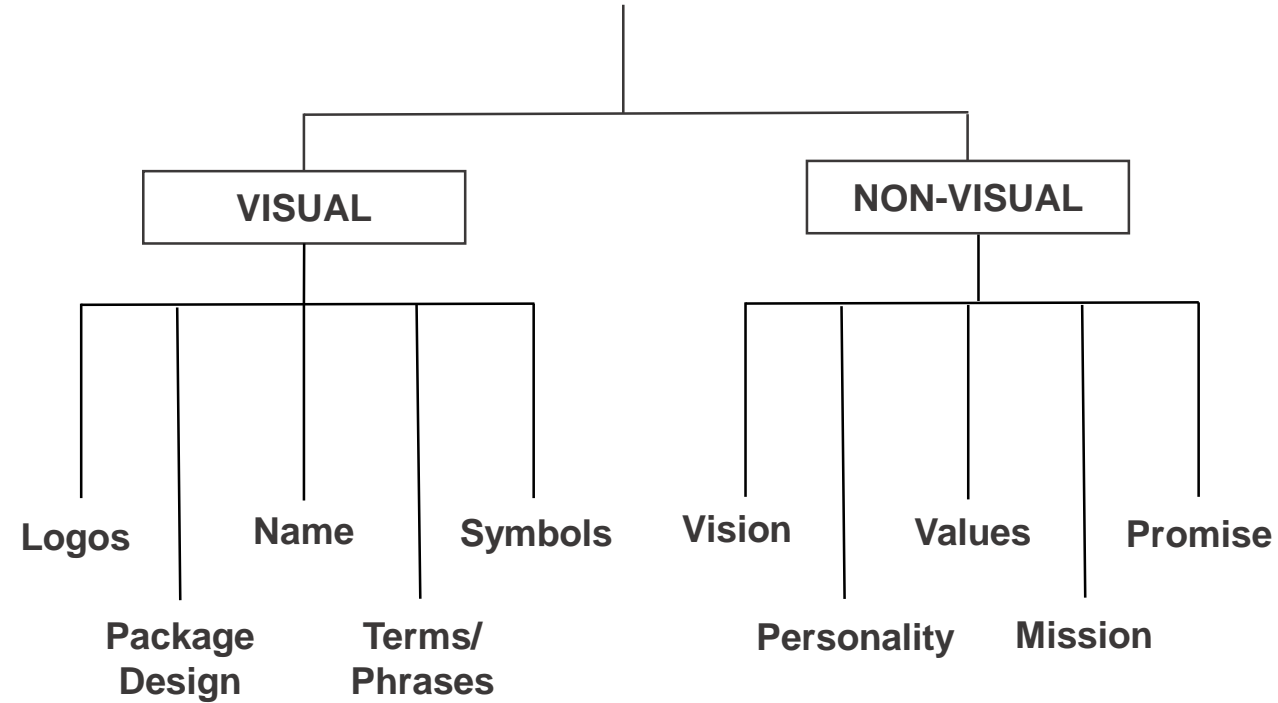
- ✓ **Navigation:** Helps consumers **choose between existing choices** on the market
- ✓ **Reassurance:** Reassures customers that they have **made the right choice** by showcasing the qualities of the product or service
- ✓ **Engagement:** Helps customers **identify with the company** and connect with 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



Source: Marketing Management 14th Edition by Kotler and Keller

What professionals say about crafting a brand identity

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



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

“*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



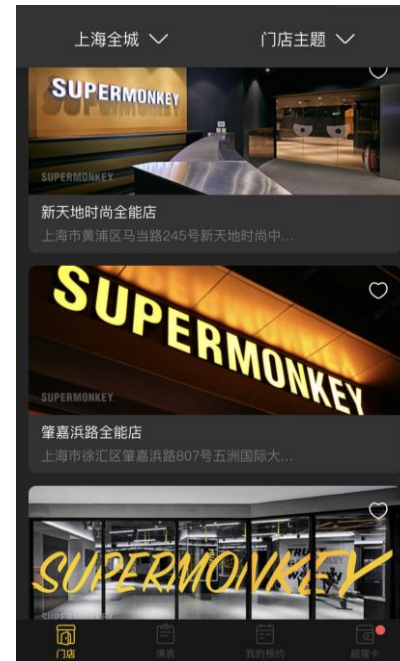
SUPERMONKEY uses WeChat as their primary online platform to attract and retain customers. The first thing one sees on their page are their selling points: “pay by the class, no membership card, professional trainers, and no sales.” Gyms are breaking out of the traditional long-term membership deals.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

What makes their brand identity distinctive and recognizable?

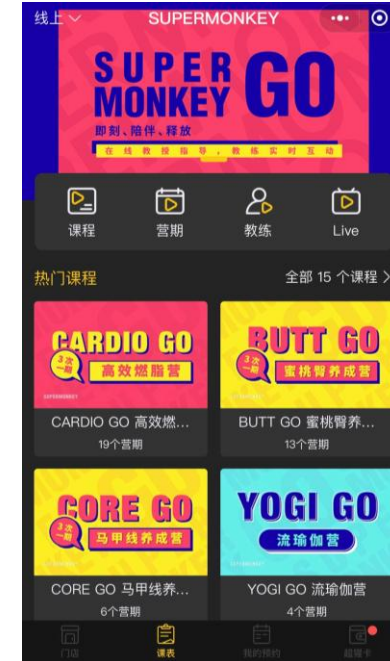
- ✓ Strong and clear vision as a trendy fitness center in eight major Chinese cities: “Super Life, Super Me”
- ✓ Coherent store décor as a self-served gym; yellow = energy, gorilla = power, black = Contrasts with yellow
- ✓ Ubiquitously located in malls around office areas for urban working individuals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



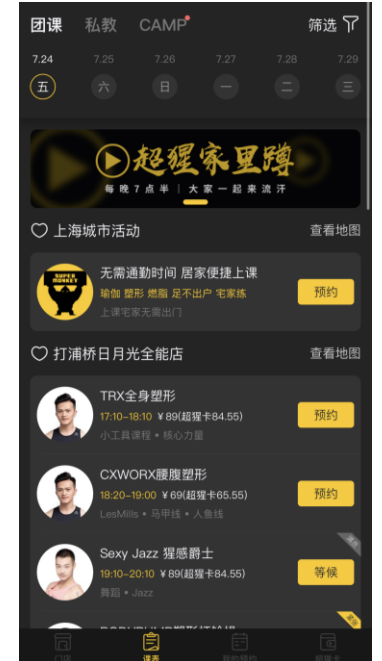
Location search in WeChat



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 Equity
is consumers' perception
of and experiences with
the brand

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.

1

BRAND ELEMENTS

Logo, name, term, symbol, design, etc.



Nai Ke
耐 克

endure

overcome

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.

What drives brand equity? (3/4)

Marketing activities build on Chinese customers' view of your brand

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.

2

MARKETING ACTIVITIES + SUPPORTING PROGRAMS

Promoting a brand's products through culturally conscious means



NIKE 1-6 from 微博视频 [+ Follow](#)

嘿对手，给你拜个早年
祝你鸿运当头，别总让我出风头
心想事成，今年成功赶上我
请多保重，挺过我全力一击

#新年不承让# [NIKE的微博视频](#)

影视频道 原创短剧/短片 · 4.8M views



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.**

3

ASSOCIATIONS

What comes to mind when a consumer thinks of a brand, such as a person, place, or thing



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

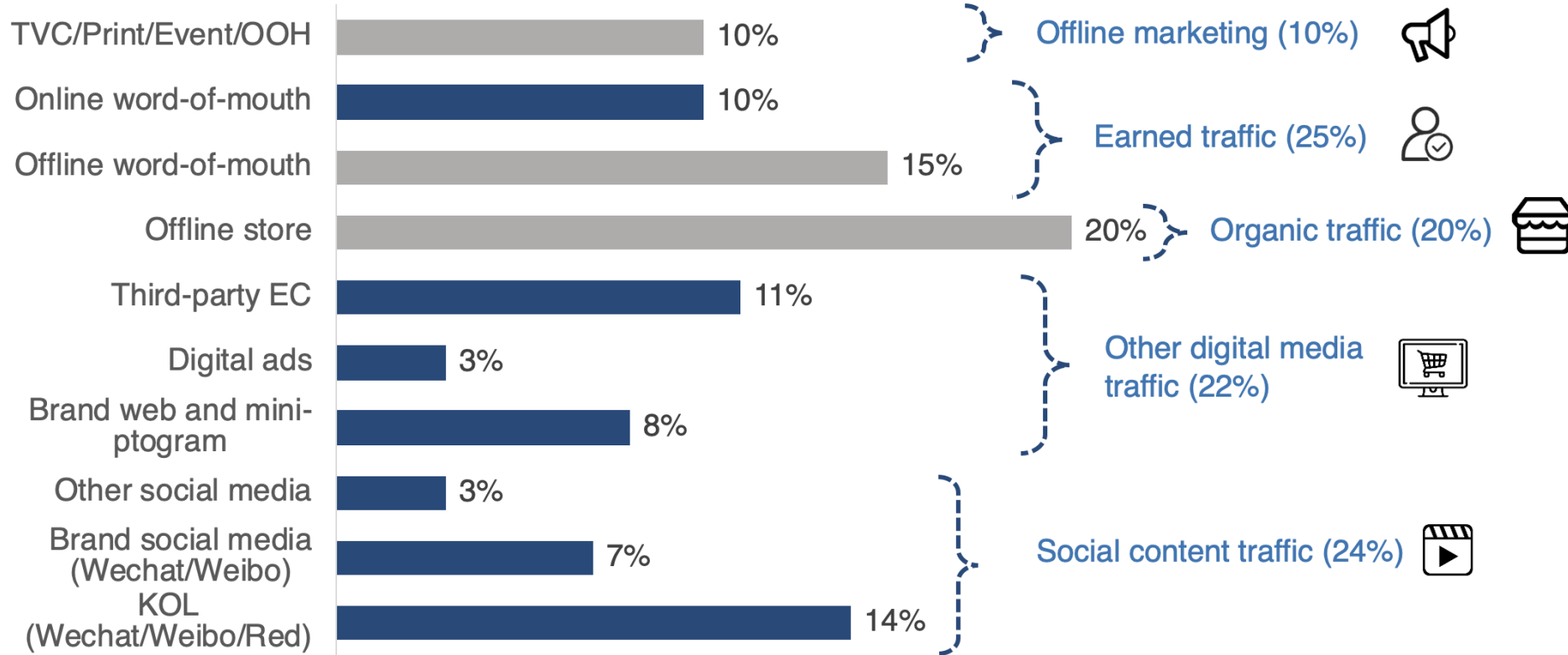
A customer touchpoint is **any bit of interaction or communication** made between a brand and its customers, from when they first become aware of it, until they dispose of it. An identity should be expressed in every touchpoint.



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)



Online/mobile
 Offline


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

China's strong digital landscape is backed by smooth touchpoints (3/3)

Interconnected digital touchpoints make for a frictionless customer experience

One observes ...

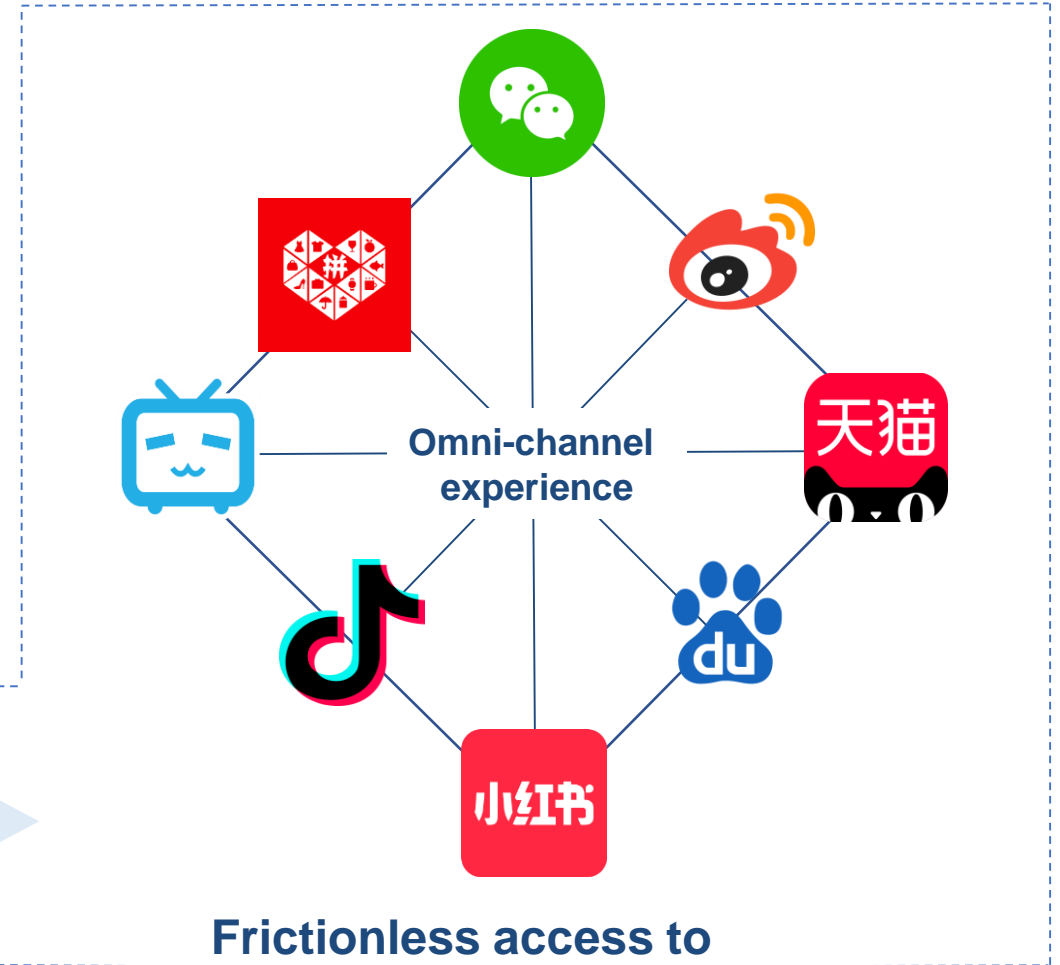
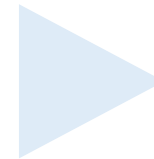
an increasingly **more digital and mobile-centric lifestyle** in China

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)



Frictionless access to products & services

*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

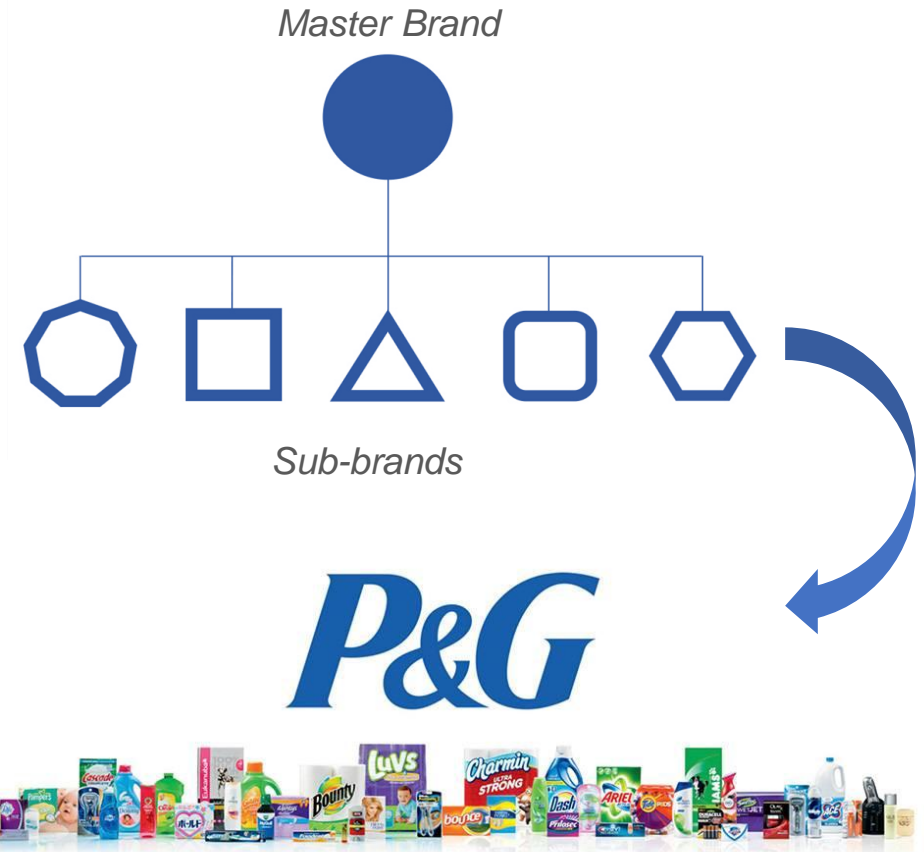
Create clarity from chaos: Build a brand hierarchy within one company (1/2)

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.



天猫 TMALL.COM

天猫超市
CHAOSHI.TMALL.COM

天猫国际
TMALL.HK

House of Brands

Company oversees a set of independently-operated brands.

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

I.T

5cm

b+ab

izzue

:CHOCOOLATE

tout à coup

CAMPER

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..."

Marriott



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.

Jin Jiang
Hotels



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.

8:30 am
穿上厚厚的羊毛大衣，与冷空气作斗争，准备出门工作啦。今天也是元气满满的一天哦~



9:00am
准时到公司，开始忙碌而充实的一上午~



Success:
#1 in Tmall's
plush toy
category



Appeal to Chinese consumers

JELLYCAT GOSSIP: 英国皇室御用细节大曝光!

JELLYCAT JELLYCAT 2018-05-11



在山的那边海的那边有一位小公主，
她美丽又活泼，
她调皮又灵敏，
还有，
她今年三岁啦!




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



从她出生那一刻起，
上帝就派给了她一个世间最英俊的小卫兵，
从此陪伴她、保护她，一起长大。



Emphasizes that a JellyCat toy has grown up with Princess Charlotte to protect and accompany her.

The background of the slide is a faded image of a city skyline, likely Shanghai, with the Oriental Pearl Tower and other skyscrapers visible. In the foreground, a large, light-colored teddy bear is sitting on a tiled roof, holding a small object in its right hand. The text is overlaid on this image.

*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].***

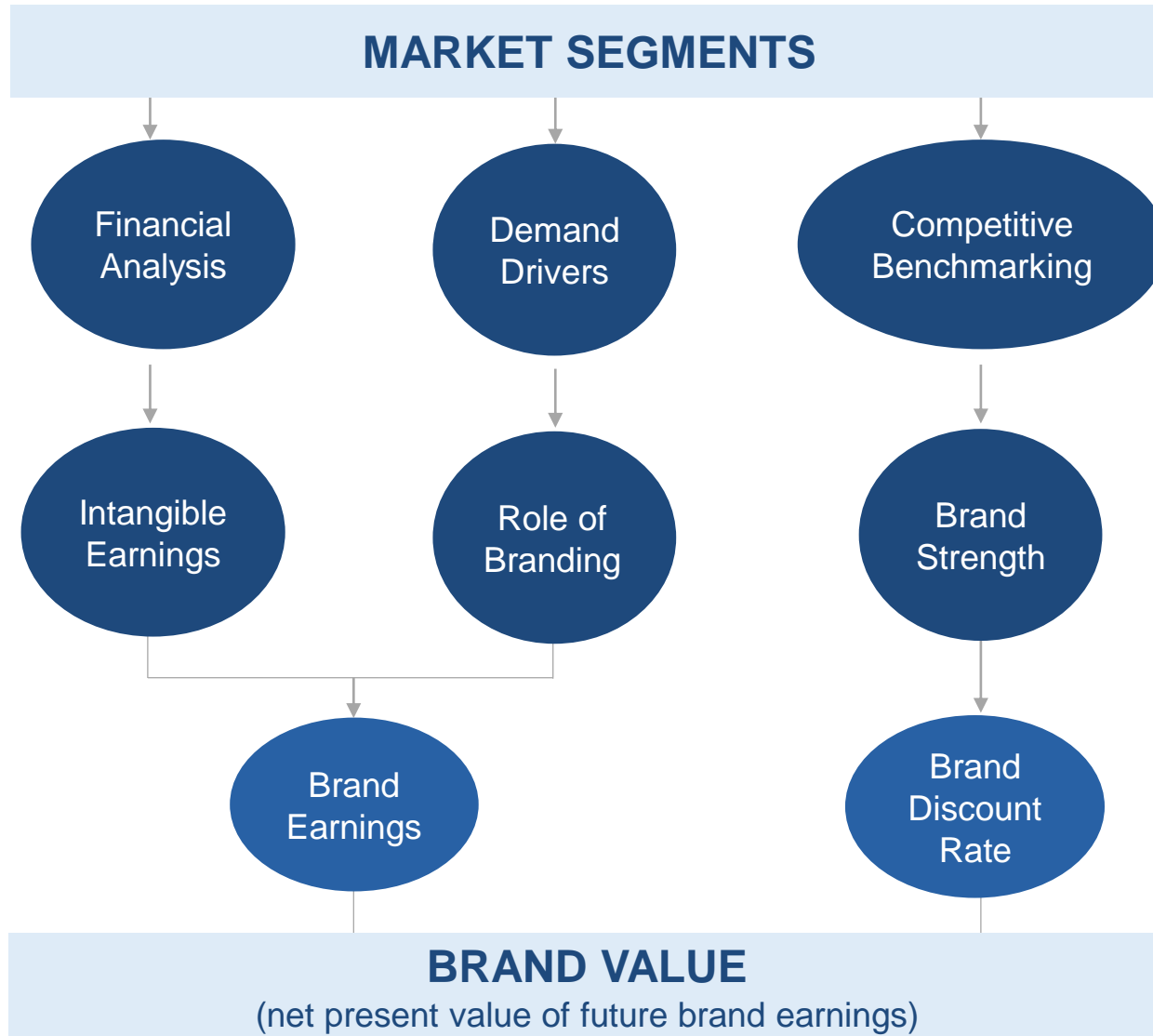
Renata Thiebaut at Web2Asia, Tmall Partner agency of JellyCat

2

By-the-numbers: Brand Measurement



How to calculate the value of a brand



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

= Chinese brand							= not in China								
Brand	Category	Brand Value 2020 \$MIL	Brand Contribution	Brand Value % Change 2020 vs. 2019	Rank Change	Country of Origin	Brand	Category	Brand Value 2020 \$MIL	Brand Contribution	Brand Value % Change 2020 vs. 2019	Rank Change	Country of Origin		
1	amazon	Retail	415,855	4	+32%	0	USA	26	NETFLIX	Entertainment	45,889	3	+34%	8	USA
2	Apple	Technology	352,206	4	+14%	0	USA	27	Walmart	Retail	45,783	2	+24%	5	USA
3	Microsoft	Technology	326,544	4	+30%	1	USA	28	Spectrum	Telecom Providers	42,917	2	+12%	2	USA
4	Google	Technology	323,601	4	+5%	-1	USA	29	Instagram	Technology	41,501	4	+47%	15	USA
5	VISA	Payments	186,809	4	+5%	0	USA	30	accenture	Technology	41,437	3	+6%	-2	USA
6	Alibaba Group 阿里巴巴集团	Retail	152,525	3	+16%	1	China	31	ICBC 中国工商银行	Regional Banks	38,149	2	-1%	-2	China
7	Tencent 腾讯	Technology	150,978	4	+15%	1	China	32	T-Mobile	Telecom Providers	37,297	3	-16%	-7	Germany
8	FACEBOOK	Technology	147,190	4	-7%	-2	USA	33	intel	Technology	37,257	2	+17%	3	USA
9	McDonald's	Fast Food	129,321	4	-1%	0	USA	34	CHANEL	Luxury	36,120	5	-2%	-3	France
10	Mastercard	Payments	108,129	4	+18%	2	USA	35	Adobe	Technology	35,904	2	+29%	10	USA
11	AT&T	Telecom Providers	105,833	3	-2%	-1	USA	36	中国移动 China Mobile	Telecom Providers	34,583	4	-12%	-9	China
12	verizon	Telecom Providers	94,662	4	+0%	-1	USA	37	YouTube	Entertainment	33,976	4	+15%	2	USA
13	Coca-Cola	Beverages	84,022	5	+4%	1	USA	38	中国平安 PINGAN	Insurance	33,810	3	+15%	2	China
14	IBM	Technology	83,667	4	-3%	-1	USA	39	HERMES PARIS	Luxury	33,008	5	+7%	-2	France
15	Marlboro	Tobacco	58,247	3	-19%	0	USA	40	SAMSUNG	Technology	32,580	4	+7%	-2	South Korea
16	Walmart	Retail	57,585	3	+8%	3	USA	41	salesforce	Technology	30,489	3	+13%	5	USA
17	SAP	Technology	57,578	3	+0%	-1	Germany	42	WELLS FARGO	Regional Banks	30,443	3	-34%	-19	USA
18	Wahaha	Alcohol	53,755	4	+58%	17	China	43	LinkedIn	Technology	29,936	4	+31%	15	USA
19	LOUIS VUITTON	Luxury	51,777	4	+10%	3	France	44	L'ORÉAL PARIS	Personal Care	29,468	4	+4%	-1	France
20	ups	Logistics	50,748	4	-8%	-2	USA	45	HUAWEI	Technology	29,412	3	+9%	2	China
21	Nike	Apparel	49,962	4	+5%	0	USA	46	Bank of America	Payments	29,333	4	-16%	-13	USA
22	Disney	Entertainment	48,802	4	-14%	-5	USA	47	COSTCO WHOLESALE	Retail	28,677	3	+35%	15	USA
23	PayPal	Payments	48,453	5	+10%	3	USA	48	TOYOTA	Cars	28,388	4	-3%	-7	Japan
24	Starbucks	Fast Food	47,753	4	+4%	0	USA	49	GUCCI	Luxury	27,238	5	+8%	3	Italy
25	xfinity	Telecom Providers	46,973	3	-4%	-5	USA	50	ORACLE	Technology	26,925	2	+2%	0	USA

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

= Chinese brand

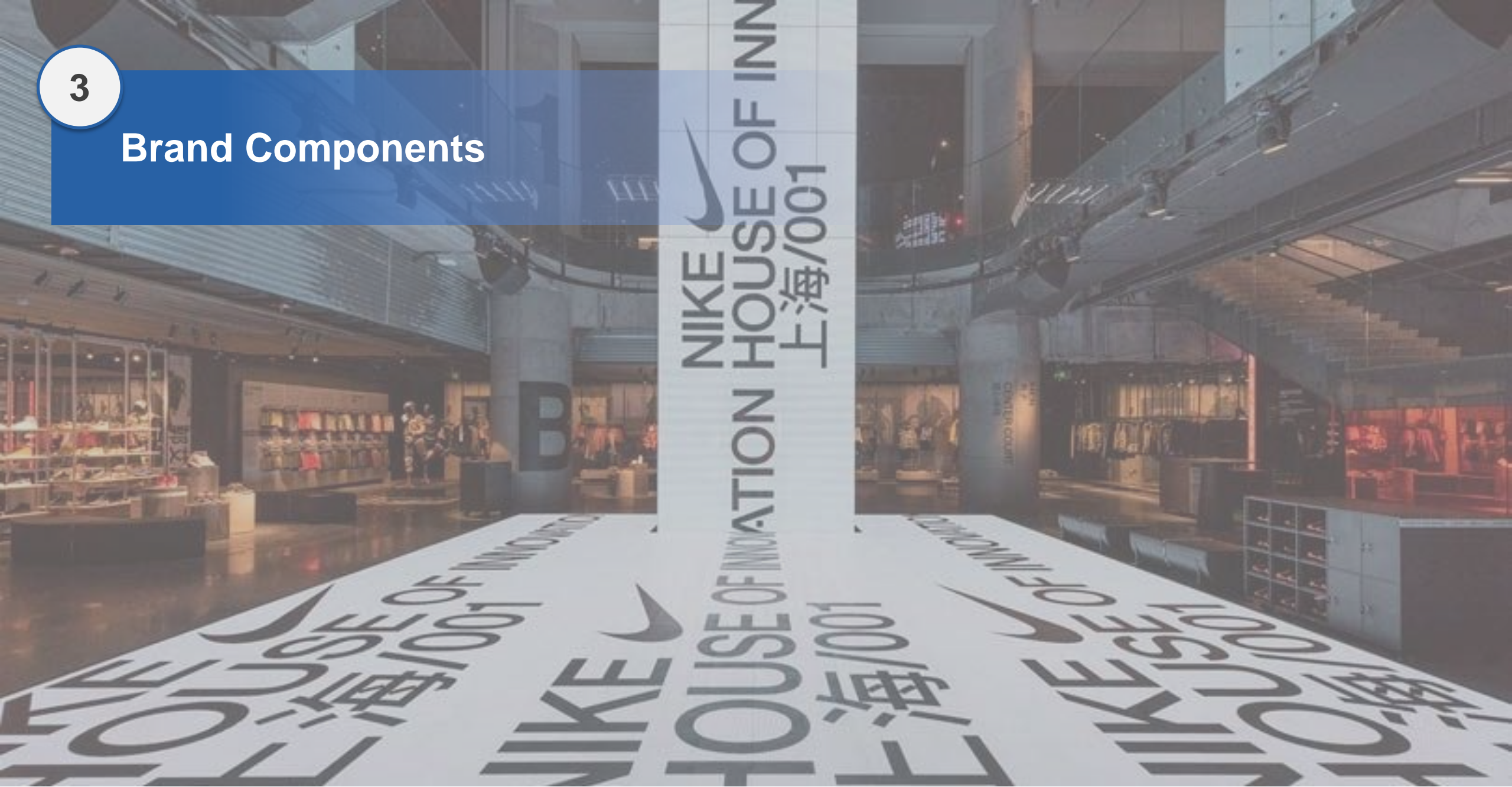
= not in China

Top 10 risers in 2020 (vs 2019)			Top 10 Chinese brands	
Value change	Brand	Rank	Brand	Brand value
+58%	Moutai	1	Alibaba	140,953
+47%	Instagram	2	Tencent	138,158
+40%	Lululemon	3	ICBC	40,725
+35%	Costco	4	China Mobile	39,103
+34%	Netflix	5	Moutai	36,555
+32%	Amazon	6	Huawei	33,167
+31%	LinkedIn	7	Ping An	26,967
+30%	Microsoft	8	Baidu	26,710
+29%	Adobe	9	China Const. Bank	22,841
+27%	Meituan	10	JD	21,183

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



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.



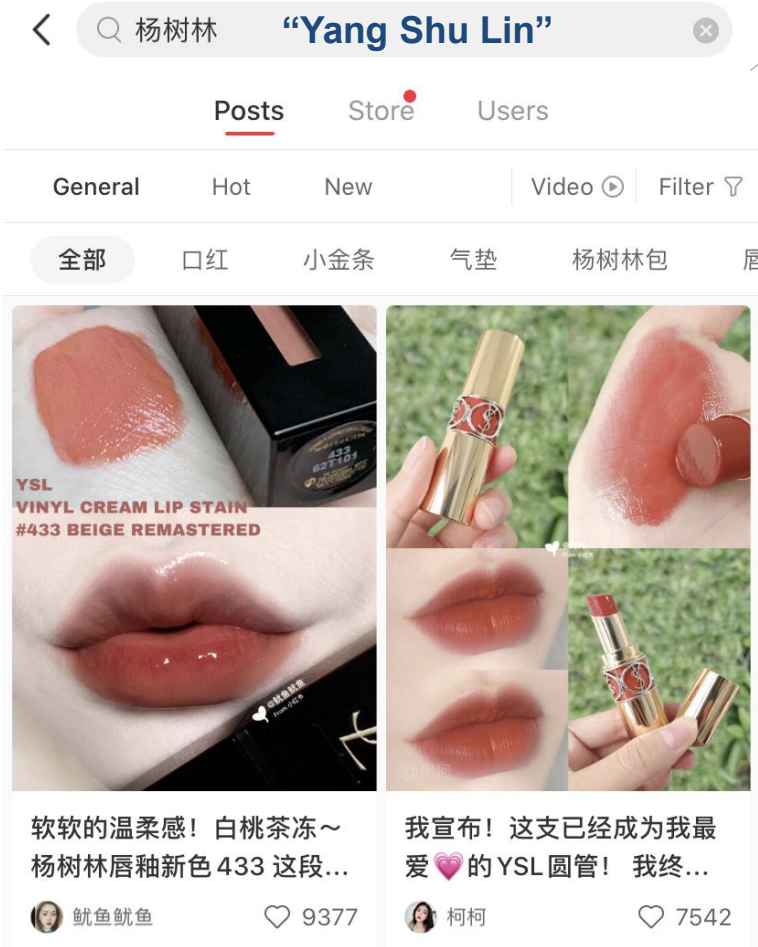
The naming is **consistent with the platform's concept** for young professionals to achieve their dreams in the workplace.



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



YSL nickname search on Xiaohongshu (RED)

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



Estée Lauder product nickname search on Xiaohongshu (RED)

7 Criteria for a brand name in the Chinese market (3/5)

Breadth

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

Semantic Value

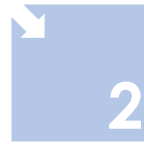
Does the name convey the **right idea and attitude**? What does this name imply? (luxury, premium, niche market, mass market, high-end, affordable, etc.).

Strategic Impact

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



1



2



3



4



5



6



7

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?

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.

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

Approaches to translations in China suggested by daxue consulting (4/5)

Phonetic Translation

Chinese characters that are **close to the original pronunciation and easy to pronounce.**

Examples:

McDonald's = 麦当劳 (Mai dang lao)



Subway = 赛百味 (Sai bai wei)



Original	Chinese
Gucci	古驰
Missoni	米索
Gianfranco Ferré	詹弗兰科费雷
Paul&Shark	保鲨
Marlboro	万宝路
Chanel	香奈儿
MIU MIU	缪缪
BELLE	百丽

Literal Translation

Characters that most closely **translate the meaning of the original name.**

Examples:

Burger King = 汉堡王 (Han bao wang
= the king of burger)



Apple = 苹果 (Ping guo = apple)



Original	Chinese
Mango	芒果
Blue Girl	蓝色女孩
Banana Republic	香蕉共和国
Le coq sportif	法国公鸡
Oasis	绿洲
Old Navy	老海军
Playboy	花花公子
Saint Angelo	报喜鸡

Descriptive/ Evocative Translation

Chinese name which is more **descriptive or evocative of the brand's identity.**

Examples:

Ariel = 碧浪 (Bi lang = green wave)



Pizza Hut = 必胜客 (bi sheng ke
= must win customers)



Original	Chinese
Kenzo	高田贤三
Lacoste	鳄鱼
Baby phat	富贵猫
Basic House	百家好
Etam	艾格
Issey Miyake	三宅一生
Lancy From25	朗姿
MUJI	无印良品

Daxue consulting's brand naming process (5/5)

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

INITIAL RESEARCH

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



BRAND POSITIONING

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



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**



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

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**



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**



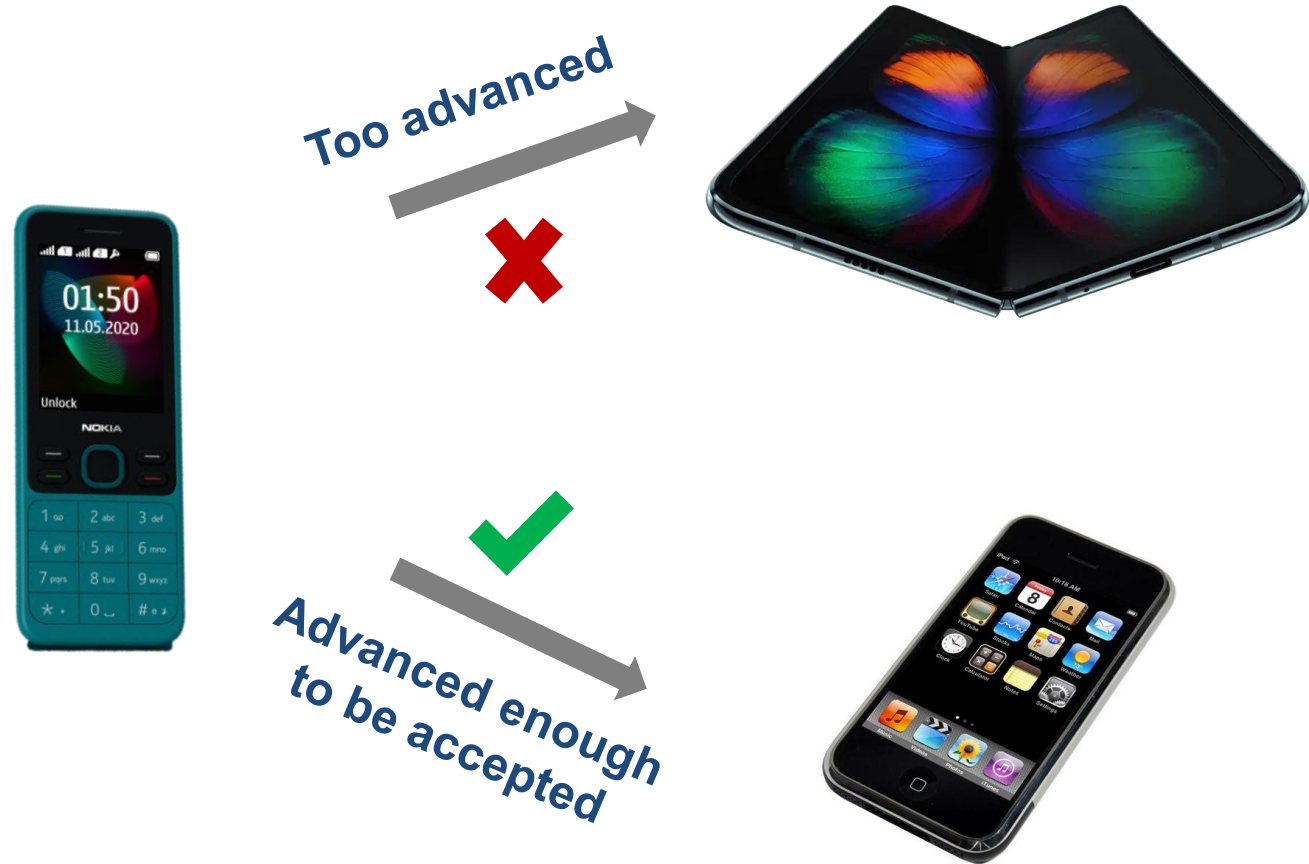
SANITY CHECKING

- **Dialect checks** (Cantonese, Shanghaiese etc.) to avoid phrases that sound offensive or odd in other dialects
- In-depth **legal checks** including trademark and domain checks.

Make the most out of product design & packaging (1/3)

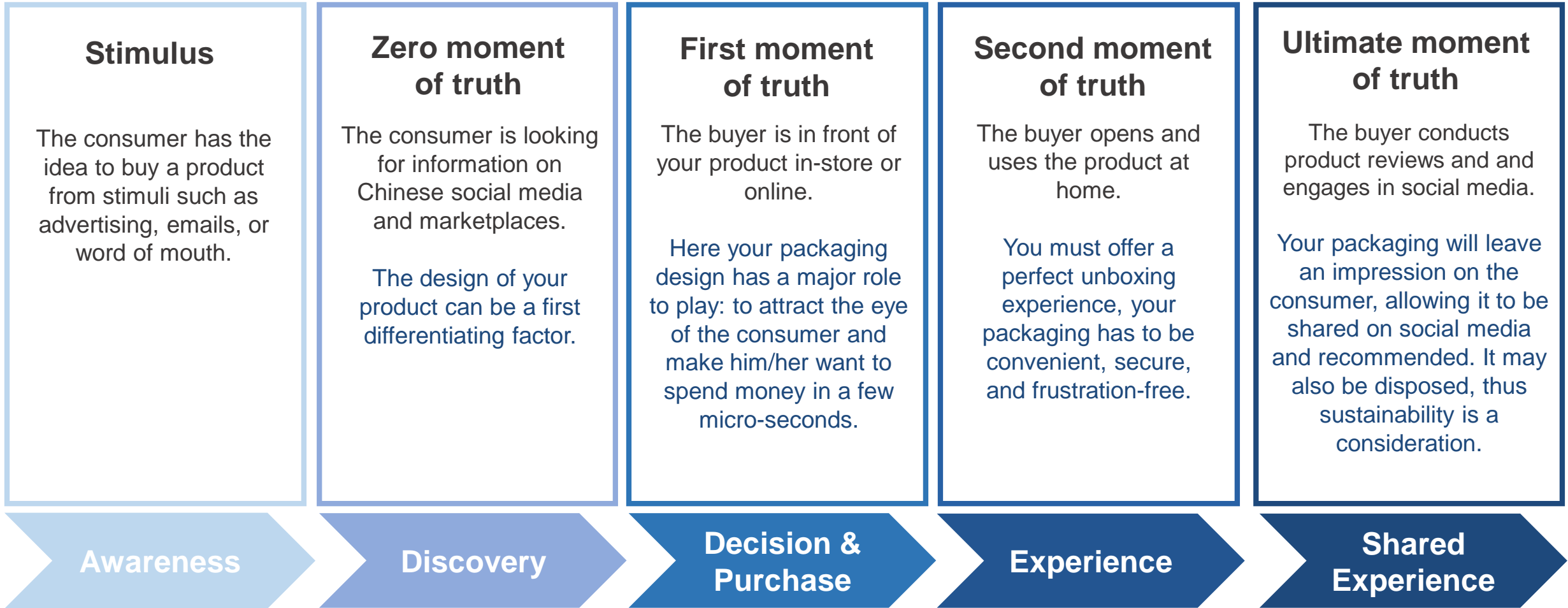
The secret formula to approaching design: MAYA – the Most Advanced Yet Acceptable Solution


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!





*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




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.



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.

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.




Nike Shanghai Innovation House



Apple Store in Hangzhou

“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.



Store in Beijing



Store in Shanghai



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

4

Branding Concepts

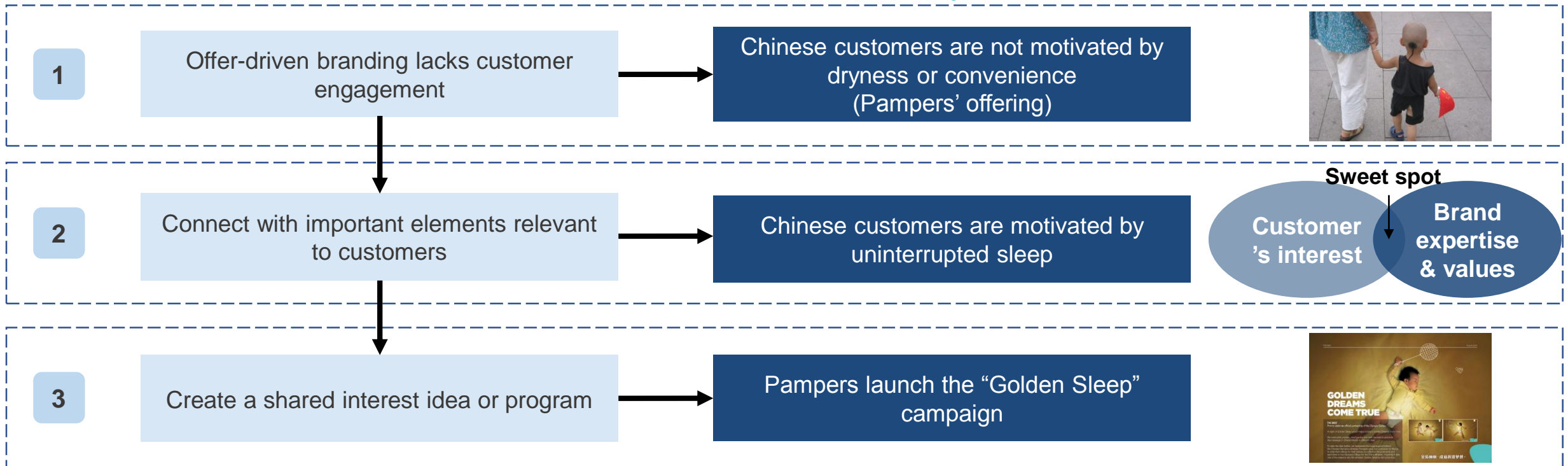


Concept 1: Customers' Sweet Spots (1/2)

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.

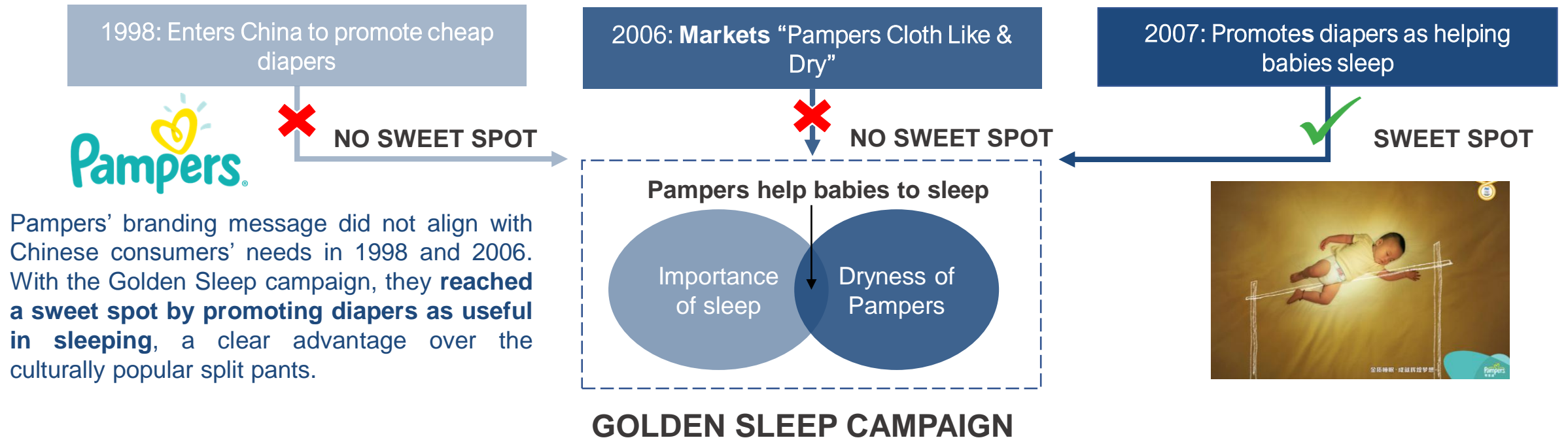
Customer's Sweet Spots



“ 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



Goal	Implementation	Result
<p>Frame Pampers as an aid to sleep</p>	<p>Scientific research (proof that it improves sleep)</p>	<p>200,000 posts of sleeping babies</p>
<p>Engage customers</p>	<p>Large marketing campaign</p>	<p>YOY sales volume grew 54%</p>
	<p>Mum posts pics of their baby sleeping</p>	<p>> 100,000 new members to Pampers' Mums Club</p>

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."



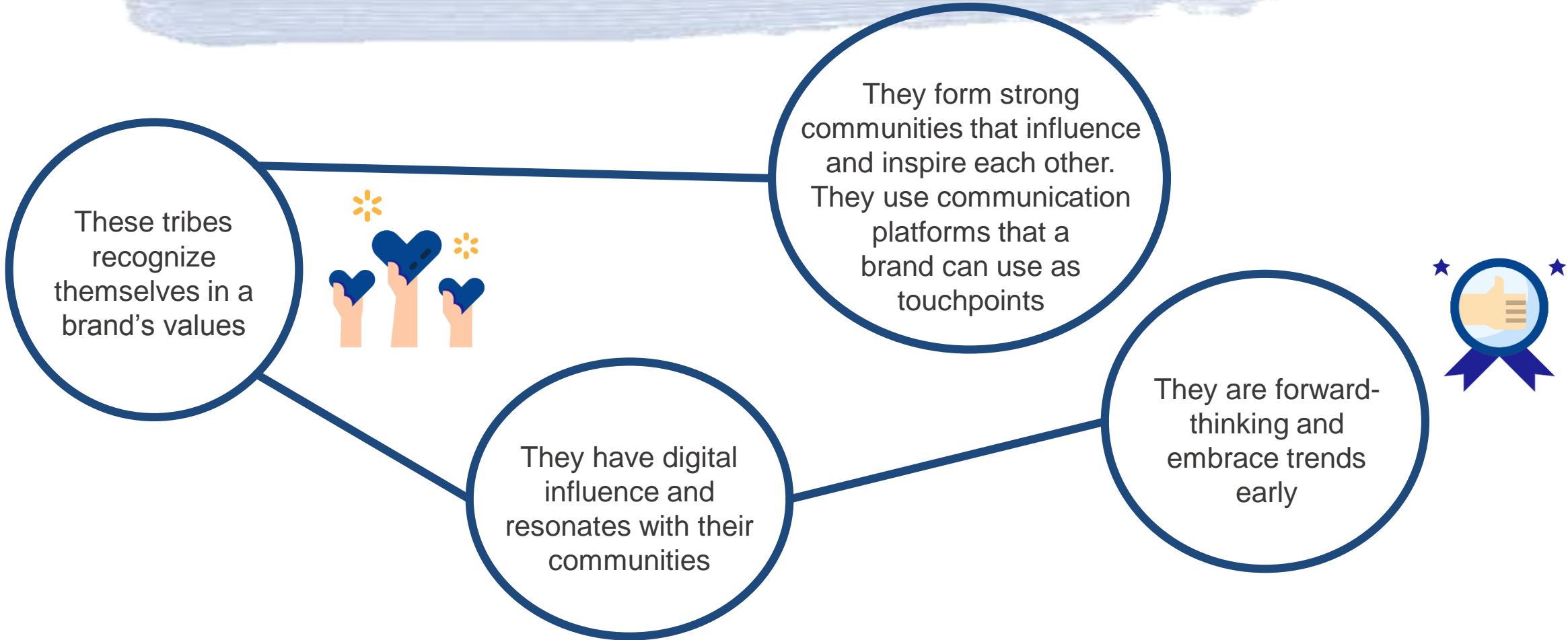
An innovative pop-up store in Shanghai (June 2020) with games and offline retail, hoping to bring back childhood memories for consumers



Concept 3: Tribes (1/3)

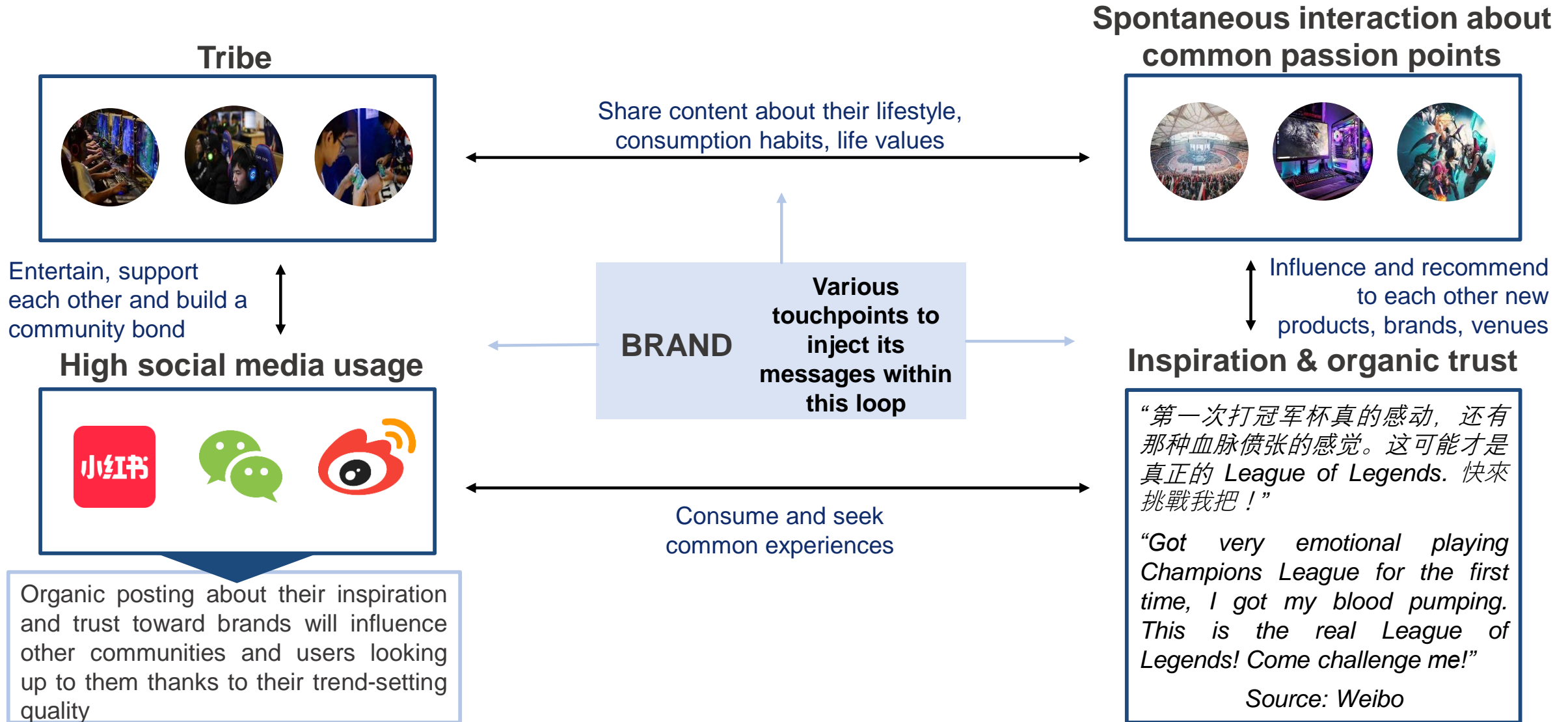
Tribes serve as an effective branding tool in the digital age

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



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



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

Tribe B

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

AND

KFC China & 3X3 basketball



Creation of 3X3 youth league



430,000 students from over 4,600 schools

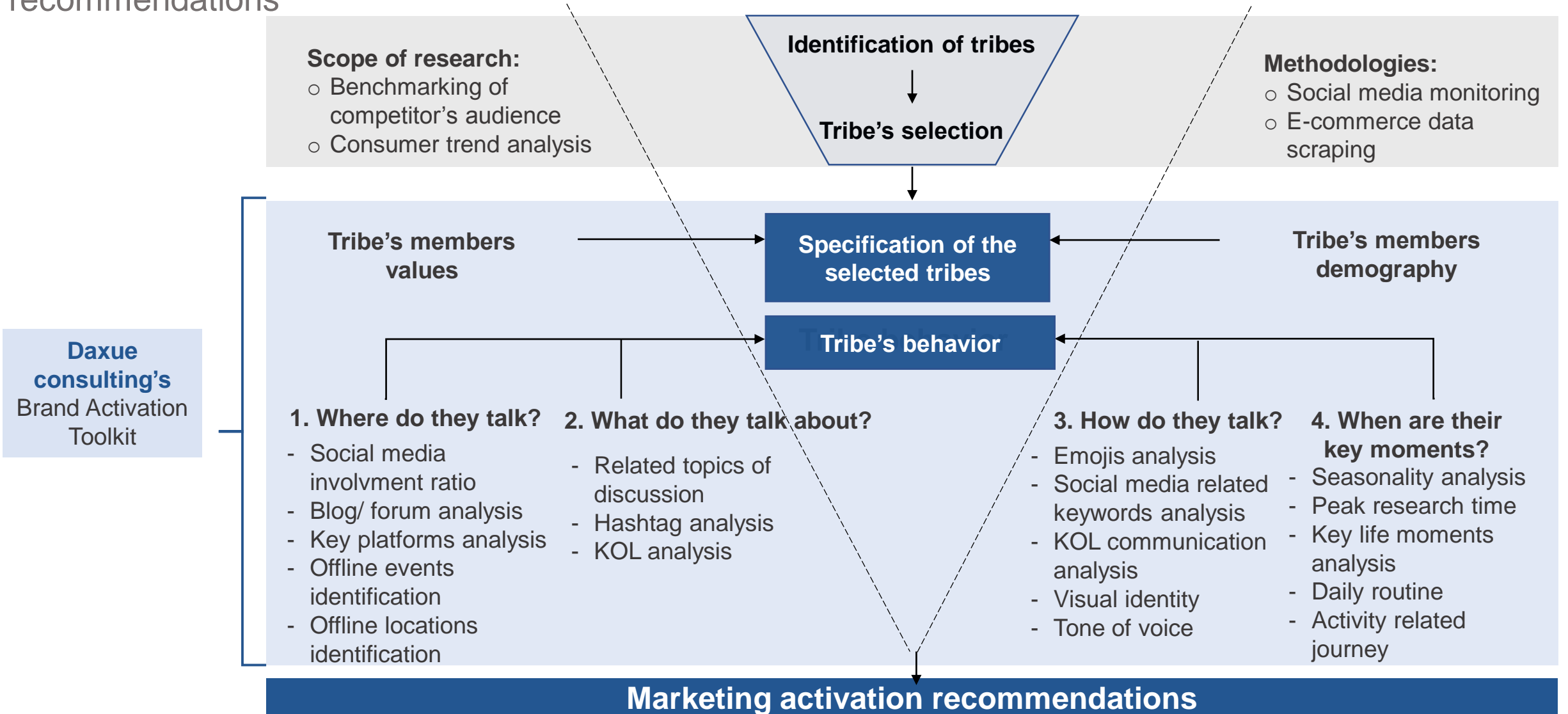


Presence of Yao Ming at KFC basketball events



Concept 4: Brand Activation Toolkit

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



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

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

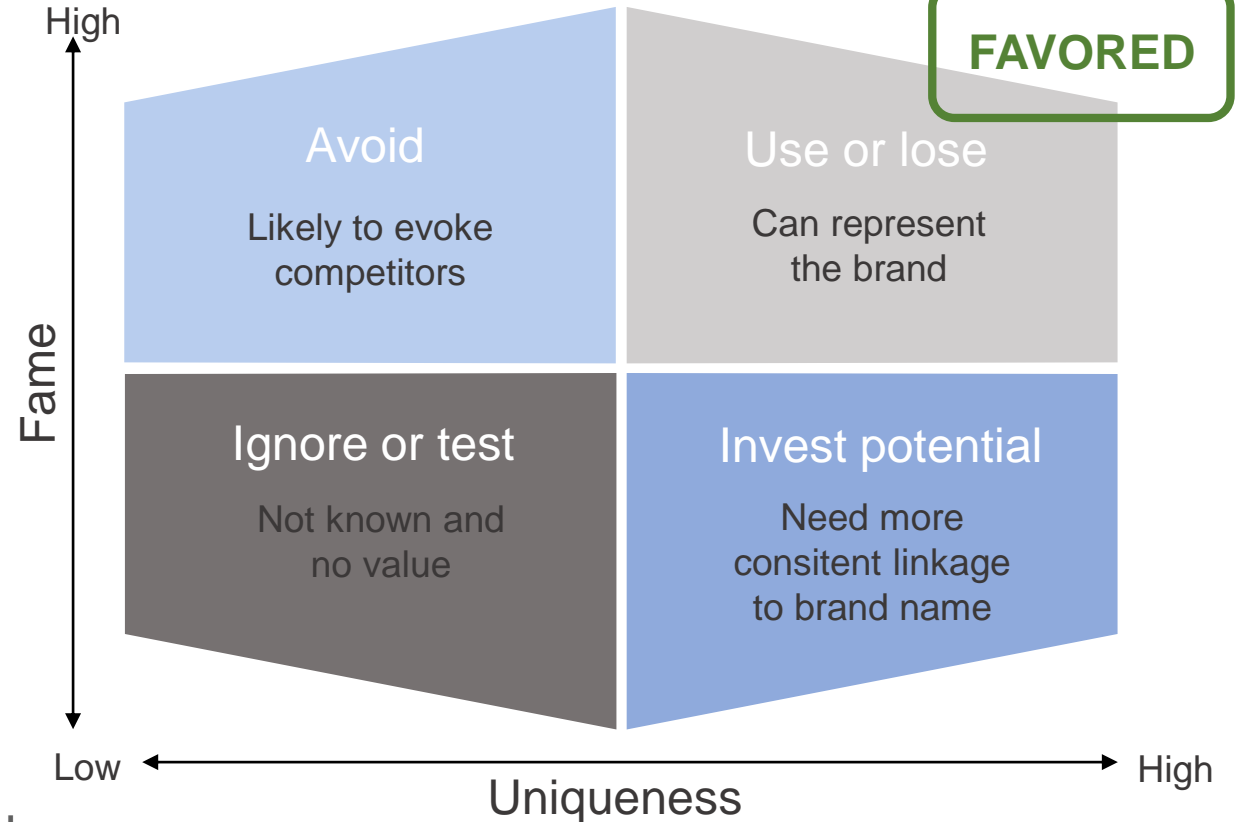
Brand assets are all elements (i.e. tangible & intangible) that **make your brand distinguishable** from others and that make it valuable.

Types of brand assets

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



Distinctive Brand Asset Grid



Examples: Types of brand assets (2/2)

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

Logo



- Multiple petals
- Upward movement
- Distinctive components overtime

Huawei logo evolution



Smell



- New fragrance system unique to the brand
- Fresh and natural
- Homogeneous smell across all locations

Recognizable hotel scent

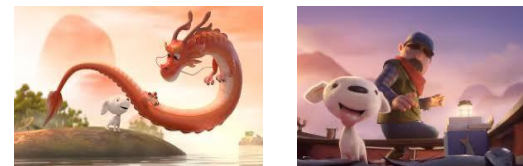


Mascot



- Stands for loyalty and integrity (JD's values)
- Fosters brand recognition
- Featured in animated movies

A film featuring mascot



Tagline



- Direct association with L'Oréal in China
- "It is also a language of love." *Fan Bingbing*
- Dedicated Weibo page

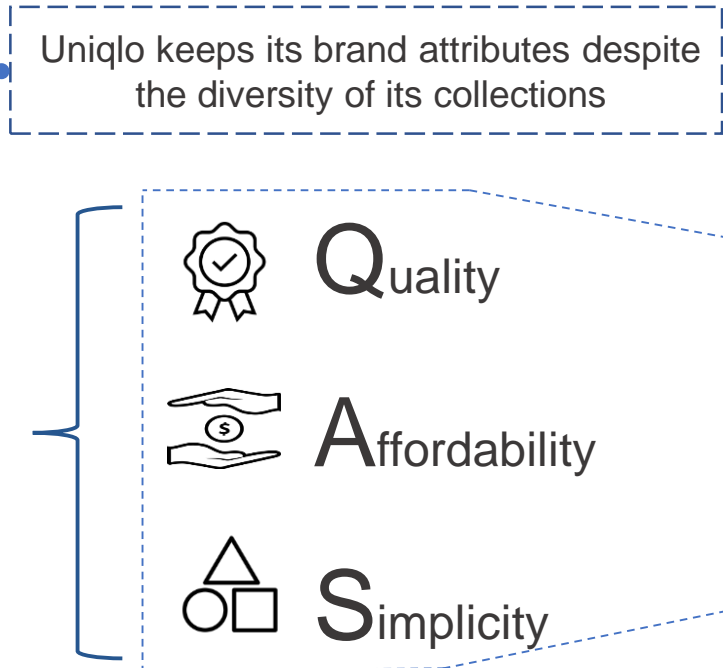
L'Oréal online advertisement



Concept 6: Brand Attributes

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**




“


“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 batik collection 


Collaboration


QAS

In-house

Uniqlo & Mario 

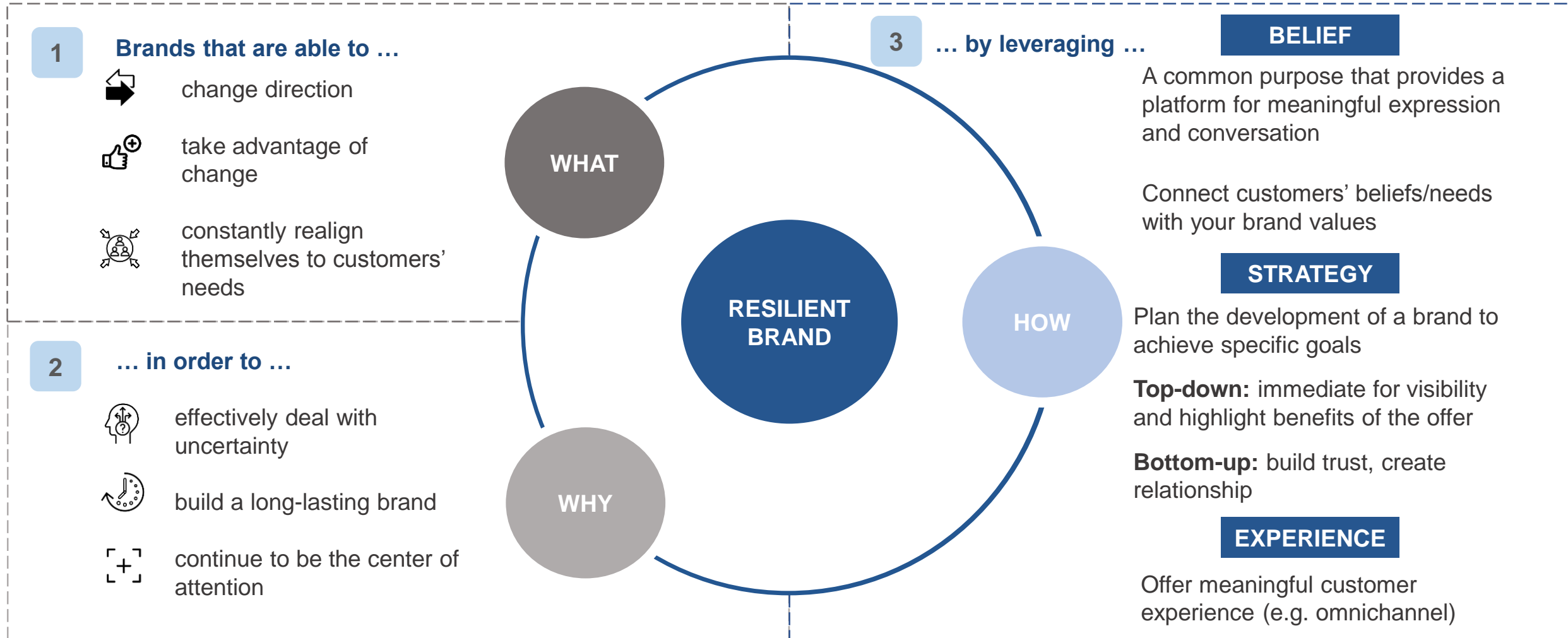
Uniqlo & Pokémon 

Uniqlo 2020 Fall 

Casual Wear 

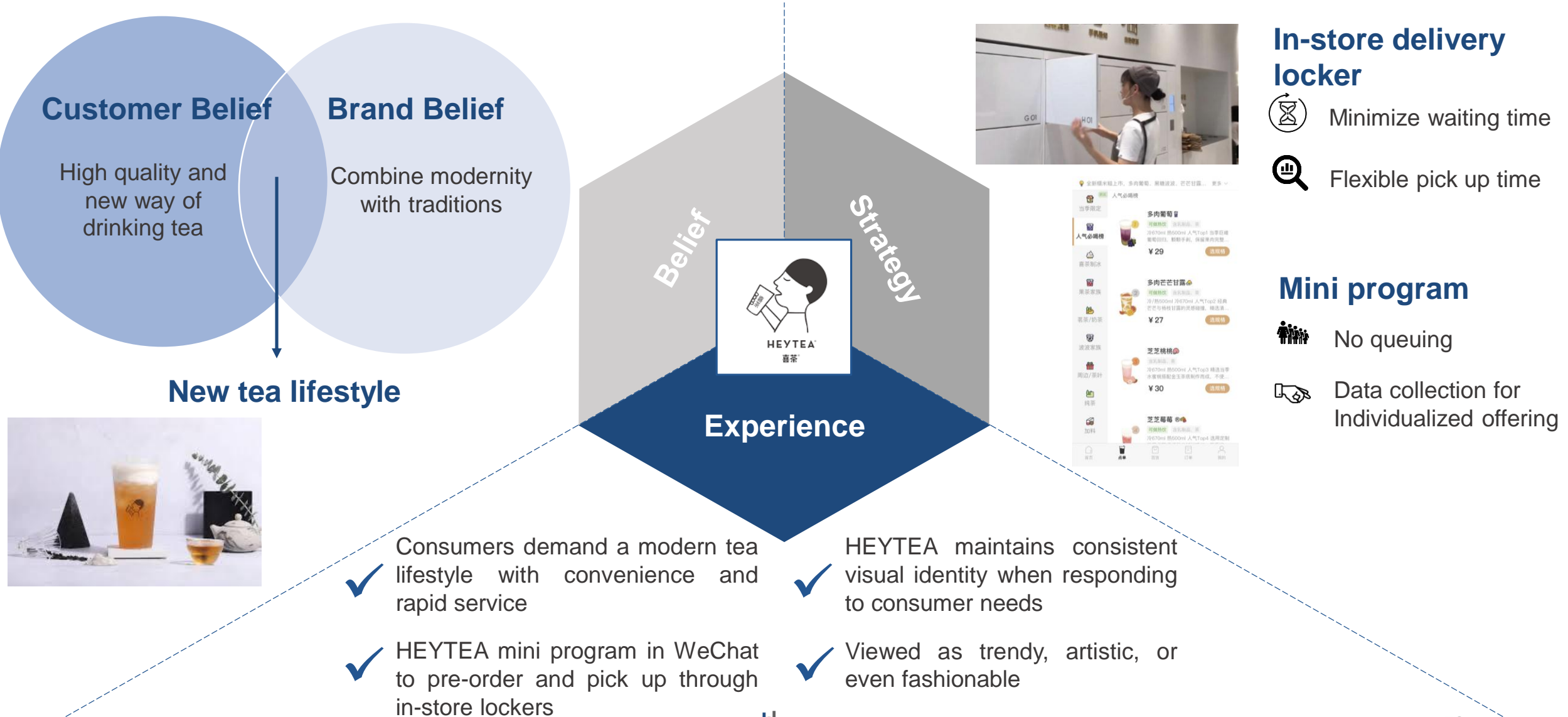
Concept 7: Brand Resilience (1/2)

Think on the fly and take advantage of the everchanging digital environment



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



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

Source: TIDIO

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

Budweiser: A tasteful & effective brand voice in the Chinese market (2/2)

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.**

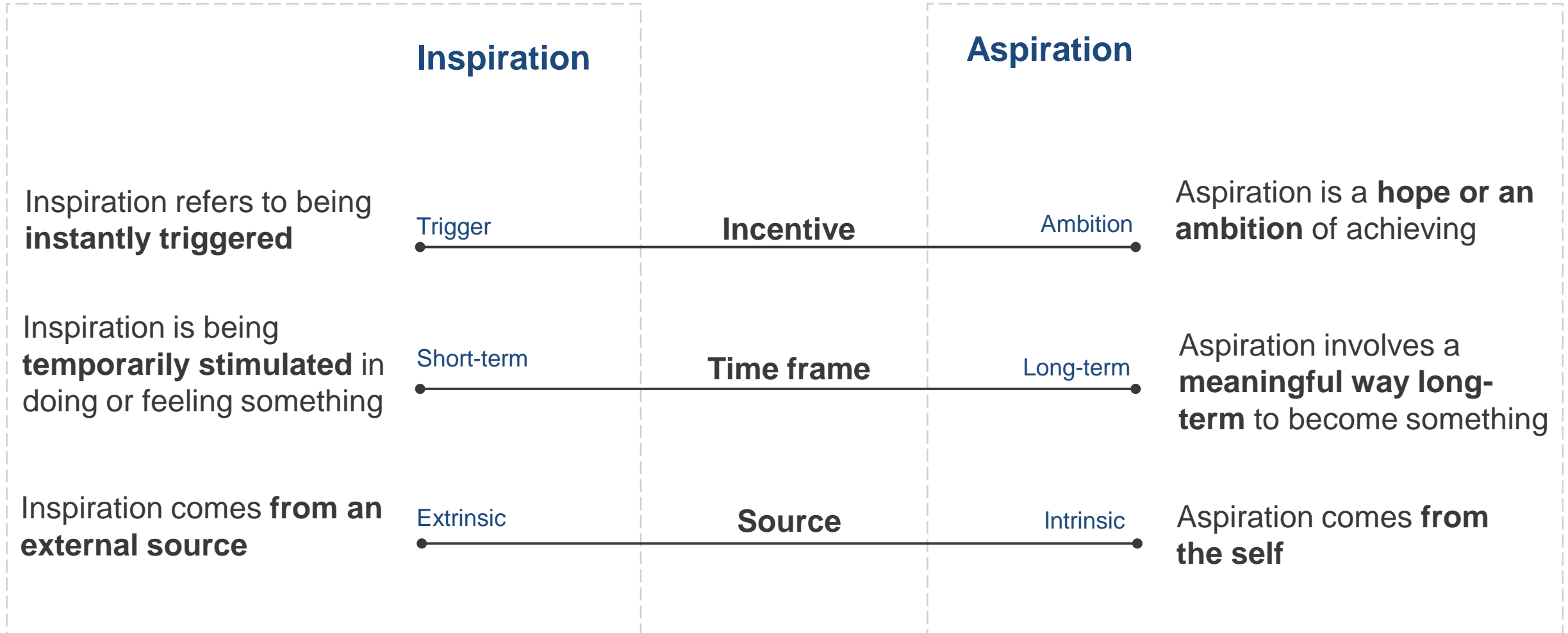
Celebrity endorser matches brand values



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

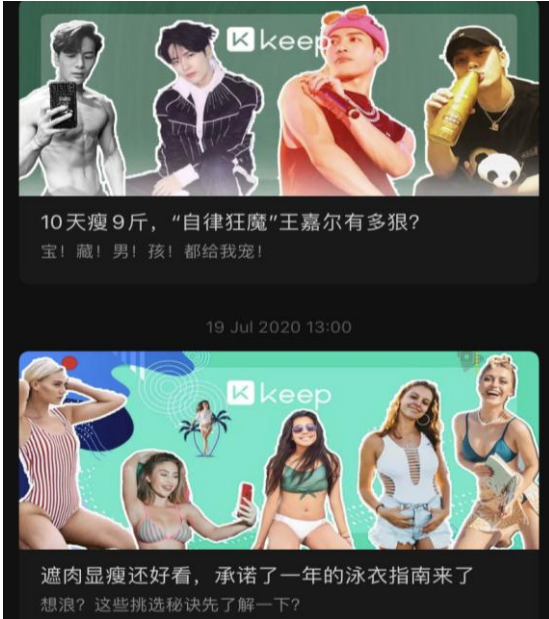


Inspiration and Aspiration in Action (2/2)

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

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

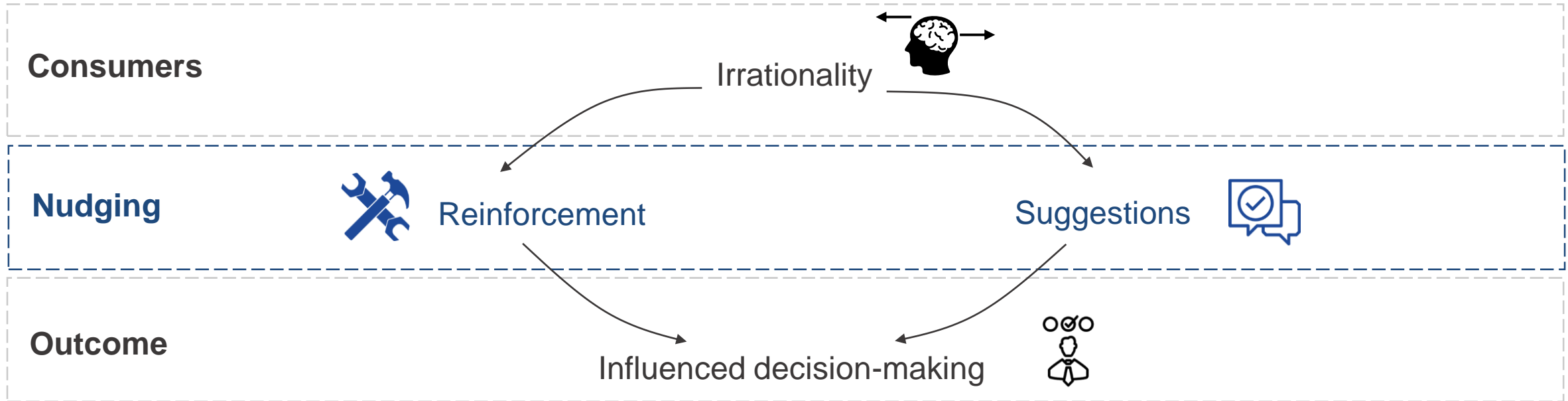


User shares goal achievement and journey on in-app social community

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.



Redmi Note 8
千元4800万四摄 4000mAh长续航
¥949起 [立即购买](#)



Redmi Note 8 Pro
6400万高清四摄 4500mAh长续航
¥1199起 [立即购买](#)



Redmi 8
5000mAh大电量 1200万AI双摄
¥799 [立即购买](#)

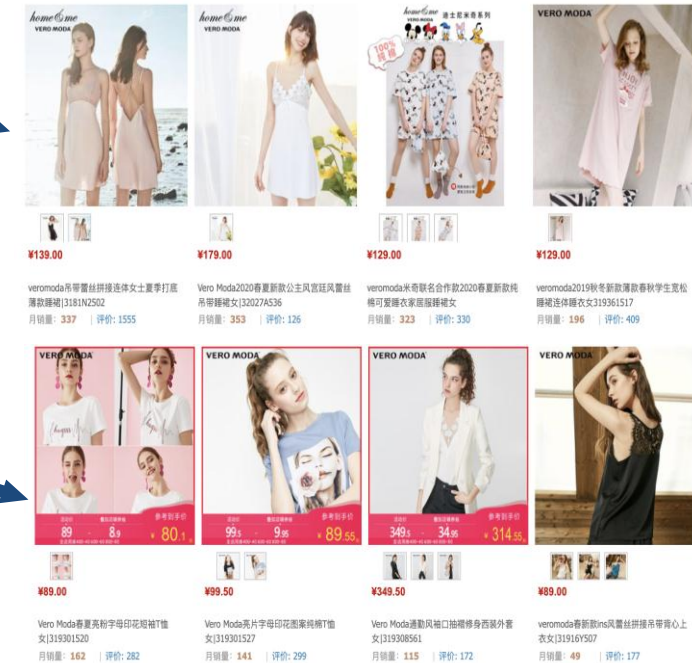
Labels to capture attention (Vero Moda)

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

Special product line

Attractive-looking discounts

Collaboration with Disney



Concept 11: Personal Brands

Customers trust a human being more than a logo

Founder/CEO



Public Figure

Public Figure



Founder

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.

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.



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



Li Ning, Chinese gymnast champion

in 1990



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

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.

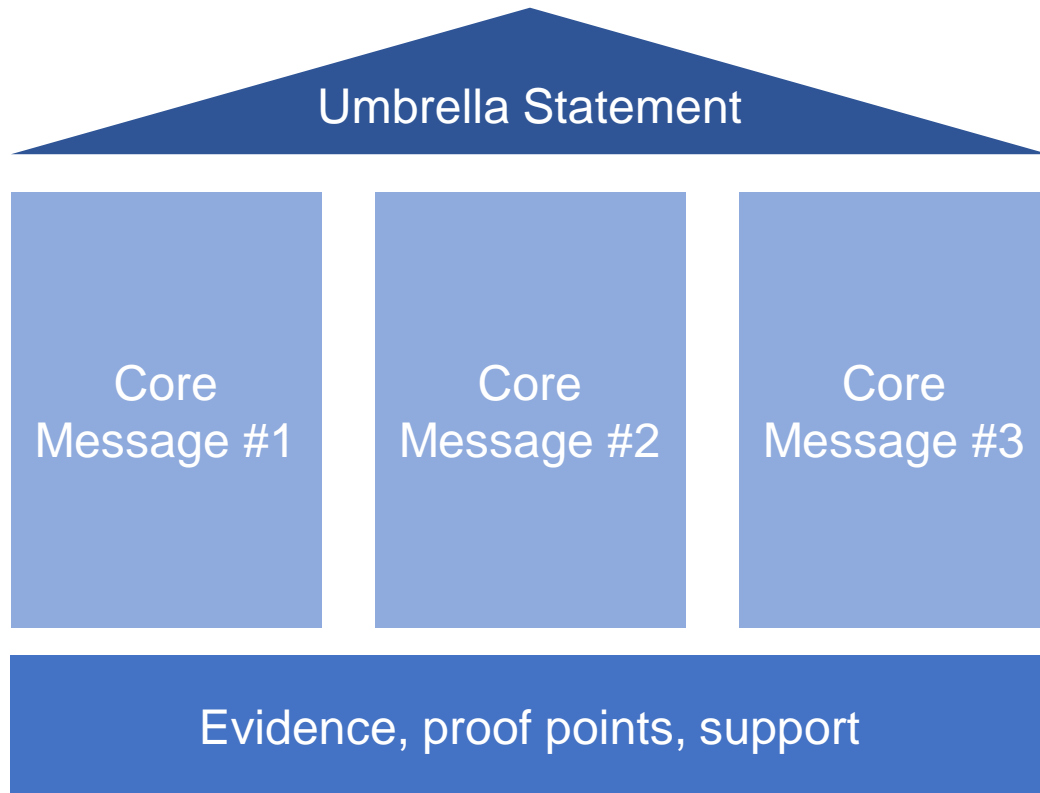
The brand initially gained popularity through Li Ning's fame. Its brand concept combines Chinese national sports with "local fashionable brand," instilling strong feelings of patriotism. It maintains a positive brand image among consumers for the founder's lasting impact in the sports scene.

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
创造和本土

Core message #2:
Responsive &
Flexible 负责和灵活

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

Core message #4:
Actionable
recommendations
可行建

Core message #5:
Innovative 创新

Core message #6:
Professional 专业

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

Proof points #2

- ✓ 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

Proof points #3

- ✓ 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

Proof points #4

- ✓ 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

Proof points #5

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

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...

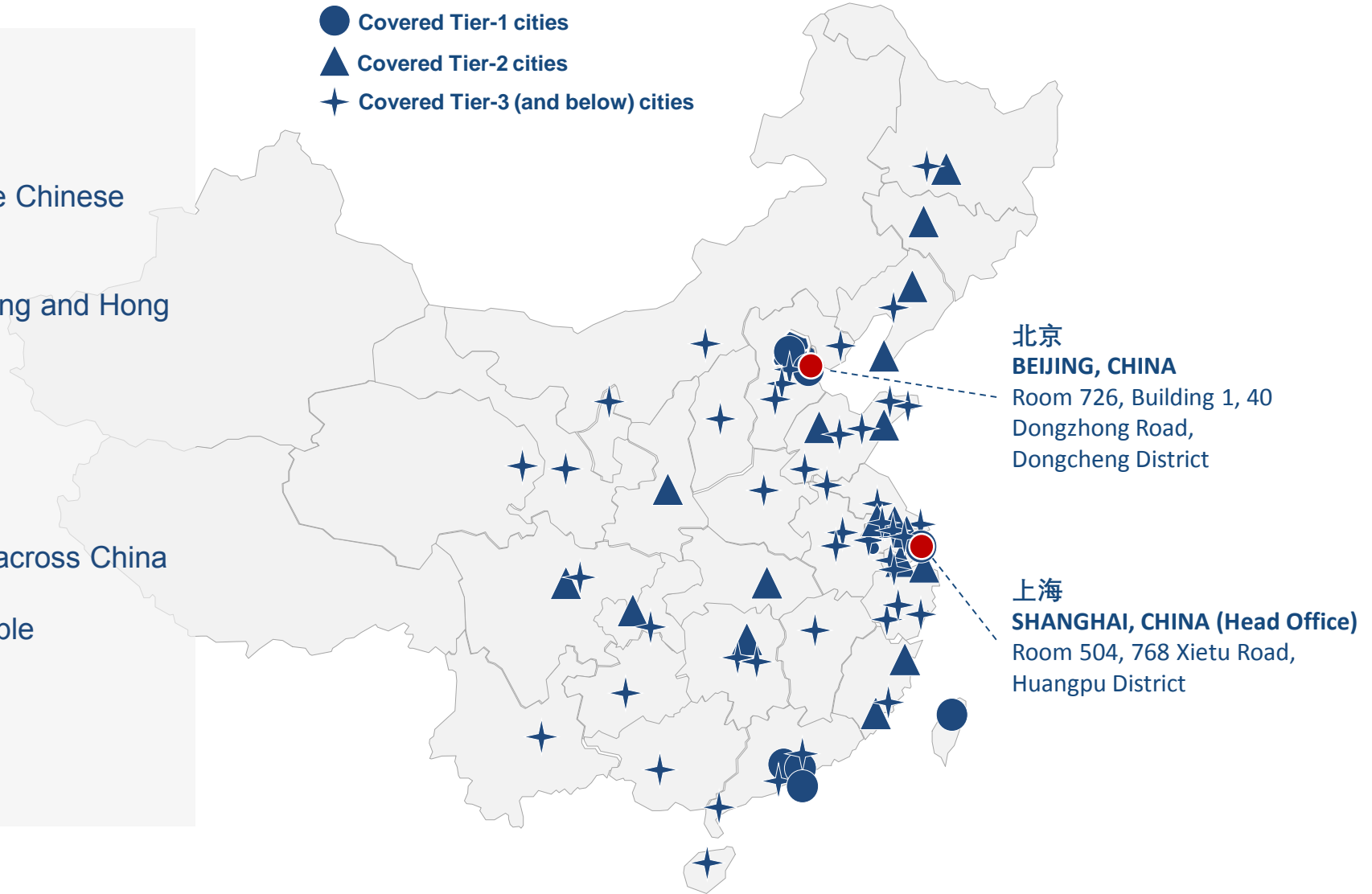
The successful foreign brands we mention all have one thing in common: **localization** to and **understanding** of the Chinese market. Branding in China requires an accurate **expression of brand identity** while being **culturally and socially conscious**. The local Chinese brands mentioned focus on **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



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**

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.

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**

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.

4. Actionable recommendations 可行建议

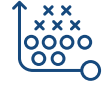
- ✓ We **care about results** and design our research in order to be operational.
- ✓ We are **driven by metrics** such as customer acquisition costs, business plan KPIs, P&L optimization.

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
市场准入



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

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Examples of references



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Regularly featured and quoted in global publications

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ASIA WEEKLY

FT FINANCIAL
TIMES

英文中国新闻
The China Post

REUTERS

GLOBAL
TIMES

SBS NEWS

theguardian

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news.com

Le Monde

THE WALL STREET JOURNAL

LesEchos.fr

THOUGHTFUL
CHINA

CHINA
ECONOMIC REVIEW

SWI

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TechNode

CONDÉ NAST

TECHINASIA

FRENCHWEB.FR
Le magazine de l'innovation

LE FIGARO

CHINADAILY
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THE WALL STREET JOURNAL

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BUSINESS SCHOOL

The New York Times

Guanghua School of Management
Peking University

Forbes

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JDN
JOURNAL DU NET

L'OBS

Wine News
THE POCKET WINE WEE LIFE IN ITALY

france
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gbtimes
Global reach, Local touch

South China
Morning Post

TECH
INSIDER

IT NEWS AFRICA
AFRICA'S TECHNOLOGY NEWS LEADER

THE JORDAN TIMES

Jing Daily

World
Trademark
Review

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