BRANDZ™
TOP 50
CHINESE
Global Brand Builders 2018
The hottest brands &
the brands to watch

Methodology by
KANTAR MILLWARDBROWN

Google

WPP
The BrandZ™ Top 50 Chinese Global Brand Builders

The New Silk Roads
The China Express
Journey to the West

The BrandZ™ Top 50 Chinese Global Brand Builders

Talking with Brand Builders

Swords held high
Andy Zhong, CEO and Founder, FunPlus Group

The Future of Possible
Danny Zheng, Vice President of Marketing, DJI

Faster, better fashion
Sky Xu, Founder, SheIn

Driving ahead
Victor Yang, Vice President, Geely Auto Group

On the front foot
Will Yang, Brand Director, OPPO India

China’s Brand Builders are beginning to change the world
Scott Beaumont, President, Google Greater China

China’s Brands are Globally Born to Run
Doreen Wang
Global Head of BrandZ™
Kantar Millward Brown

Want to Go Global?
Spelling out what it takes to succeed...

BE BOLD
Brand-powered
Engaging People
Battle-readiness
On track
Leading Innovation
Data Analysis

Resources
Methodology
BrandZ™ Reports and Apps
BrandZ™ China Insights Reports
BrandZ™ Online & Mobile
WPP Company Contributors
Kantar Millward Brown in China
WPP in China
Brand Building Experts
Top 50 Chinese Global Brand Builders Team
Forward!

No, that’s not a misprint. The title of this foreword is indeed FORWARD! A fitting title I’m sure you will agree; not least because The BrandZ™ Top 50 Chinese Global Brand Builders 2018 are on a mission.

Increasingly those responsible for building China’s brands are moving outward as fast as they are marching forward. Their sense of purpose is palpable and transcends their commercial objectives. There is a higher calling that is providing the impetus to not only build global brands, but to build innovative, higher-value global brands.

The catalyst for this high-octane propulsion of China’s brands on to the global stage is President Xi Jinping’s 2013 proposals to build a “Silk Road Economic Belt” and the “21st Century Maritime Silk Road.” Five years on, the “Belt and Road Initiative” is not only supported by more than 100 countries and international organisations, it continues to be backed by China’s business leaders and the companies and brands in their charge.

As well as championing the ‘Belt and Road Initiative’, China’s brand leaders have also embraced the country’s innovation-driven development strategy. ‘Going global’ today is as much about delivering quality-innovation as it is about extending reach.

The core objective is not just for China’s companies and their brands to reach a global audience, it is for those companies to change the way that people around the world think about China’s brands. Increasingly innovative and better quality brands are confronting the old China-stereotypes.

Although the number of people who think ‘Made in China’ is a pejorative term is reducing, there is still much work to be done. The entrepreneurs and business leaders behind China’s brands are up for this challenge.

Minister Zhu Qin spoke about the upward shift in the value of what Chinese companies sell internationally in his address at an event at the UK Houses of Parliament to celebrate the achievements of the ‘BrandZ™ Top 100 Most Valuable Chinese Brands’. Minister Zhu talked about moving from “made in” to “created in” China.

Anyone who questions the determination of China’s government and business leaders to deliver on this should read President Xi’s speech at the five-yearly party meeting in Beijing, in October 2017, in which he uses the word “Innovation” no fewer than 24 times. Most telling is the opening sentence of the “Making China a country of innovators” section: “Innovation is the primary driving force behind development; it is the strategic underpinning for building a modernized economy.”

As well as building economies and better lives for people, innovation builds brand value. As you can read in the pages that follow, many of China’s Brand Builders believe that ‘people-centric’ innovation is the springboard of their global expansion, and consequently the underlying reason for their global success.

There are still many challenges that need to be overcome. These are being boldly tackled, at an international as well as at national level by Chinese Brand Builders, who are passionate about improving their brand’s, business and countries performance.

I am fortunate that I spend a lot of time talking with China’s Brand Builders, I sense that there is an increasing appreciation of how data can help; because analysis of ‘good’ data can facilitate a better understanding of what’s required to improve things.

There is also a sense that the old ‘rules’ and conventions of online and offline marketing are breaking down, and that the two disciplines should be looked at holistically. These challenges are best overcome by making better use of better data – and building a marketing communications plan around the reality of the audience’s daily life.
Despite the challenges, the underlying current is one of genuine enthusiastic optimism. There is a sense of pride at what has been achieved so far, but there is certainly no complacency as this is the start of a long journey.

This is why we have produced, in conjunction with Google, this ground breaking report, now in its second year. Last year we started with 30 brands but have now increased the ranking to 50 brands, such is the dynamism The BrandZ™ Top 50.

WPP in partnership with Google, measured these brand journeys in many ways. The analysis of the scorecards which we produced enabled us to calculate the ‘brand power’ rating – the strength and desire of a brand from a customer’s perspective. We are uniquely qualified to perform this analysis, because we have at our fingertips, WPP’s BrandZ™ database, the world’s largest consumer-focused source of brand equity knowledge and insight and we have partnered with Google to leverage our BrandZ™ resources with Google Search capability and Google Surveys. The result is a must read for any Chinese brand owner who is considering expanding overseas or who is already overseas and contemplating their next move.

The study focuses on the consumers of the product and service categories in the country markets that are most critical to the success of China’s brands that are ‘going global’.

Hundreds of millions of people around the world are benefiting from the contribution China’s brands are making across numerous brand categories. That’s because the improving value of China’s brands inevitably results in a better value-proposition for everyone. How exciting is that.

These are exciting times to be working at or with the companies responsible for China’s brands. WPP and Google are dedicated to doing everything in our power to help the people behind these brands successfully achieve their global brand-objectives.

For additional knowledge about China and Chinese consumers please do take a read through our library of BrandZ™ reports including The BrandZ™ Top 100 Most Valuable Brands 2017, Unmasking The Individual Chinese Investor; The Power And Potential Of The China Dream and others.

Please go to www.brandz.com

If you are wondering how all this knowledge and insight gets applied in the real world go to part four for our interviews with c-suite executives from six of the BrandZ™ Top 50 Chinese Global Brand Builders 2018 as they share cutting edge insights with us.

At WPP we are passionate about using our creativity to create and build strong, differentiated brands that deliver lasting shareholder value. If you think WPP and Google can help your brand to ‘go global’, please don’t hesitate to get in touch any of the WPP companies that have contributed expertise in the pages that follow or Scott Beaumont (Google’s President, Greater China). Or feel free to contact me directly.

Sincerely,

DAVID ROTH
David.Roth@wpp.com
Twitter: davidrothlondon
Blog: www.davidroth.com
THE NEW SILK ROADS
The China Express... arriving at a platform near you
Brand Power scorecard

With so much at stake, it was clear that there is a need for a scorecard to measure the power of China’s brands in overseas markets. What’s more, it had to be global in scale but local in terms of actionable insight, so that it could help China’s Global Brand Builders – both present and future – to better understand the mechanisms of success.

Last year, WPP and Google worked together to produce the first such scorecard and analysis. Both companies brought different expertise and data-sets to the project. The joint resources of Google Surveys and the Google Search Index, and WPP’s BrandZ™, the world’s largest brand analytics database and platform enabled us to produce the Brand Power scores and rankings that you can see in Chapter 2.

The Brand Power score represents the strength of the brand from the perspective of overseas consumers in important country-markets. The selection of markets was determined by the answer to this question: Where do brands need to be successful for them to be considered a global brand?

It was also clear that, because the number of China’s brands ‘going global’ was increasing so quickly, the scorecard had to be both adaptable and expandable. This, combined with the improvements that China’s brands were making in terms of engagement, led to this year’s decision to increase the number of brands in the survey to 50 – from 30 brands last year.

An analysis of the numbers behind the numbers (Brand Power, Chapter 3) provides a snapshot of what has happened in the 12 months since the first study. There are also perspectives on what’s behind the differences at country, category, and target-group levels. We also provide our view on the changing attitudes to ‘Made in China’ and how those attitudes affect the perception of Chinese brands and Brand China.

The most compelling brand stories are told by the people who have been in the thick of the action, who have been living and breathing the brand, and who have the passion and ability to succeed. ‘Talking with Brand Builders’ (Chapter 4) provides everyone, no matter how experienced, with a rich seam of thought-provoking ideas on how to successfully build a Chinese brand around the world.

Of special interest to China’s would-be Global Brand Builders is Chapter 5, which is an in-depth look at the reasons why China’s pioneering Global Brand Builders have been successful. This chapter will help future brand builders to emulate the success of their forerunners. There is a certain attitude that is a prerequisite for ‘going global’ and achieving great things (an attitude that underpins all the 20 points that are discussed). The name of the chapter, BE BOLD, literally spells out what that attitude is.

Even with the BE BOLD attitude, and everything in your favour, it can still be tough out there. And a tough job becomes an impossible job if you are fighting alone. Ask Andy Zhang, CEO of FunPlus, for his advice and he would tell you that strong alliances and long-term partnerships win brand-battles as well as mobile-games.

That’s where Scott Beaumont, President of Google Greater China and Doreen Wang, Global Head of BrandZ™ at Kantar Millward Brown can help. In Chapter six, Scott and Doreen share their thoughts on what Google and WPP can do to help China’s Global Brand Builders – present and future – expand and succeed.
Journey to...

On the 5th August 25 AD, Liu Xiu – posthumously known as the Emperor Guangwu – became the first emperor of the Eastern Han dynasty. His son, Ming, and grandson, Zhang, would reign over a ‘golden age’ in Chinese history.

There are some remarkable parallels between that period and today’s China. Due to political stability and a flourishing economy, trading circles widened. It was also a period of tremendous technological innovation. These factors, combined with better infrastructure along the trading routes westwards, enabled the re-establishment of a route to Europe along what would become known as the Silk Road. The world’s two great cultures and economies, China and the ‘Western’ Empire (Rome) mutually benefited from the greatest trading route in the history of the world.

2025 will be the 2,000th anniversary of the founding of the Eastern Han Dynasty. It is also – according to the ‘Made in China 2025’ development – the year that has been designated as the ‘delivery date’ of the planned transformation of China’s manufacturing industry. The objective of the initiative is to make Chinese manufacturing world class – in terms of its cutting-edge innovation in categories such as ‘smart appliances’ and ‘high-end consumer electronics’, as well as the ‘Internet of Things’.

In addition to central government funding, ‘Made in China 2025’, is also assisted by regional and local governments. 35 ‘manufacturing innovation centres’ have already been set up at provincial level. While local governments will invest over RMB ten billion from 2016 to 2020, according to the China Daily, which also reports that the Ministry of Industry and Information Technology (MIIT) will “Cooperate with The China Development Bank to provide financial services including loans, bonds, leasing to support major projects, with an estimated 300 billion yuan of financing in place in the 2016-2020 period.”

The importance of the plans to develop China’s manufacturing industry were underlined in October’s quinquennial National Congress of the Communist Party of China (CPC). In his report, President Xi Jinping said, “We will work faster to build China into a manufacturer of quality and develop advanced manufacturing.” Indeed, the development of China’s manufacturing industry has been a recurring theme during the tenure of President Xi, who has also said that China should build its own world-renowned brands.

President Xi Jinping’s first reference to ‘brands’ goes back more than a dozen years. In 2004, at an economic conference in Zhejiang province, he quoted Deng Xiaoping: “We should have our own ‘first products’ (flagship products) and establish our own world-renowned brands, or we will be bullied by others.” Deng, the former Chinese leader, had said this during his 1992 ‘Southern Tour’ of China - the visit is widely thought to have been the spur for Shenzhen’s and indeed China’s phenomenal economic growth, the fruits of which are discussed in the chapters that follow.

From ‘Belt and Road’ to ‘Going Global’

A poster with a photo of President Xi Jinping simply proclaims, ‘yi dai yi lu’ [One Belt, One Road]. The message is clear... China needs to work with the countries along the one belt (the land route to Europe, via Russia and Asia) and one road (global maritime routes) to help them develop their infrastructure and economies for mutual benefit.

As well as the ‘Belt and Road’ initiative being a long-term foreign policy and economic imperative – that, by May 2017, had been supported by more than 100 countries and international organisations – it is also a commercial imperative that is being embraced by China’s companies. Indeed, for many of those companies who are ‘going global’, the initiative is fundamentally important – to the extent that it is shaping their overseas direct investment (ODI) strategy.
China is well equipped to supply the hardware to improve the infrastructure in ‘Belt and Road’ countries. The business-to-business (B2B) brands are not household names, but their commercial clout should not be underestimated.

Two government-backed financial institutions have been set up to support investment in infrastructure projects in the countries that have embraced the Initiative. These include the Asian Infrastructure Investment Bank (AIIB) and the Silk Road Fund. The increased levels of economic cooperation with the ‘Belt and Road’ have created commercial constituencies that are conducive to faster growth. This is driven by the ‘push’ of Chinese companies keen to export growth. This is reflected in the clout that Chinese brands now enjoy in ‘Belt and Road’ countries. The reputation of Chinese perfume brands continues to build, therefore Brand France’s association with perfume grows ever stronger, and thus a new French perfume brand would be in an even better place to achieve a fast start in life.

The mindset that is needed to succeed along the ‘Belt and Road’ and the lessons learned there can be applied by any company in pursuit of global ambitions. Whether ‘Belt and Road’ is a gateway or a springboard to the world depends on the company and the nature of its brands. What is clear, is that China’s call to its brand builders is a gateway or a springboard to the world, and that China’s brands is for ‘their’ brand to be admired for. For example, China’s brands is for ‘their’ brand to be admired for. For that to be the case, though, the brand in question must be in a category that ‘Brand China’ is admired for. For example, the association with ‘Brand France’ helps French perfume brands; ‘Brand Germany’ works wonders for German car brands; and ‘Brand Belgium’ is an asset to a Belgian chocolate brand if you prefer! Likewise, to many people, a Chinese silk brand would benefit from dialling up its association with ‘Brand China’.

Over time, this creates symbiotic relationships between brands themselves and country brands. The reputation of French perfume brands continues to build, therefore Brand France’s association with perfume grows ever stronger, and thus a new French perfume brand would be in an even better place to achieve a fast start in life.

Surely the dream of the people responsible for marketing any of China’s brands is for ‘their’ brand to be thought of as a great brand. So great, in fact, that when asked for words to describe the brand, its new customers in those new markets push out adjectives such as quality, excellent, irreplaceable, unique, and exceptional.

That’s not to say that a great brand can’t be readily associated with being Chinese. For that to be the case, though, the brand in question must be in a category that ‘Brand China’ is admired for. For example, the association with ‘Brand France’ helps French perfume brands; ‘Brand Germany’ works wonders for German car brands; and ‘Brand Belgium’ is an asset to a Belgian chocolate brand if you prefer! Likewise, to many people, a Chinese silk brand would benefit from dialling up its association with ‘Brand China’.

The good news for ‘Brand China’ and China’s brands is that the negative connotations are gradually reducing and, instead, credentials are being built in areas that are at the frontiers of innovation. China’s Global Brand Builders are making breakthroughs in such fields as robotics, nanotechnology, and artificial intelligence (AI) – areas that will build associations with such positives as ‘highly-innovative’, ‘cutting-edge’, and ‘pioneering’. Over time, this will change people’s perceptions and, consequently, will feed through to the all-important brand-health scorecards of China’s brands and ‘Brand China’.

The West
<table>
<thead>
<tr>
<th>Brand</th>
<th>Category</th>
<th>Brand Power</th>
<th>% Change 2018 vs. 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lenovo</td>
<td>Consumer Electronics</td>
<td>1,697</td>
<td>+1%</td>
</tr>
<tr>
<td>2.</td>
<td>Consumer Electronics</td>
<td>1,530</td>
<td>+22%</td>
</tr>
<tr>
<td>3.</td>
<td>Xiaomi</td>
<td>1,101</td>
<td>+6%</td>
</tr>
<tr>
<td>4.</td>
<td>Consumer Electronics</td>
<td>757</td>
<td>+6%</td>
</tr>
<tr>
<td>5.</td>
<td>Airlines</td>
<td>730</td>
<td>+3%</td>
</tr>
<tr>
<td>6.</td>
<td>Mobile Gaming</td>
<td>724</td>
<td>-22%</td>
</tr>
<tr>
<td>7.</td>
<td>Consumer Electronics</td>
<td>612</td>
<td>+22%</td>
</tr>
<tr>
<td>8.</td>
<td>Home Appliances</td>
<td>578</td>
<td>+1%</td>
</tr>
<tr>
<td>9.</td>
<td>Home Appliances</td>
<td>530</td>
<td>+1%</td>
</tr>
<tr>
<td>10.</td>
<td>Mobile Gaming/Internet Services</td>
<td>512</td>
<td>+3%</td>
</tr>
<tr>
<td>11.</td>
<td>Smart Devices</td>
<td>506</td>
<td>+17%</td>
</tr>
<tr>
<td>12.</td>
<td>OnePlus</td>
<td>Consumer Electronics</td>
<td>467</td>
</tr>
<tr>
<td>13.</td>
<td>Banks</td>
<td>447</td>
<td>NEW</td>
</tr>
<tr>
<td>14.</td>
<td>Airlines</td>
<td>428</td>
<td>+1%</td>
</tr>
<tr>
<td>15.</td>
<td>Consumer Electronics</td>
<td>413</td>
<td>+1%</td>
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<tr>
<td>16.</td>
<td>Mobile Gaming</td>
<td>398</td>
<td>+20%</td>
</tr>
<tr>
<td>17.</td>
<td>Mobile Gaming</td>
<td>388</td>
<td>0%</td>
</tr>
<tr>
<td>18.</td>
<td>Home Appliances/Consumer Electronics</td>
<td>383</td>
<td>+6%</td>
</tr>
<tr>
<td>19.</td>
<td>Mobi Magic</td>
<td>Internet Services</td>
<td>362</td>
</tr>
<tr>
<td>20.</td>
<td>Internet Services</td>
<td>300</td>
<td>-38%</td>
</tr>
<tr>
<td>21.</td>
<td>Oil &amp; Gas</td>
<td>292</td>
<td>NEW</td>
</tr>
<tr>
<td>22.</td>
<td>E-commerce</td>
<td>289</td>
<td>+20%</td>
</tr>
<tr>
<td>23.</td>
<td>Mobile Gaming</td>
<td>285</td>
<td>-8%</td>
</tr>
<tr>
<td>24.</td>
<td>Online Fast Fashion</td>
<td>282</td>
<td>NEW</td>
</tr>
<tr>
<td>25.</td>
<td>Mobile Gaming</td>
<td>276</td>
<td>-20%</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Brand</th>
<th>Category</th>
<th>Brand Power</th>
<th>% Change 2018 vs. 2017</th>
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</thead>
<tbody>
<tr>
<td>26. oppo</td>
<td>Consumer Electronics</td>
<td>258</td>
<td>+14%</td>
</tr>
<tr>
<td>27. PetroChina</td>
<td>Oil &amp; Gas</td>
<td>247</td>
<td>NEW</td>
</tr>
<tr>
<td>28. vivo</td>
<td>Consumer Electronics</td>
<td>244</td>
<td>+8%</td>
</tr>
<tr>
<td>29.</td>
<td>Airlines</td>
<td>239</td>
<td>+3%</td>
</tr>
<tr>
<td>30.</td>
<td>Long Tech Network</td>
<td>Mobile Gaming</td>
<td>235</td>
</tr>
<tr>
<td>31. Tencent</td>
<td>Mobile Gaming/Internet Services</td>
<td>219</td>
<td>+5%</td>
</tr>
<tr>
<td>32.</td>
<td>Cars</td>
<td>212</td>
<td>+2%</td>
</tr>
<tr>
<td>33.</td>
<td>Mobile Gaming</td>
<td>207</td>
<td>-22%</td>
</tr>
<tr>
<td>34.</td>
<td>Online Fast Fashion</td>
<td>203</td>
<td>NEW</td>
</tr>
<tr>
<td>35. ZAFUL</td>
<td>Smart Devices</td>
<td>196</td>
<td>NEW</td>
</tr>
<tr>
<td>36.</td>
<td>E-commerce</td>
<td>190</td>
<td>-17%</td>
</tr>
<tr>
<td>37.</td>
<td>Internet services</td>
<td>185</td>
<td>NEW</td>
</tr>
<tr>
<td>38.</td>
<td>Cars</td>
<td>175</td>
<td>NEW</td>
</tr>
<tr>
<td>39.</td>
<td>Payment Networks</td>
<td>168</td>
<td>NEW</td>
</tr>
<tr>
<td>40.</td>
<td>Smart Devices</td>
<td>158</td>
<td>-28%</td>
</tr>
<tr>
<td>41.</td>
<td>Banks</td>
<td>146</td>
<td>NEW</td>
</tr>
<tr>
<td>42.</td>
<td>Airlines</td>
<td>144</td>
<td>NEW</td>
</tr>
<tr>
<td>43.</td>
<td>Cars</td>
<td>143</td>
<td>NEW</td>
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<tr>
<td>44.</td>
<td>E-commerce</td>
<td>139</td>
<td>NEW</td>
</tr>
<tr>
<td>45.</td>
<td>Cars</td>
<td>138</td>
<td>NEW</td>
</tr>
<tr>
<td>46.</td>
<td>Home Appliances</td>
<td>132</td>
<td>NEW</td>
</tr>
<tr>
<td>47.</td>
<td>Airlines</td>
<td>130</td>
<td>NEW</td>
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<tr>
<td>48.</td>
<td>E-commerce</td>
<td>116</td>
<td>NEW</td>
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<tr>
<td>49.</td>
<td>Consumer Electronics</td>
<td>115</td>
<td>NEW</td>
</tr>
<tr>
<td>50.</td>
<td>Home Appliances</td>
<td>113</td>
<td>NEW</td>
</tr>
</tbody>
</table>
A global leader in personal computer and mobile technology, Lenovo products include PCs, smartphones, tablets, and smart TV. Significant international acquisitions have included the purchase of IBM’s PC division in 2005, and Motorola Mobility from Google three years ago. In Q4 2016 ‘outside-China’ mobile business sales-volume was up 17.4 percent year-on-year (Brazil increased by 56.3 percent, and India by 37.7 percent). The company sells products in more than 160 countries.

Present in more than 170 countries, Huawei manufactures telecoms equipment and smartphones. The brand is increasingly moving up-market. In the first half of 2017, sales revenue increased by 36.2 percent, while smartphone shipments were up by 20.6 percent (high-end P and Mate series increased by more than 100 percent). Ranked 88th in the ‘Forbes 2017’ brand value list (the only Chinese brand featured), with a worth of US$7.3bn – a 9 percent year-on-year increase.

Xiaomi is a brand of smartphones and other mobile devices, along with a range of appliances and consumer electronic products and accessories. Xiaomi began exporting in 2014, the year it became the world’s most valuable technology start-up. It is planning to add European countries (starting in eastern Europe) to its main overseas markets in India, Ukraine, Indonesia, Myanmar and Israel.

Anker makes and markets products such as headphones, LED lighting, portable chargers, USB cables, and other accessories for mobile devices. They are sold online in more than 80 countries. From 2016, products were also available offline in 3,000 Wal-Mart stores and more than 600 Bestbuy stores. Thanks to excellent R&D and design, the Anker brand sells well at a premium price (up to 30 percent of category in North America at about 30 percent above average-price). Earnings were up 75 percent year-on-year in 1H 2017.

Air China is the largest Chinese airline. The state-owned enterprise operated 377 routes as of June 2016, including 98 international routes to 39 countries or regions. In cooperation with its airline partners in Star Alliance, Air China reaches 193 countries. In 2016, international passenger traffic volume grew by 20 percent. In September 2016, Air China and Lufthansa signed a joint venture agreement.

Ellex is a developer of multiplayer online and mobile games that are played by over 50 million people in 40 countries. Overseas markets contribute more than 95 percent of revenues, with ‘Clash of Kings’ being its most popular title. From January to May in 2016, the title was ranked first on iOS and Google Play Revenue Rankings (outside Greater China).

Haier’s air conditioners, washing machines, and refrigerators are sold in more than 100 countries. Haier manufactures around half of its products in factories outside of China. Overseas sales contribute more than a quarter of its annual revenue. In April 2016, Haier completed the purchase of the appliance division of GE, which enabled it to significantly expand its presence in the US. 2016 earnings were up 32.6 percent on the previous year.
### Hisense
- **Company:** Hisense Company, Ltd.
- **Brand Power:** 530
- **Headquarters City:** Qingdao
- **Industry:** Home Appliances
- **Year Formed:** 1969

Hisense-branded mobile devices and home appliances, including TVs, are sold in more than 80 countries. Sales in Europe grew 36.8 percent (from Jan to Sep 2016); while exports of TVs increased by 28.2 percent year-on-year in the period January to May 2017. The company is a global sponsor of the Russia 2018 FIFA World Cup and the Red Bull Racing Formula One Team; and was also a global sponsor of the 2016 UEFA Euros.

### DJI
- **Company:** DJI Technology Company, Ltd.
- **Brand Power:** 506
- **Headquarters City:** Shenzhen
- **Industry:** Smart Devices
- **Year Formed:** 2006

DJI is the global leader in developing and manufacturing advanced drone and camera technology. Its non-industrial drones (mainly recreational) account for over 80 percent of total sales. About 80 percent of these are sold outside of China. DJI’s sales revenue exceeded RMB 10 billion in 2016, an increase of 65 percent on the previous year. Its industrial drones are also used by search and rescue services, as well as wildlife-protection organizations.

### Cheetah Mobile
- **Company:** Cheetah Mobile Company, Ltd.
- **Brand Power:** 512
- **Headquarters City:** Beijing
- **Industry:** Mobile Gaming/Internet Services
- **Year Formed:** 2010

Cheetah Mobile is best known as the developer of mobile device optimization and security software, such as Clean Master, Battery Doctor, and CM Security. By offering its software free of charge, the company has attracted over 623 million monthly active users worldwide, as of December 2016. Advertising drives revenue. In 2016, overseas income accounted for 60.2 percent of RMB 4.57 billion total revenue.

### OnePlus
- **Company:** OnePlus Technology Company, Ltd.
- **Brand Power:** 398
- **Headquarters City:** Shenzhen
- **Industry:** Consumer Electronics
- **Year Formed:** 2013

OnePlus makes good quality smartphones at affordable prices. The brand is present in more than 40 countries, having launched in China and overseas markets in 2014. Overseas markets, including the US, Europe, and India, account for the most of the company’s sales. Primarily, it employs online sales channels, although it has experimented with pop-up stores and service centres in India, one of its largest overseas markets.

### ZTE
- **Company:** ZTE Corporation
- **Brand Power:** 228
- **Headquarters City:** Shenzhen
- **Industry:** Consumer Electronics
- **Year Formed:** 1985

ZTE is a provider of information and communication systems and equipment for business, government, and consumers, including cloud services and other aspects of mobile Internet technology. It operates in more than 160 countries. In the first half of 2017, earnings were RMB 54 billion, an increase of 13.1 percent year-on-year. Same-period net profit rose by 29.85 percent to RMB 2.29 billion. ZTE performed particularly well in the US (where it ranks fourth in category). It is also doing well in Europe, Japan and Australia.
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Industry</th>
<th>Year Formed</th>
<th>Headquarters City</th>
<th>Industry</th>
<th>Brand Power</th>
<th>Company</th>
</tr>
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<tbody>
<tr>
<td>FunPlus Technology Company, Ltd.</td>
<td>Technology</td>
<td>2010</td>
<td>Beijing</td>
<td>Mobile Gaming</td>
<td>388</td>
<td>FunPlus</td>
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<tr>
<td>Mobi Magic (Beijing) Information Technology Co., Ltd.</td>
<td>Internet Services</td>
<td>2013</td>
<td>Beijing</td>
<td>Internet Services</td>
<td>362</td>
<td>Mobi Magic</td>
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<td>Youzu Interactive Company, Ltd.</td>
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<td>2009</td>
<td>Shanghai</td>
<td>Internet Services</td>
<td>300</td>
<td>Youzu</td>
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<tr>
<td>GearBest Global Electronic Commerce Company, Ltd.</td>
<td>E-commerce</td>
<td>2007</td>
<td>Shenzhen</td>
<td>E-commerce</td>
<td>289</td>
<td>GearBest</td>
</tr>
<tr>
<td>SheIn Group Ltd.</td>
<td>E-commerce</td>
<td>2008</td>
<td>Nanjing</td>
<td>Online Fast Fashion</td>
<td>282</td>
<td>SheIn</td>
</tr>
</tbody>
</table>

**FunPlus** is a developer and publisher of mobile and online games. Family Farm for Facebook and Family Farm Seaside for iOS and Android are FunPlus's two signature games. A new hit, the King of Avalon, was downloaded by more than 30 million gamers in the seven months following launch - and became the top-selling game in over 20 countries, including the US and Russia. Videos for the game were viewed more than 400 million times on YouTube.

**TCL** specializes in multimedia entertainment and smart TVs. The company also produces DVD players; as well as air conditioners, refrigerators and other large appliances. It markets mobile devices under the Alcatel brand, which it acquired over 10 years ago. TCL operates sales offices in more than 80 countries, from where it markets to 160 countries. In 2016, about half of TCL’s RMB 106.6 billion revenue was from overseas operations.

**Youzu** is a game development and distribution company. It operates eight overseas branch offices and is present in over 150 countries. In 2016, overseas income exceeded domestic income for the first time. In the first half of 2017, income totalled RMB 1.68 billion, an increase of about 65 percent on the previous year. Its ‘League of Angels’ game ranked high in gross sales in more than 80 countries. It has three long-term goals: high quality, globalisation and famous IP.

**GearBest** is a B2C English language e-commerce website, which promises high-quality Chinese-made products at prices that are lower than generally available outside of China. 50,000 items are offered across many categories, including apparel, auto, consumer electronics, health and beauty etc. In a 2017 interim report GearBest reported that its revenue had increased by 110.2 percent.

**Sinopec** is the largest oil refinery company and the second largest chemical company in the world. It has more than 18 thousand people working overseas. Sinopec is listed in Hong Kong and trades also in Shanghai and New York. The company has expanded into overseas markets, where its 382 service teams provide comprehensive support. Sinopec Group is the largest oil and petrochemical products supplier and the second largest oil and gas producer in China.

**Sheln** is an international online fashion retailer, selling on-trend clothing, shoes, jewelry and other accessories for young women and teenage girls. In 2016, Sheln raised over RMB 300 million to enable it to purchase Romwe, another cross-border e-commerce company. Sheln has websites supporting the United States, Spain, France, Russia, Germany, Italy, Australia and Middle East markets; and ships to over 80 countries from its many warehouses around the globe.
Tap4Fun

Company: Tap4Fun Company, Ltd.
Brand Power: 276
Headquarters City: Chengdu
Industry: Mobile Gaming
Year Formed: 2008

Founded as NibiruTech Ltd., the company's 2011 name-change to Tap4Fun coincided with a strategic shift to focus exclusively on developing mobile games aimed at connecting players from around the world for competition and collaboration. In the first half of 2016, overseas income – mainly from North America, Europe, and Asia – accounted for just over 80 percent of all revenue.

OPPO

Company: OPPO Mobile Telecommunications Company, Ltd.
Brand Power: 258
Headquarters City: Dongguan
Industry: Consumer Electronics
Year Formed: 2004

OPPO designs, manufactures, and markets smartphones and consumer electronics products, such as Blu-Ray disc players. The company started as an MP3 and MP4 manufacturer, and expanded to mobile devices four years later. The first overseas business opened in late 2009, in Thailand. In 2016, overseas markets accounted for about 20 percent of sales. India and Southeast Asia are OPPO's strongholds.

China Southern Airlines

Company: China Southern Airlines Company, Ltd.
Brand Power: 239
Headquarters City: Guangzhou
Industry: Airlines
Year Formed: 1995

China Southern Airlines flies to over 40 countries around the world. With its partner airlines in the SkyTeam network, the airline serves over one thousand destinations in close to 180 countries. In 2016, international passenger capacity increased by 17.8 percent, compared with the previous year. The airline is focused on developing Guangzhou into a 'passengers and cargo' international hub and gateway to South Asia, Australia, and New Zealand.

PetroChina

Company: PetroChina Company, Ltd.
Brand Power: 247
Headquarters City: Beijing
Industry: Oil & Gas
Year Formed: 1999

PetroChina is the listed arm of state-owned China National Petroleum Corporation. It is one of the largest oil companies in the world, and one of the biggest companies in China in terms of sales revenue. As well as the import and export of oil and gas, PetroChina operates in more than 80 countries in fields such as oil refining, blending, storage, transportation, and wholesale and retail.

Vivo

Company: Vivo Mobile Communications Company, Ltd.
Brand Power: 244
Headquarters City: Dongguan
Industry: Consumer Electronics
Year Formed: 2009

A maker and marketer of smartphones. The brand expanded overseas in 2014, and has become established in India and several South-East Asian countries. Vivo shipments reached 24.7 million units in Q4 2016, which was 5.8 percent of global market share (the world’s fifth highest). This was more than double the number of units shipped in the same period the previous year. In a high-profile move, Vivo has become an official sponsor of the 2018 and 2022 FIFA World Cups.

Tencent

Company: Tencent Holdings Ltd.
Brand Power: 219
Headquarters City: Shenzhen
Industry: Mobile Gaming/Internet Services
Year Formed: 1998

Tencent is China’s largest Internet portal, and its most valuable brand, according to the BrandZ™ Top 100 Most Valuable Chinese Brands 2017. The company operates an ecosystem of e-commerce and social media that delivers news, video, music and games. The popular social networking app WeChat is part of the ecosystem. Tencent overseas expansion has concentrated on acquiring foreign gaming companies or stakes in them (in, for example, San Francisco, Japan, and Korea).

Great Wall

Company: Great Wall Motor Company, Ltd.
Brand Power: 212
Headquarters City: Baoding
Industry: Cars
Year Formed: 1984

Great Wall Motor markets under two brands, Haval and Great Wall, and manufactures three types of vehicles: SUVs, passenger cars, and pickup trucks. The company launched its export business in 1998, and derives less than two percent of operating revenue from overseas markets. Its largest export destinations include Latin America (particularly Chile), Iran, and Algeria. Overseas income decreased significantly in 2016, except in Australia where it increased by 2.9 times (compared with the previous year).
### ZafUL

**Company**: ShenZhen Globalbeegrow E-Commerce Co., Ltd.  
**Brand Power**: 203  
**Industry**: Online Fashion  
**Year Formed**: 2015

ZafUL is a global online shop offering a wide selection of affordable fast-fashion apparel and accessories for women. On its website, it describes itself as, “Your one-stop online shop for today’s most daring, exciting and edgy fashion apparel...”. The company is owned by Globalbeegrow, a cross-border e-commerce company, that also operates SammyDress.com and other sites.

### Baidu

**Company**: Baidu, Inc.  
**Brand Power**: 185  
**Industry**: Internet Services  
**Year Formed**: 2000

Baidu is a Chinese website and search engine that enables individuals to obtain information and find what they need. In addition to serving individual users, the company also provides a performance-oriented marketing platform for businesses to cost-effectively reach targeted Internet users. The total revenues of Baidu in the Q2 of 2017 was RMB 20.87 billion, of which mobile revenue comprised 72 percent.

### ECOVACS

**Company**: Ecovacs Robotics Co., Ltd.  
**Brand Power**: 198  
**Industry**: Smart Devices  
**Year Formed**: 1998

Ecovacs is a Chinese technology company best-known for developing in-home robotic appliances. Significant investment in R&D has ensured that, since 2006, the company developed more than 20 new robotic products each year. In fewer than 20 years, it has grown from a start-up with only five employees, into a global robotics company with over 5,000 staff across the world. Ecovacs' robots are now working in more than 30 countries, including Japan, Germany and the US.

### LightInTheBox

**Company**: LightInTheBox Holding Company, Ltd.  
**Brand Power**: 190  
**Industry**: E-commerce  
**Year Formed**: 2007

LightInTheBox is an e-commerce retailer of apparel and small accessories, as well as home and garden products. The company operates several websites in 27 languages. Europe and North America are its primary markets. After listing on the NYSE in 2013, LightInTheBox suffered losses year after year. In the Q3 2016 financial report, net revenue, orders and user numbers had all declined.

### Ninebot

**Company**: Ninebot Inc.  
**Brand Power**: 158  
**Industry**: Smart Devices  
**Year Formed**: 2012

Ninebot designs, develops, manufactures, and markets short-distance transportation products, such as two-wheel, self-balancing vehicles. Well-established in Asia and Europe, the company merged with the industry pioneer, Segway, which is based in the US. The combined company is represented in over 80 countries, and manufactures in both China and the US. In the first half of 2017, overseas revenues accounted for about 60 percent of the total, and sales were 40 percent higher compared with the same period the previous earlier.
ICBC Industrial and Commercial Bank of China

ICBC

Industry: Banks
Year Formed: 1984

ICBC is a Chinese multinational banking company and one of the largest listed banks in the world. It provides comprehensive financial products and services to over five million corporate customers and 530 million personal customers. At the end of 2016, the Bank’s total assets at overseas institutions were US$306bn, accounting for 8.8 percent of the Group’s total assets.

Hainan Airlines

Hainan Airlines

Industry: Airlines
Year Formed: 1993

The largest civilian-run air transport company, and the fourth-largest airline in terms of fleet size in China. Hainan Airlines operates almost 500 domestic and international flight routes to close to 100 destinations across Asia, Europe, the Americas, Oceania and Africa. As well as a 23-year excellent safety record, the airline has won five consecutive global SkyTRAX five-star airline ratings, which recognise its high-quality service standards and continuous years of service innovation.

BYD

BYD

Industry: Cars
Year Formed: 1995

BYD Company is a Chinese provider of rechargeable batteries, computer components, assembly services, and automobile business. BYD Auto was founded in 2003 as a wholly owned subsidiary of BYD Company. It primarily engages in the manufacture and distribution of passenger cars, buses, forklifts, rechargeable batteries and trucks. The majority of BYD’s sales are domestic, with some of its models exported to other developing countries including Bahrain, Dominican Republic, Ukraine and Moldova. The company has also made steady steps to enter the American, European, Iranian, and Israeli markets.

Gree

Gree

Industry: Home Appliances
Year Formed: 1991

Gree manufactures and markets a wide range of products, including residential air conditioners, air source water-heaters, smartphones, home appliances, and refrigerators. Gree is the world’s largest residential air-conditioner manufacturer, and has been so for 11 consecutive years (since 2005). The company’s products have 330 million users in more than 160 countries.

Geely

Geely

Industry: Cars
Year Formed: 1986

Geely is an automobile manufacturer focusing on the development, manufacturing and sales of passenger vehicles. The Company sells most of its products in the China market, but also exports to 23 overseas countries in the Middle East, Asia, Europe and Africa. Geely acquired the Swedish passenger car maker Volvo Cars in 2010, and has owned the company that makes the iconic black London Taxi since 2012 (that company is now called LEVC, the London Electric Vehicle Company).

JD

JD.com

Industry: E-commerce
Year Formed: 1998

One of the two largest B2C online retailers in China by transaction volume and revenue. JD.com is a member of the Fortune Global 500 and a major competitor to the Alibaba-run Tmall. In September 2017, it had 266.3 million monthly active users. The company’s international online shopping website, Joybuy.com, offers a wide selection of authentic, high-quality Chinese products at competitive prices.

Banggood

Banggood

Industry: E-commerce
Year Formed: 2006

Banggood is an e-commerce company that specialises in the B2C trade through its self-operated cross-border platforms. Its online shopping mall helps domestic manufacturers expand to overseas markets. It has attracted numerous registered users from more than 100 countries, including the US, UK, France, Germany, Spain, Australia and Russia. Banggood offers more than one hundred thousand products across 20 categories; attracting a daily page-view of over one million.
49 Aukey

Company: Shenzhen Aukey E-Business Co., Ltd.
Brand Power: 115
Headquarters City: Shenzhen
Industry: Consumer Electronics
Year Formed: 2005

Aukey is a Chinese manufacturer of consumer electronics and mobile tech accessories. With a focus on cross-border e-commerce, the company not only sells its products on international online retail sites such as Amazon and eBay, but also runs its own online shops in different languages. Aukey is now a top-ranked global Amazon seller and has distribution partners in more than 20 countries. In the first half of 2017, the company reported an income of RMB 1.5 billion and an 89 percent growth in net profit, compared with the same period the previous year.

50 Midea

Company: Midea Holding Co. Ltd.
Brand Power: 113
Headquarters City: Foshan
Industry: Home Appliances
Year Formed: 1968

Midea is one of the world’s leading technology groups in consumer appliances; HVAC (Heating, Ventilation and Air Conditioning) systems; robotics and industrial automation systems; and the ‘smart supply-chain’. Founded in 1968, Midea has established a global platform of more than 200 subsidiaries, over 610 overseas branches and 12 strategic business units. In the first half of 2017, sales revenue was RMB 124.96 billion, half of which was forecast to derive from overseas markets.
Brands on a mission

China’s brand leaders have a higher calling – they are playing their part in the rejuvenation of the Chinese nation and the realization of The Chinese Dream. The strength of China’s brands in terms of their Brand Power can be considered a proxy for the successful development of Brand China itself.

In the last five years, China’s Global Brand Builders have made tremendous strides. The chairmen and CEOs leading China’s Global Brand Builders are on a mission that transcends commercial ambition.

Narrowing the gap with Overseas Brands

The Google/WPP China’s Global Brand Builders Brand Power analysis is now in its second year. So, to gauge the length of brand builders’ giant strides, we need to look at a data set that goes back further than this.

In the last five years, the gap between Overseas and China’s brands’ search-volume has narrowed by 29 percent.
It’s no coincidence that 2013 was an important year for China’s economic development. On the 7th September that year, President Xi Jinping delivered a speech in Kazakhstan. In that speech, for the first time, President Xi proposed the construction of the “Silk Road economic belt”, and with it closer economic cooperation with all countries along the Silk Road. The following month, in Indonesia, President Xi proposed that the ancient Maritime Silk Road, linking China to South-East Asia, India, Africa, and the Middle East, should also be revived. As discussed in Chapter One, these two concepts combined have been dubbed the Belt and Road Initiative.

The importance of the Initiative cannot be underestimated. China’s state-owned banks, airlines, and heavy manufacturing industry are putting their full weight behind it. In this year’s Top 50, there are four car brands (Geely, for example, opened a new factory in Belarus in November last year); the largest two state-owned oil & gas giants; three state-owned banks and payments networks; and five of China’s airlines.

Category Changes

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>TOP 30 2017</th>
<th>TOP 30 2018</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Electronics</td>
<td>9</td>
<td>10</td>
<td>+1</td>
</tr>
<tr>
<td>Home Appliances</td>
<td>3</td>
<td>5*</td>
<td>+2</td>
</tr>
<tr>
<td>Airlines</td>
<td>3</td>
<td>5</td>
<td>-2</td>
</tr>
<tr>
<td>Cars</td>
<td>1</td>
<td>4</td>
<td>+3</td>
</tr>
<tr>
<td>Banks &amp; Payment Networks</td>
<td></td>
<td>3</td>
<td>+3</td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td></td>
<td>2</td>
<td>+2</td>
</tr>
<tr>
<td>E-commerce &amp; Online Fast Fashion</td>
<td>3</td>
<td>7</td>
<td>+4</td>
</tr>
<tr>
<td>Mobile Gaming</td>
<td>8</td>
<td>9*</td>
<td>+1</td>
</tr>
<tr>
<td>Smart Devices</td>
<td>2</td>
<td>3</td>
<td>+1</td>
</tr>
<tr>
<td>Internet Services</td>
<td>4</td>
<td>4</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Google Surveys/Google Search Index/BrandZ™/Kantar Millward Brown

The impact of the Belt and Road Initiative extends way beyond the Initiative’s geography. It has instilled in everyone a patriotic duty to ‘go global’ - as well as a sense of pride that we have the capability to do this.

Joyce Lee, Business Development Leader, Kantar Greater China

The importance of the Initiative cannot be underestimated. China’s state-owned banks, airlines, and heavy manufacturing industry are putting their full weight behind it. In this year’s Top 50, there are four car brands (Geely, for example, opened a new factory in Belarus in November last year); the largest two state-owned oil & gas giants; three state-owned banks and payments networks; and five of China’s airlines.

Some of China’s car brands are world-leading in terms of electric vehicles, battery technology, and their vision of mobility. They are achieving technological breakthroughs that will shape the future of the car and how it is used.
To calculate the aggregate growth in Brand Power between 2018 and 2017, we need to look at the Top 30 Brands covered by the 2017 report. 22 of the 30 brands increased their Brand Power rating compared with last year. Among those 22 brands, the average Brand Power increase is 7.6 percent. The average reduction in Brand Power among the eight brands with lower scores is 20.4 percent.

Looking at the eight brands that have decreased, four are in the Mobile Gaming category (average decrease of 19 percent), two provide Internet services, one is in the E-commerce category, and one is in the Smart Devices category. Brands in the Mobile Gaming category are particularly vulnerable to sharp falls because last year’s surge in gaming may not continue into 2018. Equally, the gaming brands that produce the next hit can dramatically improve their Brand Power score.

The Internet Service brands face different challenges. Their appeal can fluctuate along with the nature and volume of reports in the world’s media. Indeed, the wider subject of Internet privacy and security remains a concern for many. When asked why they don’t use more apps and services, 40 percent of global respondent named trust issues as the most important barrier, according to a 2017 Mobile Ecosystem Forum Global Consumer Trust Report.

How have the 2017 Top 30 brands performed in 2018?

Chinese Brands
Brand Power | Chinese Brands
Google Search Index
---|---
+7% | +23%
-6% | -6%

Internet-Driven Category
Established Category

Innovation is in the blood

Innovation is in the DNA of many of China’s successful Global Brand Builders. That’s certainly the case for many of the companies in the tech-categories, who are the cream that’s risen to the top of the churn that has been their domestic marketplace during the last 20 years.

For example, the ‘Consumer Electronics’ category is set for a major shift as it merges with other categories in what is popularly described as the ‘Internet of things’. Concepts that are presently too edgy for most people – for example, robot vacuum cleaners and lawn mowers; and remote-controlled cookers and heating-systems apps – will become mainstream. China’s tech companies are well-placed to drive this change and perhaps be the leaders in the category that may soon be known as ‘smart home-appliances’, or even ‘smart-home appliances’.

For a combination of reasons, steady growth is more likely to come from the ‘established category’ than ‘Internet driven’ brands.

The difficulty that China’s Internet Service brands have is that, in certain areas, consumers express some concerns about data protection.

In this and other high-tech categories, China’s many startups are particularly well-placed to make technological breakthroughs that will change the way people interact with the basic day-to-day appliances in their life. For example, there are numerous small enterprises in Shenzhen’s Huaqiangbei - a hub of electronics manufacturing and innovation - that are vying to be the one of the companies that changes the world.

You can read about the innovative technology - and innovative thinking – that’s powering two of these brands (DJI and OPPO) in the ‘Talking with Brand Builders’ section.

The only way for a brand to be successful is to do everything from a customer perspective.
There are two core competencies evident in those companies which have survived the hard battle in China: innovation and branding.

China’s most successful brands have learned that creative marketing, which advertises innovative products, equals the perception of premium products and brands.

We believe that among the tens-of-thousands of companies in Huaqiangbei, there will be a future star... that will become a super-brand.

Steven Zhang, Industry Head of Agency Business, Google China

As well as continuing to be by far the largest contributor to Brand Power, the Consumer-Electronics category is also the best performing category by far. The nine brands in the category in 2017 increased their cumulative Brand Power scores by nine percent year-on-year.

Last year, nine consumer-electronics brands accounted for 40 percent of the combined Brand Power of 30 brands. This year, there are ten consumer electronics brands among what is now the ‘Top 50’, and they contribute 34 percent of the total Brand Power score. Collectively, Consumer Electronics, Mobile-gaming, and E-commerce (including Online Fast Fashion), account for 61 percent of all Brand Power. The remaining 39 percent of aggregate Brand Power comes from seven categories.

The Mobile Gaming category was discussed earlier in this chapter. The downturn is not expected to last. The category is an important contributor to Brand Power and that contribution is expected to increase.
Artificial Intelligence and Machine Learning will be game-changers. This technology will make the gaming experience more immersive and more collaborative. With that, the category is set to become even more popular.

Hui Deng, Director of Gaming, LCS, Google China

Up down under

“Chinese brands becoming household names in Australia” was the headline of an article in the China Daily in June 2016. The article cites investment and the attractiveness of Chinese brands’ value-proposition as two reasons for the success. There is also another factor at work. In the 2016 Australian census, 5.6 percent of people described themselves as having “Chinese ancestry”.

China’s brands are also faring particularly well in the US and the UK, which are key expansion targets for many companies.

Source: Google/WPP Brand Power Ratings

Top 30 Chinese Global Brand Builders 2017 vs. 2018

<table>
<thead>
<tr>
<th>Country</th>
<th>Australia</th>
<th>US</th>
<th>UK</th>
<th>Spain</th>
<th>Germany</th>
<th>France</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>9%</td>
<td>7%</td>
<td>6%</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total 5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Google/WPP Brand Power Ratings

‘Brand China’ is taking off

Imagine that you’ve just bought a DJI drone – equipped with the world’s leading drone technology from the brand that dominates the category.

Imagine you are then asked, “What do you think about Chinese brands?”.

Most of the people who buy DJI drones have no idea that the brand is classified as a “Chinese brand” – many buyers of other brands in the China’s Global Brand Builders league table will think similarly.

Therefore, when people are asked, “What do you think about Chinese brands”, many score “Chinese brands” much lower than would have been the case had they have known just how innovative many China-brands are. Just how wide the gap is between the perception and the reality varies significantly among different groups of people. Generally, the more that is known, and the more recent that knowledge-base is, the higher the score. Conversely, people with scant ‘old’ knowledge (such as the various scandals in the past that denigrated the ‘Made in China’ label), are more likely to think negatively about China’s brands.

There are three key observations.

First, younger people (18-24 years of age) are far more likely to think positively about China’s brands than older people (55 and over).

Second, attitudes to China’s brands significantly vary from one country to another. The country with the most positive view of China’s brands is the UK, with 28 percent of people saying that awareness that a brand is “from China” would weaken their purchase intention. Japanese respondents have the most negative view of brands “from China”, with two-thirds of those surveyed saying that knowledge of this would weaken their purchase intention.

Third, attitudes to China’s brands fluctuate significantly among different groups of people. Generally, the more that is known, and the more recent that knowledge-base is, the higher the score. Conversely, people with scant ‘old’ knowledge (such as the various scandals in the past that denigrated the ‘Made in China’ label), are more likely to think negatively about China’s brands.

Brand China Influence by Age

If you know a brand comes from China, will your intention of purchasing / choosing it become stronger?

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Weaker</th>
<th>No Difference</th>
<th>Stronger</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 24</td>
<td>41%</td>
<td>52%</td>
<td>7%</td>
</tr>
<tr>
<td>25 - 34</td>
<td>28%</td>
<td>63%</td>
<td>9%</td>
</tr>
<tr>
<td>35 - 44</td>
<td>36%</td>
<td>55%</td>
<td>9%</td>
</tr>
<tr>
<td>45 - 54</td>
<td>50%</td>
<td>40%</td>
<td>7%</td>
</tr>
<tr>
<td>55+</td>
<td>66%</td>
<td>29%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: BrandZ™/Kantar Millward Brown

Brand China Influence by Country

If you know a brand comes from China, will your intention of purchasing / choosing it become stronger?

<table>
<thead>
<tr>
<th>Country</th>
<th>Weaker</th>
<th>No Difference</th>
<th>Stronger</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>41%</td>
<td>52%</td>
<td>7%</td>
</tr>
<tr>
<td>US</td>
<td>47%</td>
<td>47%</td>
<td>6%</td>
</tr>
<tr>
<td>UK</td>
<td>28%</td>
<td>63%</td>
<td>9%</td>
</tr>
<tr>
<td>Spain</td>
<td>38%</td>
<td>56%</td>
<td>6%</td>
</tr>
<tr>
<td>Germany</td>
<td>36%</td>
<td>55%</td>
<td>9%</td>
</tr>
<tr>
<td>France</td>
<td>50%</td>
<td>40%</td>
<td>7%</td>
</tr>
<tr>
<td>Japan</td>
<td>66%</td>
<td>29%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: BrandZ™/Kantar Millward Brown
If you imagine Chinese brands as people, what personalities do you think they have? ‘Innovative’ was chosen by...

### Chinese Brands perceived as innovative by younger consumers

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 34 Years</td>
<td>23%</td>
</tr>
<tr>
<td>35 - 54 Years</td>
<td>19%</td>
</tr>
<tr>
<td>55+ Years</td>
<td>20%</td>
</tr>
</tbody>
</table>

Source: BrandZ™/Kantar Millward Brown

The third observation is that a positive view towards Chinese brands is increasing over time, but again it is increasing more rapidly among younger people, and in certain countries. Association with ‘innovation’ is more likely to drive change as this directly challenges some of the negative “Made in China” stereotypes. Inevitably, over time, this is also changing the way that people think about ‘Brand China’.

### Going Global – The role of communications

The leaders who have created many of the brand successes in this year’s ‘Top 50’, set out to create ‘global brands’. It is not surprising, therefore, that they have concentrated on communicating their brand’s advantages – after all, a great product is a great product no matter where it is from. If you were a CEO of a company whose brand is in a category where provenance is irrelevant, then why would you dial-up a potential weakness? The advice? Be proud of the China connection, but if it’s not relevant to the brand’s proposition then there’s no reason to include references to provenance in the brand’s communications.

Innovative is the #1 perception toward Chinese Brands among consumers.

<table>
<thead>
<tr>
<th>Chinese Brand Personality</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovative</td>
<td>21%</td>
</tr>
<tr>
<td>Unique</td>
<td>13%</td>
</tr>
<tr>
<td>Fun</td>
<td>12%</td>
</tr>
<tr>
<td>Wise</td>
<td>11%</td>
</tr>
<tr>
<td>Trustworthy</td>
<td>9%</td>
</tr>
<tr>
<td>Kind</td>
<td>9%</td>
</tr>
</tbody>
</table>

Source: BrandZ™/Kantar Millward Brown

People, especially the younger generation are less interested in whether you are from China or not from China, they just want to buy great brands. So, focus on the brand from the start, and on getting the fundamentals right.
Half the people who were asked to compare how engaging “Chinese brands” advertising was compared with “others” said that there was no difference. Among the half who thought there was a difference, three times as many people thought that Chinese brands’ advertising was “less” engaging. Poor engagement contributes to the relatively low awareness of “Chinese brands”. The most likely cause of this is a lack of local tailoring of a global proposition. The remedy is straightforward: Better local understanding derived from data-backed insights will lead to targeting that’s more effective and creative treatments that are far more engaging.

After the target audience has been identified, it is important that the most effective media mix and weightings are selected to best-engage with that audience. To do this, all relevant factors must be considered for example: local differences, category issues, business targets, and campaign objectives. In terms of how people know about Chinese brands, digital media is the most important medium in the mix (whereas, TV advertising is relatively much less important) – but again, the nature and level of digital and other communications are best calculated at a local-level, using local data-driven insights.

Maximising Brand Power

Greater ‘Brand Power’ – i.e. the audience’s better engagement with and greater desire for the brand – is the common objective of everyone responsible for business and brand management. Obviously, meaningful is the most important attribute for all brands in all categories. However, brands in different categories benefit in distinct ways from the nature of the brand message and the way that message is delivered. The three dials on the Brand Power generator are Meaningful (appeals more, generates greater ‘love’ and meets the individual’s expectations and needs); Different (unique in a positive way, sets trends, and stays ahead of the curve for the benefit of the consumer); and Salient (springs spontaneously to mind as the brand of choice that fulfils key needs).

For example, OPPO has benefited from focusing on the communication of its Meaningful advantage in the area of ‘selfie expert’ – via showcasing how its innovative product features satisfy customers’ emotional as well as practical needs. Brands in the ‘Fast Fashion’ category need to have a market-leading ‘Difference’ that sets them apart from a plethora of competitors. Shein has done this by building its positioning around the concept of ‘Faster, Better Fashion’. The brand’s apparel is designed by American and European talent, produced in China to exacting quality standards, and delivered quickly to the shopper’s door.

In the ‘Smart Device’ category, for example, a brand needs to drive home its Meaningful Difference by dialling-up its Salience. It needs to have a front-of-mind presence in the places that prospective customers spend their time. The best ad for a DJI drone is a video, placed by one of its millions of fans, on YouTube that shows the brand doing what it does best: capturing amazing footage of the world from a different perspective.

To maximise Brand Power, therefore, it is important that these category differences are considered when developing the brand proposition; the communications’ strategy; as well as the media-mix and weight of individual campaigns at a local level.

### Contribution of Meaningful, Different, and Salient to Brand Power

<table>
<thead>
<tr>
<th>Category</th>
<th>CONSUMER ELECTRONICS</th>
<th>ONLINE FAST FASHION</th>
<th>SMART DEVICES</th>
<th>TOTAL AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEANINGFUL</td>
<td>67%</td>
<td>54%</td>
<td>52%</td>
<td>58%</td>
</tr>
<tr>
<td>DIFFERENT</td>
<td>10%</td>
<td>16%</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td>SALIENT</td>
<td>24%</td>
<td>21%</td>
<td>33%</td>
<td>29%</td>
</tr>
</tbody>
</table>

Relative to other categories, showcasing superior features as a way of showing how brands meet consumers’ needs better than others becomes important in Consumer Electronics. The Online Fast Fashion category need to have clear and unique positioning to set themselves apart from competitors. Smart Devices need to create brand visibility to cut through new markets; hence salience in influencing purchase becomes important.
TALKING WITH BRAND BUILDERS
Swords held high

It is the stuff Arthurian legends are made of. A round-table of knights in shining armour, with swords held high, ride forth on their noble quest to win The Greatest prize of all – Excalibur and, with it, the promise of a glorious future.

It’s tempting to draw parallels with the dramatic opening of a YouTube video for the King of Avalon, a hugely successful mobile game, and the journey of FunPlus, the brand behind the game.

**Band of brothers and sisters**

The company’s CEO, Andy Zhong, certainly fought a lot of battles to get the game he dreamed of making to the technical and entertainment level he was happy with. Andy, a long-time super-keen gamer himself, demands a lot from any game he plays. He demands even more from the games that carry the FunPlus name. If Andy doesn’t think that the game is ‘good to go’, then the game simply doesn’t go anywhere, other than back to the drawing board. He explains that it took three years to develop the game because it simply had to be as good as it could possibly be before it was launched.

As with the development of all games at FunPlus, getting the right team together – a close band of brothers and sisters – was the key to the game’s success. Andy explains that, “Making a game that will become a global success is very, very hard. You need to work with people who really shine. If people don’t shine, then most likely you will be stuck in the dark.”

**Determination and persistence are two of the other brightly characteristics of a ‘FunPluser’. This ‘inner steel’ is particularly important during the long days and nights of the development phase of a game.**

Andy sees himself as one of the team whose responsibility it is to do everything in their power to ensure that the gamer has the best possible gaming-experience. Significantly, the gamer him or herself is also regarded as an important team member, and is involved as early as possible in the game’s development.

The gamer is King

This focus on ‘gamer delight’ has won numerous plaudits in gaming circles. Andy never talks about the competition, but it is clear from a look around the Internet that many gamers out there think FunPlus games are ahead of the game.

The numbers back this up. “In the seven months following launch, over 30 million users from around the world downloaded King of Avalon (KOA). KOA became the top-selling game in over 20 countries, including the US, Australia and Russia,” says Andy.

Another game in the FunPlus stable that has enjoyed spectacular success is Family Farm. As the name suggests, virtual farmers build and maintain a farm. They also build good-relationships with neighbours, and respect from their local community. The popularity of this concept is such that, six years after the game’s launch, it is still attracting four million players a day.

Six years is a long time in the fast and furious world of mobile gaming. Time for the farmers to hang up their hats and spend more time on the veranda perhaps? Andy thwarts any notion that the game is even close to retirement: “If you think that your game is old, then it will become old. The Family Farm team who ‘own’ the game don’t treat it like an old game. They really love what they are doing. A game is always new if you provide a new experience – that’s why they provide regular updates with new, great content. As for the players, it’s like an old friend, someone you can enjoy being with every day, and with whom you can always find new things to talk about.”

What, then, is the secret of success when developing a game? Again, it’s all about empathy – looking at concepts and ideas from a gamer’s perspective.

Andy organises the company into gaming teams, each of which is responsible for the development of a single game. If ‘Team X’ are passionate about a concept, and are very excited by its potential, then the development will continue. If, on the other hand, they don’t feel that the concept is unique and capable of impressing the increasingly demanding gaming audience then it’s, well, game over.

Andy compares the passion required for the creation of a great game to what it takes to make a great film. It’s as difficult, he says, to spot a winning game as it is to spot a winning film. Andy needs to feel the project team’s passion for the concept before he will give it the green light.
Building the FunPlus Brand

The ‘passion’ to deliver an experience to the gamer that is going to be literally ‘FunPlus’ is what has defined the brand from the very beginning. This ‘build it brilliantly and they’ll come’ approach succeeded in winning over a relatively small number of enthusiastically appreciative players. These happy few, the ones who were the first to spot that FunPlus did what it said on the can, spoke gushingly of their gaming experiences. The ball was now rolling.

Gamer told gamer, who told other gamers. As Andy says, “At the start, we didn’t have a dedicated marketing team. We focused on a small community (of influential gamers).”

How does, though, a brand that utilises cutting edge innovation to develop experiences that press gamers’ hot buttons stay ahead in a category that is synonymous with technological and creative innovation?

Andy believes that the best way to do this is to stay true to what he has always believed in: “To build a brand that stands for an extraordinary gaming experience. A gaming experience that people will remember and talk about (among other gamers). A gaming experience that’s bigger than the game itself.”

As well as being passionate about the games that FunPlus develops, Andy is every bit as passionate about the brand he and his team are building. It is critically important to him that the kudos generated by players’ extraordinary experience of one of his games, benefits the FunPlus brand. To the extent that, when FunPlus launches a new game, there is an expectation among the gaming community that it will be another game that royally delivers.

Andy also believes that the ‘extraordinary experience’ should also apply to anyone who is working at FunPlus. As CEO, he is the standard bearer of the FunPlus brand, so it’s not surprising that he wants FunPlusers to have fun at work. But there is a serious side to this. Andy believes that people can only do great work, and truly “shine”, when they are enjoying themselves.

Great alliances win battles

Andy says that Google has been a friend way before he dreamed up the idea of FunPlus. Thereafter, that friendship has been further strengthened by Google’s role as “an extremely important platform and partner” for his business and his brand.

Talking specifically about Google Play, Andy says: “Google Play has so many good tools, many cool features: You can communicate with people at the beta stage of a game. And there are also tools to engage your audience after you release the game.”

Andy also sings the praises of YouTube: “We decided to launch a series of King of Avalon videos on YouTube – that was one of the best decisions we have ever made. By partnering with Google LCS (Large Customer Sales) team, we’ve had fantastic results.” The figures are indeed impressive. In the first seven months following the launch of King of Avalon, YouTube views exceeded 400 million.

“Our YouTube videos can really show the greatness of the game,” says Andy, “Static images just don’t do it justice.” The team that are responsible for the development of the game are also responsible for producing the YouTube videos. This ensures that the production quality and the look and feel of the videos are very much in keeping with the spirit of the game. The team also focuses on storylines and images they know are the gamers’ very own ‘hot buttons’.

Andy believes that artificial intelligence (AI) will make those hot buttons even hotter. “We’re already working with Google on this – AI will create a huge change. And it’s beginning to happen already. The smartphone is getting smarter and therefore the way games can be played, and the way you can interact with games is changing. In future, I don’t need to write separate scripts for different people, I can rely on AI to render a personalised storyline for each gamer.” FunPlus indeed.

Best of all worlds

Andy talks about how his team’s in-depth knowledge of different cultures’ gaming preferences has enabled FunPlus to create a gaming experience that is the ‘best of all worlds’.

Andy believes that, over time, this is changing the way that the millions of gamers in China who are playing FunPlus games think about the gaming experience. In short, says Andy, Chinese gamers’ typical engagement-drivers of scoring points and being high up on a leaderboard are being trumped by the aesthetics of classy animation and the art of great storytelling. In other words, Chinese gamers’ tastes are ‘going global’.

Gamers are (very) large tribe that – no matter whether they are in Torquay or Timbuktu – are united by the love of gaming. It’s the game that matters. Andy believes that most gamers who’ve downloaded a FunPlus game have no idea about the China connection. The only thing that matters to them is that the game delivers an extraordinary gaming experience.

Andy sounds a cautionary note, however. “If you provide a game that’s really awesome, people will remember who you are [the brand’s name]... if you provide an okay or bad experience, then people will talk about where you are from…” Andy’s wise words apply to any category, of course. Not that any serious Global Brand Builder needs to be reminded that clearing the bar is every bit as important as raising the bar.

To build a brand that stands for an extraordinary gaming experience. A gaming experience that people will remember and talk about [among other gamers]. A gaming experience that’s bigger than the game itself.
When you think about drones, what’s the first thing that springs to mind? How about searching for Snow Leopards among the high peaks of China’s Qinghai province. Or, what about drones playing an important role in the conservation of the African elephant. If you are a drone flyer, these two uses of the technology won’t surprise you. Drone flyers will also know that the DJI brand dominates the category, with a global market share of about 70 percent.

The company started its global journey in the US, which continues to be its biggest market. DJI now employs over 11,000 people across 17 cities, and its products are bought by hobbyists and professionals all over the world via its webshop, retail stores and distribution network.

Brand Vision
Danny Zheng, DJI’s Vice President of Marketing, provides an introduction: “DJI was founded 11 years ago by people who are passionate about aerial technology... people who had been working on the development of this technology for over a decade.”

Their vision, says Danny, was to, “Make this advanced technology easy to use, to make it safe, reliable, and more accessible, so that more people could find more creative ways to use the technology.”

After years of R&D, they finally achieved what they had dreamed of achieving - a highly manoeuvrable multi-rotor drone. But it wasn’t until they added a quality camera, with an advanced image stabiliser, that drones really took off. This innovation turned a category that was niche to a category that would appeal to a global audience of millions.

For the first time, photographers, would-be aerial film-makers, and anyone with a taste for capturing amazing images, began to buy drones. And, thanks to economies of scale and its expanding drone portfolio, DJI marked this futuristic technology with a price tag that wouldn’t break the bank.

Grounded in reality
The Future of Possible is the company’s creative spur, says Danny, but the most important consideration is that the ideas stay well-grounded in the science of what is possible here and now, ensuring that “The vision of the future is delivered today.”

As well as being the driving force of DJI’s boffins, this mantra is also espoused by the brand’s advocates, many of whom are discovering ingenious ways to use a DJI drone.

DJI “listens to the market”, and with the growing interest from companies and industries, the company has expanded its aerial and camera technology to enterprises and users’ wide-ranging requirements. For example, one drone is helping to improve the quality of wine in a French vineyard, while another is being deployed by a wildlife protection organisation in Africa, to herd elephants away from farmers’ crops.

“We are very proud,” says Danny, that DJI drones are helping ‘search and rescue’ missions all over the world to “save lives every day”. “This gives our people a higher sense of purpose in believing in what they do.”

Letting the advocates shout loud
DJI enables film production companies and professionals – in Hollywood and beyond – to get shots that, up until the day DJI came along, had been thought impossible to get. These exciting drone sequences inspire the audience and stimulate demand. DJI has captured many people’s imagination and cultivated a loyal following of enthusiasts, many of whom DJI works with to further improve the technology.

Their fast-growing band of brand-advocates enthusiastically share their ‘DJI experiences’ on YouTube and other social media channels. If a picture paints a thousand words, then a short aerial ‘DJI video’ must fill several volumes of them. What the product does, just by going about its business, is the best possible advert for the brand.

Moreover, the people who shoot amazing video sequences courtesy of the DJI drone, are likely to be tech-savvy enough to be able to edit and broadcast their best ‘stories’ to a highly receptive, large audience. One such advocate has over nine million YouTube views of one of his many DJI videos. His DJI-centric YouTube video channel has close to half a million subscribers.
Every brand should have a vision. It should be a vision that positively impacts on the lives of people. Think about how the brand contributes to society. How to make things better. How to go beyond serving customers. If you have that vision, then you will make a great product... and be a great brand.
Faster, better fashion

Whether you are in the “less is more” or “more is more” fashion camp, everyone with an interest in the subject would agree that choice, style, quality and outstanding value-for-money are important considerations when choosing fashionable apparel. In the context of online ordering, people would continue nodding their heads if speed-of-delivery were added to the shopping list.

In a nutshell, this is what Sky set out to achieve when he boldly launched the company nine years ago. SheIn’s ‘fast-fashion’, customer-centric business model has pushed the brand into the Top 50 league table of China’s Global Brand Builders. ‘SheIn has also become a popular searched-for name on Google, where enquiries have increased close to 250 per cent year-on-year.

The art and science of branding

First, says Sky, you must work out what are the things that differentiate you as a brand, in the context of the needs of your target audience. “It boils down to your brand positioning. If your brand is positioned accurately enough, you can offer what your target-audience wants… and become gradually established in their heart.”

SheIn started business in 2008 after realising that there was a gap in the market. Yes there were ‘low-cost fashion’ apparel websites in many parts of the world, but those sites were not able to supply the latest fashions while they were still fashionable; and their garments were of questionable quality. And yes, of course there were plenty of high-price brands offering incredible designs and quality, that could even be delivered ‘next day’. But there were no brands that were able to come close to satisfying the value equation that Sky had in mind.

This speed of turnaround – from the emergence of a fashion concept to its delivery to your doorstep while that fashion is still fresh – combined with high standards of quality, and exceptional value-for-money, set SheIn apart from other brands in the so-called ‘fast fashion’ category.

SheIn’s value-proposition is underpinned by its highly-efficient business-model that elevates the science of logistics to an art form. The focus is on producing smaller quantities of a given item so, “[With smaller inventories] Shipment becomes faster, and this means that you can capture fashion trends more accurately,” says Sky.

Less is certainly more, then, in respect of the advantages of many, smaller manufacturing runs. This means that as many as “200 new styles” and “20,000 SKU’s” can be offered at any given time. Another benefit of this is that the fashion-conscious buyer is far less likely to bump into someone with the same outfit.

Another factor that sets SheIn’s customers apart is that a high proportion of them are so delighted with what they have purchased, they return again and again to the brand’s website to shop for more great value-for-money items. ‘Fast fashion’ is no different to many other categories in that loyalty is the key to success. “If your business model is problematic and cannot get repeat customers, your business won’t be a success,” says Sky.

Trending fast

‘Fast fashion’ is getting ever faster – fashionable young people around the world over are increasingly likely to know about new trends while they are still new, says Sky. “As information networks become increasingly developed, a new fashion-trend expands globally very quickly. A fashion element which used to take one or two years for it to spread from Europe to America and to Asia is now known to the world over in just one month. This… is a big opportunity for us, enabling us to launch some products in multiple markets at the same time.”

“Fast-fashion is not about creating fashion concepts, which is what big brands do, but it’s about getting new trends to the market as quickly as possible.” Nor is it about “imitating” successful designs, says Sky, as this would be bad for the brand. The emphasis is on “capturing the right trends”. To do this, SheIn employs a team of designers in the US and Europe, who create their own interpretations of emerging design-themes.

Manufacturing, however, is very much a China affair: “We saw huge advantages which China had in this area in terms of supply chain, fast response and quick manufacturing… and, as the first fast-fashion company in China, we established our supply-chain system from scratch – which has proven to be crucial for us to ensure our product quality.”

The best of both worlds no less.
While many cheap products are made in China, things like iPhones are also made in China. What matters is your control of the entire system. If you have strict and effective control, you can produce high-quality products.

Also, from a customer’s perspective, “What matters is how you feel about a product, not where it is made.” The only thing that matters to young people is that they can buy the clothes-desgins that they otherwise wouldn’t be able to afford. This group of people, says Sky, “Don’t have much money but have the need to wear different trendy clothes from day-to-day. Our aim is for SheIn to become their first go-to brand when they consider buying clothing, and to provide them with great value-for-money on-trend styles.”

It is a strategy that is working across the globe, not least because, as Sky says, there is a large and increasing degree of homogeneity in terms of what people are looking for: “With the globalization of fashion, now we can understand 80 percent of any fashion market, because that 80 percent is the same anywhere across the globe.”

Gearing up

Understanding the nature of the 20 percent local influence, as well as the local conditions, requires a lot of hard work however. Sky says: “We will do a lot of research of local markets. For a new market which we consider entering, I usually will spend a length of time living there and leading my team to examine various factors such as legal issues, payment, e-commerce, and customers’ fashion preferences. We have a feasibility checklist and we only enter markets which meet our criteria.”

SheIn is not only building their brand in the US, and Europe – where, for example, it is the third-highest googled-name among China’s Brand Builders in fashion-conscious France – it is also making inroads into developing markets: “…India, like China, has a population of more than one billion. In fact, there are many other developing countries with a population of more than 100 million, and there’s Indonesia with more than 200 million. Collectively, they represent a large market with great potential,” says Sky.

Partnership builds brands

Building a global brand takes bravery and passion. It also takes a high degree of know-how, as well as knowing who to work with. Sky says that Google have been by his side right from the start, and talks effusively about how they have helped his brand and business:

First. “In terms of business management, since SheIn is a pure online commerce company, data is very important to us. Since SheIn is a pure online commerce company, data is very important to us. We have taken the important first step forward. China is a manufacturing country, we are ... and providing customer service outsourcing; ... Google map, and Google Cloud.”

Second. “In terms of Marketing, Google’s services cover the whole Internet market. It doesn’t only provide services that work out the ROI of a single advertised product, but [provides] an integrated marketing solution. We are basically using all of Google’s advertising services: Google Analytics aggregates a large amount of data and analyzes them using machine learning... which help us notice our strengths and overcome our drawbacks. [For example] Remarketing-advertising displays ads of a product which you had browsed elsewhere; and ‘scientific impression-statistics’ inform our website display arrangements. All these machine learning applications are of great help to us.”

“And in the field of AI [..] Smart pricing overcomes the limitation of our original advertising positioning and enables us to approach new customer groups while still reaching our ROI.”

Third. “In terms of overseas market expansion, Google plays a crucial role. We are provided with macro data and the Google search trends... So we could spend more time on refined tests and improvements. For example, the culture of the Middle East is very different from other countries. With the help of Google, we could successfully enter this market.”

Fourth. “[In terms of brand-building] … We need to express the essence of our brand, which is hard to achieve merely by words and pictures. Video is the best form to convey our brand values. Moreover, YouTube has a large number of users. We can reach our targeted customers quite easily. When YouTube users fall in love with our brand and style, the sales of our products will naturally increase.”

Clicks and bricks

What does the future have in store? ‘Clicks’ will always be the mainstream of the brand’s business model, but at least a few ‘bricks’ are on the horizon. Whether ‘clicks’ or ‘bricks’, though, the science of ROI will be applied with equal enthusiasm: “We will explore a combination of offline [in developed markets] and online. .. We will offer all items online and popular ones offline to achieve a good physical retail-efficiency per square-metre.”

And, finally, when it comes to China’s future Global Brand Builders, what is Sky’s advice to people who presently have a nascent idea for a brand and business. How can they achieve what SheIn has achieved?

Understand each local market, identify and leverage the ‘China advantages’ in the market and understand local consumers’ service preferences.

And... BE BOLD of course.
Driving ahead

“Up in heaven, there is paradise; down on earth, there are Suzhou and Hangzhou.” President Xi Jinping quoted this famous saying in a speech at the G20 meeting in Antalya, Turkey. He was introducing Hangzhou, the city that would host the following year’s G20 summit. President Xi went on to say, “Hangzhou is not only a renowned city of history and culture, but also a leader in innovation. I trust that the 2016 Summit will present to us a unique setting where history meets modernity.”

Victor talks animatedly about the Geely brand being driven by, “The vision and the pioneering spirit… doing something different… being the first to do something.”

The vision that Victor talks about is described on Geely’s global website. Their vision is not just to be China’s leading automotive brand; but also “To become the most competitive and respected Chinese auto brand in the world.” Clearly, Geely’s vision of the future is as closely linked with it being an “authentic Chinese brand” as it is with its global ambition.

It is a global ambition that is underpinned by Geely’s desire to work with others as much as its entrepreneurial mindset. Geely believes, says Victor, that to be successful, “…you can’t do everything yourself. You have to be an integrator. That means you have to work with partners, suppliers, and R&D institutes from around the globe.

“Geely is an open-minded company with a long vision to be part of the global economy. The car industry is really an industry of volume and scalability. You must have volume so that you can share the cost of R&D because the investment is really huge.

“So that’s why Geely started ‘merger and acquisitions’ more than ten years ago. I think that the Chairman started thinking of buying a mature [car] brand even 20 years ago. We started by being a shareholder of London Taxi [Company]; now we are 100 per cent owner thanks to Geely it has become the London Electric Vehicle Company. Then we bought the transmission maker from Australia called DSI [DriveTrain System International]; then we bought Volvo, and we bought Proton and now Lotus. And I think there will be more mergers and acquisitions in the future.

“That’s why the global auto-industry and the global media, when they talk about a Chinese brand or company going abroad they have to study Geely. That’s why we are drawing more and more attention from the industry, from governments and from the media from around the globe. And that’s why, if you go to Google and search ‘Geely’ you will find a lot of news there. A lot of foreign journalists or media would like to write a story on Geely. That would not have happened five or ten years ago, but now everyone wants to know more about Geely, and to write about Geely.”

“Mutual Respect” very much describes the culture of working, says Victor. This ethos also extends to the brand architecture of the organisation. Geely does not operate as a ‘Mother brand’ with subservient ‘sub-brands’. Victor describes the “tiered” global brand-strategy: “Volvo is the luxury brand, the competitors are Mercedes, BMW and Audi. Lynk & Co will be
Victor Yang, Vice President, Geely Auto Group

You have to provide the information the way people want to receive it. With the arrival of the mobile Internet... the way of shaping the brand is changing as well.

Victor outlines the reasons for this transformation: “In the past people here in Beijing [for example] did not want to buy a Chinese car brand, but now they are willing to do so. [That's because] we offer competitive products and user experience. Volvo... has helped Geely to build a cutting-edge platform technology... So, what we call the core technology is really class leading already. And the consumers after they buy and use the car tend to believe (in the brand). They believe in the technology; they believe in the design; they believe in the quality.

“Product is the foundation of all commercial success, no matter in China or in other parts of the world. But to have a series of competitive cars is not an easy job. You [also] have to have the right methodology; the right system.”

Building brands on solid foundations

“In the future, the hardware – the plant, the facilities will not be important (because everyone will be able to do that). The people are important. Only the companies who have the best talent – the most innovative, highly-skilled, hard-working talent – will be successful.

“The competence of the business or company comes from the competence of the culture. If you have only a result-oriented culture, and you tolerate bad behaviour – then you will end up a bad company.

“The only way you can build a sustainable global brand is to have compliance – to obey the laws, regulations, and rules in all parts of the world.”

The implications of what Victor says are clear. Only the companies who get the fundamentals right – who recruit and train the best people, and have the highest ethical and professional standards have the potential to build strong brands.

Customers and insights build brands

These days, says Victor, “You have to provide the information the way people want to receive it. With the arrival of the mobile Internet... the way of shaping the brand is changing as well.”

Victor talks about the days of slavishly putting all your advertising eggs in the ‘TV and newspaper’ basket as being long gone. Instead, brands are now making decisions on exactly who to target, and precisely where to spend the budget, based on insights that are generated by data analysis and digital technology.

Victor also talks passionately about the role of the product and the brand experience in the marketing effort:

“Make each customer happy, make them satisfied, and they will share their experience on the Internet. Other consumers will buy into what another consumer says. The best communication is no longer from company to consumer, it is from consumer to consumer. [It’s] the brand is being shared it is no longer from company to consumer, it is from consumer to consumer. The brand is being shared between Geely and Volvo, who actually have a 90-year history of making world-famous products. Geely understands the Chinese market and the Chinese way of making things faster and better, so the two companies work together and draw experiences from each other.”

Springboard for global success

This ‘mergers and acquisitions’ strategy has created a virtuous cycle. Geely is doing very well in its domestic Chinese market, thanks to the company’s ability to make increasingly good cars that are always priced competitively. Geely is now the largest domestic car maker in China, says Victor. “The annual target for this year (2017) is 11 million [units].” We have announced a sales target of two million (units) by 2020, but I think that we can achieve that target even earlier.”

Who needs wheels? A few days after talking with Victor, news broke that Geely had made even more than a giant leap forward in its vision of mobility. It was announced that it will acquire all operations and assets of Terrafugia Inc, a US-based ‘flying-car’ developer.

Li Shufu, chairman of Geely, is quoted as saying: “This is a tremendously exciting sector. We believe that Terrafugia is ideally positioned to change mobility as we currently understand it.”

Anyone who thinks that’s pie in the sky, should think again. Now in the Geely family, Terrafugia aims to deliver its first flying car to the market in 2019 and release the world’s first flying car with vertical take-off and landing by 2023. Thanks to brands like Geely, China’s Global Brand Builders are set to reach new heights.
On the front foot

It is tough to do well in any new market. Entering the Indian mobile phone market was generally considered to be one of the toughest business and brand assignments on the planet, with one business section of a well-known newspaper describing India as, “The mobile market’s final frontier.” A bit of a sticky wicket let’s say. Despite the testing conditions, OPPO stuck to its game plan and batted on. Before long, it was a very different ball game.

Mr. Yang talks about there being three key areas that have underpinned their success:

First was product localisation. Following exhaustive research among Indian smartphone users, the company launched the Selfie Expert F series, with innovative product features engineered to improve selfie-taking. OPPO also designed ‘special edition’ models for the Indian market, which included the ‘Cricket Edition’ smartphone, and the ‘Diwali Edition’ – the first time that any phone company had customised a product for a traditional Indian festival.

Second was the localization of marketing communications. OPPO formed close associations with cricket – the greatest love of Indian sports’ fans – and Bollywood, the country’s amazingly popular entertainment genre.

Third was the large increase in the number of physical sales points and service centres. The expansion of the brand’s ‘offline’ presence ensured that millions more potential customers could see and feel the products; as well as providing new customers with the reassurance of local ‘customer care’.

And the result of these efforts? Mr. Yang says that awareness increased from under one percent in 2014 to almost 90 percent at the halfway point of 2017. That figure is based on the total adult population so, among OPPO’s younger, more affluent target audience, it is likely that awareness of the brand is closer to 100 percent than 90 percent. OPPO is now the leading brand in some of the Indian market’s key price-segments.

Focusing on what people want

Mr. Yang talks about watching people capture ‘family selfies’, ‘friend selfies’ and of course ‘single selfies’ at the airport, malls and many other places. He had only been in India a short time then, but this and other experiences made him realise that the Indian smartphone user – male and female; young and adult – is a compulsive snapper of ‘family and friends’ selfies.

The gap in the market had been identified. Up until then, no mobile phone company in India had focused on the emotional uplift that accrues from bagging a great photograph. From 2015, ‘The Selfie Expert’ became the focal point of OPPO’s marketing communications.

To further strengthen the ‘The Selfie Expert’ positioning, OPPO briefed its engineers and designers to create ‘localized’ products. Many innovations and enhancements followed, including the tailoring of the phone’s image-processing to the preferences of Indian selfie-takers in terms of their skin tone, skin type, gender and age. The resulting ‘natural look’ is thanks to image-optimisation controlled by OPPO’s latest proprietary artificial intelligence technology, dubbed ‘AI Beauty technology’ on the latest OPPO F5.

‘The Selfie Expert’ story is a fine illustration of how brand strategy should be used to drive product development; as well as being a good advertisement for the devolution of decision-making, from ‘Global HQ’ to trusted ‘Country HQs’.

Getting Cricket and Bollywood batting for you

Visit OPPO’s India YouTube channel and you will see just how concentrated the brand’s message has been their ‘Selfie-Expert’. As well as helping them to sell a lot of smartphones, the consistent brand proposition, and the engaging way it has been communicated, has also won them legions of fans.

OPPO’s YouTube channel has (at the time of going to print) more than 287 thousand subscribers. One of their many ‘Selfie Expert’ videos – an epic tale, close to seven minutes long, titled, Your Best Diwali Gift (OPPO F5 Diwali Edition) – had garnered more than 13 million views in the first four weeks after launch.
Will Yang, Brand Director, India, OPPO

Cricket is not just a sport in India, it is a religion. Everyone loves this sport, and there is not a second sport that can compare. That’s why we think it is very important to align with it.

The stars of this filmic-quality video are players from India’s cricket team and Bollywood actress and diva, Elli Avram. The engaging storyline follows the cricketers’ heroic quest to help Shama, played by Ms Avram, who has been turned to stone by the wicked queen (who has also cast the land into darkness). A selfie with Ms Avram dispels the curse temporarily, but it is “the best gift” of the Diwali Edition to align with it. We are planning to come up with more mid to high-segment smartphones; and will continue to expand offline networks and service centres to enable users to experience the phone any time they like.

Bollywood is another area that has also attracted OPPO. Mr Yang explains that the two-pronged engagement strategy is to “…Connect the brand with the most popular entertainment, Bollywood, and with the most popular sport which is cricket.”

The combination of these activities has significantly increased customers and prospective customers’ engagement with the brand. Brand preference, says Mr Yang, is close to 20 percent – and a good proportion of these people are following-through to become owners (many of whom are happy to show and tell others about the brand).

The final push
OPPO employs tried and tested ‘offline’ ways to increase the ‘last mile’ conversion of brand-interest into actual sales. When it comes to the last push over the sales line, Mr Yang says, “Offline marketing is still one of the key ways to reach to Indian consumers…” We want our consumers to actually have a chance to touch our devices and have a good experience with them.

To ensure that millions of people – many of whom will be buying a smartphone – can indeed see for themselves how easy the products are to use, and how impressive the selfie function is, OPPO employs an army of its own promoters in the important stores across India. Mr Yang believes that this ‘last few yards’ people-to-people marketing is “Very critical for the success of the business.”

Mr Yang stresses the point, however, that the in-store experience does not work in isolation. And that, during the crucial last few minutes of the decision-making process, it is the emotional connection that has been made through the long-term brand marketing effort that is working in tandem with the promoter’s hand-holding.

Turning insights into Brand Power with Google
The latest available data show that OPPO’s Google Search volume has increased nearly an impressive 60 percent year-on-year. The data-backed insights provided by tailored Google Analytics reports enable OPPO to make more-effective marketing and business decisions. In short, ‘Google insight’ is the catalyst for ‘market impact’. To help OPPO get the biggest bang for its rupees, the Google team provide training seminars and outside of these formal events, are always on hand to assist when required.

Google have helped OPPO increase the volume of YouTube views of its videos by providing advice on ‘multiple creative rendering’. Different cuts of a video have been matched with different audience types, to ensure better engagement. This has increased the average “view through rate” from 16 to 42 percent.

Data analysis is of course vitally important, but there’s no substitute for seeing a market for yourself. That’s why Google accompany OPPO on visits to cities that are being considered for retail expansion. When it gets to the “last mile” of a very long journey it’s good to have some strong support by your side.

Playing the long game
Consequently, as far as Mr Yang is concerned, the effectiveness of a campaign cannot be assessed by simply looking at revenue during the campaign-period and dividing it by the cost of the marketing activities. Therefore, ROI is looked at in terms of how it builds brand equity in the long term, not how many phones are sold during a given period. Naturally, get the former right and the sales will come.

What’s next for the brand in India?
“OPPO have a good vision of the future. The head office in China have faith in the Indian market,” says Mr Yang.

Therefore, “We are planning to come up with more mid to high-segment smartphones; and will continue to expand offline networks and service centres to enable users to experience the phone any time they like.”

Bold marketing clearly works wonders – but only if, like OPPO, the hard work of product innovation and understanding your customers has been well and truly done.
WANT TO GO GLOBAL?
Spelling out what it takes to succeed...

They have been bold with their vision; bold in their pursuit of the innovations that will make a difference to people’s lives; bold in the execution of their plans; bold in their expansion; and bold with their marketing, communications, and choice of partners. They have been successful, though, because they have combined boldness with preparation, diligence, and hard work. The advice to those who follow, to China’s next generation of Global Brand Builders, is that great brands can only be built on the most secure foundations. To extend the metaphor, those foundations need to be anchored to the solid ground that is the brand itself. 20 points, SIX sections... ONE battle cry:

BE BOLD!

This is the battle cry of China’s successful Brand Builders.
As well as ‘BE BOLD’ being the prerequisite attitude for successfully ‘Going Global’, it also spells out the stages of the journey:

First and foremost is the **Brand (B)**: which powers everything; and should be the basis of all decisions affecting the company and its organisation.

To be successful, the brand’s proposition needs to **Engage (E)** the people who matter – the people who are going to benefit from what the brand has to offer.

The next stage is **Battle-readiness (B)** – ensuring that the company is fully equipped, ready, and able to deliver (emotionally as well as physically) the proposition to the audience in the most powerful and effective way.

Only if the launch of the brand is thought of as the start, not the end-point, is there a chance of being successful in the long term. That’s why all aspects of the brand communication; and every facet of the business and its organisation need to be continually reviewed to ensure they are **On track (O)**.

The same applies to innovation – which, by definition, is always work-in-progress. Having a brilliantly innovative product or business concept is, again, the starting point. If you don’t think that, then a competitor will usurp you sooner or later. **Leading innovation (L)** is both the short and long-term goal.

**Data analysis (D)** is at the bottom of the pile, because it underpins every aspect of the brand and the business of marketing it; as well as the company, its organisation, and its objectives. Data analysis is not only a key to success, it is the master key.

20 Steps for Successfully **GOING GLOBAL**
WANT TO GO GLOBAL? BrandZ™ Top 50 Chinese Global Brand Builders 2018

Brand-Powered

Describe your BIG IDEA... what your brand does to make the world a better place

All companies are based on an idea; whereas brands have a purpose – a bigger idea. The higher the purpose the greater the potential of the brand. How will it make someone’s day that bit better – that bit more enjoyable, or that bit easier? Or is it such an amazingly great idea that it will even make a difference to people’s lives?

Make everyone in the organisation responsible for the brand

China’s successful global brand-builders have seen the light. The brand now powers their businesses not just their marketing departments. And, increasingly, the person making sure that everyone is thinking about the brand is the CEO.

Think about what value you are adding to the world... and then think about your brand.

Shirley Yao, Head of International Growth Team, Google Greater China & Korea

Think of Brand Power as the core measure of a brand’s performance. Identify the main contributors to this Brand Power score. Measure these accurately and often. Work out how these correlate with engagement, preference, as well as sales.

Don’t just think ROI, think long-term ROI

Don’t just focus on profitability in the near future, but focus on where you want your brand to be in five to ten years’ time...

Priscilla Dorresteijn, Head of International Growth Team, Google APAC
WANT TO GO GLOBAL? 

**BrandZ™ Top 50 Chinese Global Brand Builders 2018**

**Engaging people**

Don’t just think local… ACT local

It is important to ensure that the global brand strategy is applied in a way that best-suits the local market’s culture and tastes, because what works in one market may not work in another market. How, then, to stay true to the brand globally while tailoring the products, the offer and the communications to local requirements?

"When I first arrived here in China [7 years ago], a lot of companies we worked with focused on sales of non-branded goods. In the last few years I have seen the emergence of some strong brands, that have made significant technological advances, and are developing high-end devices that have great quality.”

Priscilla Dorresteijn, Head of International Growth Team, Google APAC

Go upstream as much as possible

The strongest brands engage better than any other brands in their categories. They connect with people at an emotional as well as at a rational level. This is because they are highly differentiated and irreplaceably relevant. Relevance, in turn, is often underpinned by leading innovation and excellent quality. The combination of this is ‘premiumness’, which in turn correlates strongly with brand value.
More and more Chinese companies see the value of audience insights, and understand the different [local] passion points. Only then, after a careful research, combined with detailed ‘opportunity analysis’, can business and brand objectives be set, and marketing budgets be allocated.

Lance Diresco, Brand Solution Activation Lead, Google North Asia

Target a real person, not an age group

The best engagement results from tailored marketing of tailored products to a specific audience – the people the brand is most relevant to. Targeting age groups no longer works. If ‘18-30’ is in the creative or product development brief, it is likely to result in lots of money being wasted. Instead, the audience should be identified in terms of like-minded behavior and lifestyle characteristics. Among this group will be the “bullseye” – the kind of person that, if fully engaged with the brand, will represent its biggest ‘win’ (by influencing countless others).

Design products and advertising for this person. Ensure that the both are as tailored as possible.

Make the new art and science of storytelling work for you

Not only are the mediums of communication changing, the way that messages are delivered through those mediums is also changing. Although storytelling has captured people’s attention since time immemorial, the structure of the story – the ‘story arc’, and the way that it is told – needs to be tailored to the needs of the Online-video generation. This new generation of young people have control of what they watch, and exactly how long they watch it for. Therefore, work out how to give them what they want, when they want it.

Michelle Fu, Digital Director, J. Walter Thompson China

Most of our successful ‘Chinese Clients’ appreciate the fact that successful videos need to use the medium as an ally...to engage young consumers (who have less patience and attention span while online vs. traditional media such as TV). It is imperative to grab viewers’ attention in the first three seconds with a creative hook that is seamlessly linked to the brand’s proposition.

Maneesh Choudhary, Managing Director BJ&GZ, Kantar Millward Brown

How do you write an ad for an ‘18-30’ year-old? It’s crazy to put that on a creative brief. Creative people do their best work when they feel they know the person they are writing the ad for. Where that person lives and what that person has for breakfast...

Lance Diresco, Brand Solution Activation Lead, Google North Asia
Battle-readiness

Always be quick-footed

Chinese chess possibly predates ‘international’ chess. Both games employ similar strategies, although some of the chess pieces are very different. The biggest difference is that there is a river in the middle of the Chinese chess board (that the elephants can’t cross). Global business demands complete flexibility of all forces as well as the speed of their deployment. In international chess, there are no plodding defensive-minded elephants.

Establish a world-class organization... and logistics

In 2017, the jaw-droppingly impressive ‘11/11’ aka ‘Singles’ Day’ total consumer spend was boosted by the internationalisation of the event, and the brand behind it. As well as, value-for-money, quality, trustworthiness (ensuring that the product is exactly as it is described), a major consideration of customers across the globe who are buying products from China e-commerce sites is the speed of shipping. They fully leveraged their logistics advantage to whisk the goods purchased from China-based vendors, to hubs that were best-placed to deliver to customers around the world.

Get it right first time but don’t be afraid of getting it wrong

Do not launch until you are 100 percent confident that you will deliver and, quite often, surpass customers’ expectations in all respects (product quality, product experience, service, customer care, and logistics). That being the case, you can press the launch button, with excitement, not with trepidation. If you have done everything that can reasonably be expected of you, then stride forth boldly.
On track

Continually review business objectives

When starting out, work out where you want to be in ten years’ time. In which market is there likely to be the greatest demand for your products combined with low operational and marketing costs. When you have a shortlist of candidate countries the work starts afresh.

In a business world that is changing fast and furiously, it is important to continually review these objectives. If there are great opportunities, go for them. If there are risks, mitigate or avoid them. Always stay on track, but you decide which track to take. If there is a better one, then change track. But always have the data-supported insights that enable you to decide where to go, when to go, how to go, and who to go with.

Always act like a ‘global brand’

Mentality is important. The first step to becoming a global brand is to believe you are one. Only if you believe you are one will you act like one. And only if you stay true to this mindset will you make decisions that are in the best interests of the brand globally.

Compared with a few years ago, more companies we work with are now looking to hire international talent to expand internationally and build a global brand. These international talents help provide more localized views.

Shirley Yao, Head of International Growth Team, Google Greater China & Korea
WANT TO GO GLOBAL?

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Hire the best people, and make them even better

Among China’s successful Global Brand Builders, there is an increasing culture of ‘Openness’. A willingness to learn from others, and to recruit others – either as partners or staff members – who have rich experience in the specialist fields that combine to build the brand. Increasingly, there is also a realisation that only the best people can build the best brands.

Hiring the best, whatever nationality, is the start. HR policy should be focused on improving the talent of the organisation. Great people are hard to find. The organisation has a duty to make them even better professionals – for the benefit of the brand as well as the individual. People who believe they are being looked after, in training and job experience terms, are far more likely to make a greater contribution to the company, and the brand. Build a great HR capability, that is truly global, and can continually ensure that you have great talent throughout your entire organisation. Talented people who think in terms of being part of the team – no matter what their position or job title may be – who are with you because of their belief in the brand and the company’s vision.

They are a top brand with a top technology platform. They are a group of very strong talents, across the entire organisation... Everything from technical development and creativity, to a very strong marketing team.

Hui Deng, Director of Gaming, LCS, Google China

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Become the category thought-leader

Years ago, some of China’s large domestic brands went ‘global’ to grab additional sales to top-up their domestic sales volume. We are now seeing China’s brands ‘going global’ with the objective of being ‘number one’ in the world. Enlightened brands have noticed, though, that the title of “category leader” is not necessarily awarded to those who sell the most.

Therefore, set KPIs that are based on this, and on brand equity generally, not just on sales targets.

They realized that it’s not just about sales; they also had to take a leadership position and have a point-of-view about the future of their industry.

Mickey Chak, Chief Strategy Officer, Ogilvy China

BrandZ™ Top 50 Chinese Global Brand Builders 2018
The starting point of ‘Disruptive Innovation’ is to gain insights into people’s lives and human behaviour... And to listen to what people need and what they are lacking.

Koo Sangmo, Research Director, Kantar TNS

"Form strong alliances with like-minded brands"  
Look to make alliances with like-minded brands, whose brand DNA has much in common with your own brand. Partner-brands to watch out for should be regarded as the leaders of innovation in their own category, and will have a loyal following of their own. The association with these brands could include any or all of the following: Technical partnership – producing a product that combines the ‘best of both worlds’. Design partnership – working with a brand whose designers are regarded as ‘leading’ or even pioneering. Distribution partnership – Getting your brand into offline and/or onto online outlets of a leading non-competitor brand. Systems/Communications partnership – leveraging the leading innovation and expertise of brands that can better-connect you with your audience.

"Disrupt the status quo"  
Continually look for opportunities that challenge the accepted way of doing things. Just because it’s always been that way doesn’t mean that it should always be done that way. Crucially, always look at this through a ‘people’s lens’. The nature and degree of the disruption will depend on the category. In some categories, the goal is to disrupt convention in a way that makes someone’s day that bit easier. In others, it is to enrich people’s experiences. While in some categories, disruption can actually transform people’s lives.

Keep your foot on the Innovation accelerator pedal  
In a world where more and more companies are making innovative products, the more necessary it is to look at those innovations through the prism of the difference they make to people’s lives and well-being. This will also increase the likelihood that innovative and compelling communications that focus on the brand’s emotional benefit of its rational advantages.

It is important to think about Leading-innovation all of the time, not just at the start of a brand journey. The only way to stay ahead of the competition is by continually innovating. Taking your foot of the innovation pedal could result in irreparable damage to your brand.
Think inside the box (before venturing outside)

Leading-innovation also applies to the way of doing things as well as the products themselves. A brand that successfully challenges convention and accepted norms is also a brand that can claim to be a leading-innovator. In other words, some innovations can be derived from taking what exists and thinking differently about them. For example, many people thought that there had to be an unacceptable trade-off—in terms of reduced manufacturing or materials’ quality—if they bought inexpensive, fashionable apparel via a website. A ‘fast-fashion’ brand that sells globally via its website, has exploded the myth that you can’t buy very good clothes at a really good price. It utilised what was there, but did so in a different way.

The number of patents don’t matter, it’s the difference they make to people’s lives that matters. The best brands don’t innovate for innovation’s sake, they do it for people.

Annie Boo, CEO China, Y&R
Data analysis

Your Brand depends on it

China’s future Global Brand Builders need to position data-analysis (big data, bigger data, any data as long as it’s the right data) as a cornerstone of their brand strategies. They need to utilise it in terms of all aspects of their ‘Going Global’ planning. From product development to product proposition testing, from country-market selection to country-market audience targeting, from audience insights to brand proposition testing and refinement, from campaign development to campaign execution… All the way through to the targeting, evaluation and refinement of individual campaign messages.

Embrace AI

The brands that are embracing AI technology are already being rewarded with improved customer engagement scores and, therefore, more returning customers. The people behind China’s Global Brand Builders are more likely to be receptive to this technology than their overseas' competition.

AI technology is far more likely to be embraced in China than it is in the West. In China we see it in a very different way. We think that it is good. We think that it will make the world a better place.

ChengYun Xu, Industry Head of Travel and Education, Google China

These days, data analysis goes way beyond cost-efficiency, because making the right decision can significantly shape the future of the brand, and even the future of the company responsible of its stewardship.

Jenny Ma, Business Development Director, Kantar Greater China
Chinese brands are starting to be recognised all over the world and are beginning to change the perception of “Brand China.”

As you can see in the league table of the Top 50 Chinese Global Brand Builders, some of those brands are already household names in many parts of the world. Quite a few of the names, though, will be unfamiliar to many readers. At least for now.

I am confident that brands in the lower part of the table will be the brand-stars of the future. I also believe that there are brands, not yet in the Top 50, that will be high-up in the Brand Power league in a few years’ time.

My optimism regarding the global potential of these brands is founded on data – as you would expect from Google.

It is clear to us that China’s brands with global ambitions are far better prepared for their “Journeys to the West” – if I can borrow a phrase from ancient Chinese literature – than they ever have been. That’s because an increasing number of them are ticking all three boxes on the list of “essential travel requirements.”

First is competence. Second is ambition. Third is confidence.

FIRST, COMPETENCE

The order matters, because it is impossible, of course, to have any chance of achieving sustained success without a high degree of competence. As the Chinese have known for more than five thousand years, anything great and lasting simply has to been built on solid foundations.

Competence comes in many forms. It begins with the idea for the product. Has it been rigorously thought through from a potential customer’s perspective? Is it differentiated in a way that will change someone’s experience with the category or – for some very special brands – even someone’s life? Is it of consistent quality – that can be produced at an attractive price? The list goes on… Right through to brand development, production, opportunity evaluation (which country, which cities), and targeting.

Competence in targeting deserves a special mention. Reaching the right audience is one of the keys to successful brand-building. The objective is to win over that the audience’s hearts and minds, to the degree that they want to share their brand experiences with others.

At the start of the journey, when businesses are evaluating where to launch first, we have a tool that provides analysis and data-based insights that help advertisers make the right decisions. We call this tool “Market Finder” – essentially, it matches the brand proposition with audience potential, factoring in competitor activity and cost of entry. We also ensure that Googlers from the target countries are enrolled onto the client-team, so they can help with the cultural aspects of business development and marketing.

For businesses that are up and running, we have developed a set of tools that are engineered to deliver improved effectiveness and profitability across an extraordinary breadth of business and marketing functions. One example is Google Translate that can help businesses localize their content for different languages in just a few clicks.

Many B2B companies in China are already finding these tools useful. Shibang Industry & Technology Group Co., Ltd., for example, was largely reliant on domestic sales, until we introduced them to Google AdWords paired with Market Finder. After running an international campaign using these tools, Shibang now exports 70% of its machinery. Helping companies like Shibang has a wider economic benefit. B2B companies are the trailblazers along the New Silk Roads — infrastructure in developing countries has to be built by B2B companies, before B2C companies and their brands can come.

SECOND, AMBITION

Ambition is the second reason why China’s brands are thriving on the world stage.

Anywhere in the world, if you are going to start your own business then you have to believe that you can change the world. You need to be an evangelist. You need to be passionate. You see all these traits in the world’s business and brand leaders. However, the biggest additional impetus that you have in the Chinese commercial environment, is that China is still developing. There is, therefore, a greater hunger, and a willingness to work harder – for people to create a bright future for themselves and their families. This generates a competitive spirit that is second to none. The massive scale of this creates incredible momentum, and an intensity of ambition.

…but this ambition is now being exported.
The third “going global” driver of success is confidence.

China’s brands are succeeding. Increasingly, Chinese brands are sitting down at the top table of global brands. The trustees of China’s brands are realising that their proposition stands scrutiny; and is appealing to customers. Some of China’s brands are even going beyond this – and raising the category bar. And with this greater confidence, born of success, comes even greater ambition.

It’s a virtuous cycle of confidence feeding ambition. And the success that follows is feeding even more confidence, and so on...

People have been in awe of the rate of change in China. There is no doubt that the achievement of China’s brands has been extraordinary.

But I get a real sense that this is just the beginning.

In the next five years, we are going to see the development of China’s brands on the world stage in such categories as travel and leisure, and even faster growth in gaming and entertainment. Then of course there is the technology side of things, an area where China’s brands are on their way up the value stream, to the extent that they are already beginning to shape their categories. Also, in the next five years, new brands will emerge that will challenge the status quo, and change the way consumers think about things.

What an incredibly exciting time for China’s businesses, and an even more exciting time for Chinese businesses that are boldly taking their brands out to the world.

Everyone at Google is committed to helping China’s brands achieve ever-greater global success.
China’s Brands are Globally Born to Run

‘Made in China’ is becoming cool

If you think ‘Made in China’ and think of cheap and low-quality goods, then think again. DJI – the first choice of millions of drone fans – is headquartered in Shenzhen and it dominates the drone market, accounting for 70 percent of all drones sold in the world. Huawei, the telecommunications company that developed its first branded smartphone only five years ago, has already become the third largest brand in the sector with a 9.4 percent market share worldwide – only Samsung and Apple sell more phones. Youzu and Elex are both young Chinese gaming companies that continue to gain more fans and more revenue in foreign markets.

Unlike the previous generation, many of whom have a negative perception of Chinese brands, the young generation of global consumers – especially those in established markets – are gradually becoming more positive. China’s brands are particularly well regarded as ‘innovative’. Young people around the world are far more likely to make this association than older age groups. The signature proposition of China’s brands is to combine innovation with value for money, a recipe that is particularly attractive to young people.

For example, young consumers in Spain are happy to order ‘cool’ products from China even though they may have to wait up to 15 days for them to be delivered. The value-propositions of Chinese brands are especially appealing in a country where nearly 40 per cent of under-25s are unemployed. No matter how well or poorly the local economy may be doing, young people in Europe and other established markets are turning to China’s brands – including Chinese global e-commerce platforms such as Alibaba and JD.com. This is simply because, wherever in the world, the younger population have much in common. Not least, they are united by their love of affordable, ‘cool’ stuff regardless of its place of origin.

Three major challenges facing Chinese brands

Despite making tremendous headway, Chinese brands still need to overcome some significant hurdles on their road to globalization. The three biggest challenges are:

FIRST, LIMITED AWARENESS TO SUPPORT PREMIUMIZATION.

As discussed in Chapter three, awareness is still the number one barrier that needs to be overcome when ‘going global’. Many Chinese home appliance and electronics companies have disrupted at the low-end and gradually moved up the value chain, increasing brand awareness among the targeted segments will continue to be the top priority. Without a brand ‘point of difference’, products are always vulnerable to the charge of being a “too unremarkable”, whose advantage disappears as soon as another company undercut the price of its similar products.

SECOND, PERCEPTION OF TRUST STILL NEEDS TO BE IMPROVED.

Although, as noted, young consumers are increasingly likely to think Chinese brands are innovative, there remains a question mark in terms of quality. There are, of course, Chinese brands that have excellent reputations for producing quality products, and need to announce it to change consumers’ perception. That’s not to say that many other Chinese brands are not great quality, it’s just that people are not aware of this (and, therefore, negative stereotypes of Chinese products come to the fore). For example, Segway is widely regarded as a good quality brand, but very few people know that Segway belongs to Ninebot. Therefore, when consumers consider buying Ninebot products they may have (unfair) doubts about its durability and safety. It will take time for China’s brands to overcome these negatives.

THIRD, LACK OF BRAND-BUILDING INVESTMENT.

The attitude used to be “Let’s test the water in international markets and see if it works and, if not, we can withdraw easily.” This led to a vicious cycle of low investment leading to low commitment and, consequently, ever-lower investment.

Doreen Wang
Global Head of BrandZ™, Kantar Millward Brown
Thankfully for China’s brands, this is gradually changing. More companies are learning from China’s successful companies—notably, the ones that appear in the Top 50 Brand Power league table. Companies with aspirations to ‘go global’ are now realizing that commitment is one of the key success factors. They are also realizing that investment decisions need to be driven by local-market and local-consumer understanding, informed by the ‘best’ possible insights and data. Only then can opportunities be properly identified and effectively grasped. And only then can brands be built.

The Pioneers are gaining the upper hand

We are very excited to see so many of China’s Global Brand Builders doing so well in many countries in recent years by focusing on their higher-end products. For example, Huawei has put a significant proportion of new-investment into South America, Europe, and the Middle Eastern countries behind its flagship product, the Mate 9. The design of this great product was inspired by Huawei’s ambitious brand purpose: ‘Building a Better Connected World’, which is both relevant to its customers as well as motivating to its employees. OPPO and Vivo have taken a similarly customer-focused strategy and achieved great business results in India and other markets.

Many of China’s brands choose to be ‘born’ overseas before launching their products in China. Online-gaming brands are, by their nature, born-global because, to be truly successful, they need to establish their footprints in multiple country-markets simultaneously. So, it’s not surprising therefore than Cheetah and Elex continue to do better in foreign markets than they do in China.

Great strides, but China’s Global Brand Builders are only at the start of their long journey

Brand building needs time. It takes a significant change in the consumer’s mindset: China’s brands are working hard to achieve this by providing people around the world with the ‘reasons to believe’ in their brands. At the same time, every country-market is becoming increasingly competitive. ‘Innovation’ is of course the key, and that’s why we are confident that China’s brands can succeed in the long term. But other countries, including the emerging innovation hubs of Israel and India are also raising the bar, and producing their own star brands. So, the young consumers—the people who are more likely to embrace new brands—are more receptive not just to China’s brands, but to any country’s brands that can make a difference to their lives and their wallets. That’s why now is the time for the companies behind China’s brands to redouble their efforts. They need to do this, not just in terms of innovation, but also by employing great communications to drive home the emotional ‘brand advantage’ of the resulting product benefits.

In summary, China’s would-be Global Brand Builders must do four things: First, make certain that the product is meaningfully different to local consumers. Second, ensure that this advantage is sustainable. Third, be fully committed to utilizing brilliantly-effective brand-building communications to drive home this advantage—in the long as well as the short term. Fourth, delegate responsibility for the success of the company and the brand to the very best talent in the local markets.
07
RESOURCES
Methodology combines BrandZ™ analytics and Google capabilities

To measure consumer perception of Chinese brands outside of China we created a four-step methodology that leverages WPP BrandZ™ analytics with Google’s online reach and data gathering capabilities. BrandZ™ is the world’s leading source of brand equity and valuation knowledge and insight. Google Surveys is an online market research tool for rapidly gaining knowledge and insight about the attitudes and behavior of people worldwide.

**Step 1: Country & Category Selection**

Because Chinese brands are relatively well-known in neighboring countries and emerging markets, we chose to focus on markets with future export potential. We selected seven developed markets from different geographic regions: the US, the UK, France, Germany, Spain, Australia, and Japan.

We also selected a mix of 12 established and Internet-driven categories in which Chinese brands are active overseas: consumer electronics, home appliances, airlines, cars, smart devices, Internet services, mobile gaming, e-commerce, online fast fashion, payment tools, oil & gas, and banks. Chinese brands and international brands together total at least 80 percent of the market share in these categories.

**Step 2: Brand Selection and Quality Assurance**

Within the 12 categories, we selected Chinese brands based on the extensive BrandZ™ database and Google’s expertise. The Chinese brands met two eligibility criteria:

1. Each brand was originally created by a Mainland China enterprise and each brand derives a portion of revenue from overseas business.

   In each category, we also selected non-Chinese brands (local country brands and global brands).

   WPP and BrandZ™ experts in each relevant country market reviewed the preliminary lists of brands for accuracy.

   The preliminary list totaled 168 Chinese brands and 561 non-Chinese brands. Using Google Surveys, we conducted two rounds of research to measure levels of awareness and consideration for brands in this preliminary list in the seven country markets. With the first round of research we identified the brands highest in awareness and consideration. This exercise yielded our final list of 84 Chinese brands.

To research each category across the seven country markets, we then created multiple questionnaires. In each questionnaires we limited the number of questions to 10, the maximum permitted by Google Surveys in order to maximize response. For each question we presented six brand multiple-choice answers. We varied the answer options to ensure fairness.

**Step 3: MDS and Preliminary Brand Power**

Google Surveys also yielded data for computing the preliminary Brand Power of each brand. Brand Power is a BrandZ™ metric of brand equity, the predisposition of consumers to choose a particular brand. Three ingredients comprise Brand Power: Meaningful (meeting functional and emotional needs in relevant ways); Different (being distinctive or trend setting); and Salient (coming easily to mind in a buying situation). We calculated the Meaningful and Different scores of each brand based on survey answers. We determined each brand’s Salience based on survey answers and the brand’s indexed search volume.

For the oil & gas category, we use Google Search Index to calculate preliminary brand power in order to reflect the characteristics of B2B2C (Business to Business to Consumer). BrandZ™, the largest brand database worldwide, is also used to capture the impact of both business and consumers on the category.

**Step 4: Standardization and Final Brand Power**

Once we had calculated the preliminary Brand Power score, we leveraged the levels of awareness and consideration for the 561 non-Chinese brands to adjust for the impact that variations of category size and market competition have on the Brand Power scores of the 84 Chinese brands. This standardization enabled us to make fair comparisons across the nine product categories and seven country markets. We added these final Brand Power scores across the seven country markets to produce the BrandZ™ Top 50 Chinese Global Brand Builders ranking.
GOING GLOBAL?

We wrote the book

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BrandZ™ Top 100 Most Valuable Global Brands 2017
This is the definitive global brand valuation study, analysing key trends driving the world’s largest brands, exclusive industry insights, thought leadership, B2B trends and a look at Emerging Brands.
brandz.com/region/global

BrandZ™ Top 100 Most Valuable Chinese Brands 2017
The report profiles Chinese brands, outlines major trends driving brand growth and includes commentary on the growing influence of Chinese brands at home and abroad.
brandz.com/report/china/2017

BrandZ™ Top 100 Most Valuable US Brands 2018
While America is in the midst of a unique economic and political period, US brands remain focused - and continue to thrive. This report demonstrates how consumers reward brands that evolve and deliver meaning over time, while also welcoming innovative game-changing brands.
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RESOURCES

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This in-depth study analyzes the success of Indian brands, explores the Indian consumer’s shopping habits, and offers insights for building valuable brands.

brandz.com/report/india/2017

Now in its third year, this study analyzes the success of Indonesian brands, examining the dynamics shaping this fast-developing market, and offering insights for building valuable brands.

brandz.com/report/independent/2017

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This new report identifies the key forces driving growth in one of the largest, most influential and dynamic markets in Western Europe, built on centuries-old strengths, and adapting to new and challenging conditions.

brandz.com/report/lake/2017

In a world rippling with uncertainty, we have come to regard Germany as the ballast that keeps Europe steady. This inaugural German BrandZ™ ranking looks at the invention and creativity behind the country’s leading brands.

brandz.com/region/germany

France is one of the largest economies in the EU, seventh largest in the world, and has proved itself as being adept at managing change. This new report explores a landscape in transition, and how its rich heritage and expertise can help define the path for French brands in the future.

brandz.com/region/france

As the UK embarks on a tumultuous period of transformation and uncertainty, this debut ranking explores the UK’s most iconic brands, successes, and identifies the key forces driving growth in this market.

brandz.com/region/uk

As Saudi embarks on an ambitious program of transformation, this ranking explores the country’s most accomplished brands, analyzes their success and identifies the key forces that are driving growth in this market.

brandz.com/report/saudi-arabia/2017

Cuba is a market unparalleled both in the Caribbean region and the world. Brand awareness among Cubans is high, but gaining access to them is uniquely challenging. Now is the time to plan your Cuba strategy.

brandz.com/article/spotlight-on-cuba

Mongolia’s GDP has grown at rates as high as 17 percent in recent years, encouraging a growing number of international brands to gravitate toward this fast-growth market and make a beeline for one of Asia’s hidden gems.

brandz.com/article/spotlight-on-mongolia-report
The opportunity to build brands in China is greater than ever. But so are the challenges.

The fastest growth is happening deep in the country, in less well-known cities and towns. Consumers are more sophisticated and expect brands to deliver high-quality products and services that show real understanding of local market needs.

WPP has been in China for over 40 years. We know the Chinese market in all its diversity and complexity. This experience has gone into our series of BrandZ™ China reports. They will help you avoid mistakes and benefit from the examples of successful brand builders.

Unmasking the Individual Chinese Investor
This exclusive report provides the first detailed examination of Chinese investors, what they think about risk, reward and the brands they buy and sell. This will help brand owners worldwide understand market dynamics and help build sustainable value.

brandz.com/article/unmasking-the-individual-chinese-investor-report

The Power and Potential of the Chinese Dream
The Power and Potential of the Chinese Dream is rich with knowledge and insight, and forms part of a growing library of WPP reports about China. It explores the meaning and significance of the “Chinese Dream” for Chinese consumers as well as its potential impact on brands.

brandz.com/article/chinese-dream-report

The Chinese Golden Weeks in Fast Growth Cities
Using research and case studies, the report examines the shopping attitudes and habits of China’s rising middle class and explores opportunities for brands in many categories.

brandz.com/article/chinese-golden-weeks-report. For the iPad magazine, search Golden Weeks on iTunes.

The Chinese New Year in Next Growth Cities
The report explores how Chinese families celebrate this ancient festival and describes how the holiday unlocks year-round opportunities for brands and retailers, especially in China’s lower tier cities.

brandz.com/article/chinese-new-year-report. For the iPad magazine search for Chinese New Year on iTunes.

8 Retail Trends in China
With the continued rebalancing of the Chinese economy, 2017 - The Year of the Rooster, could be characterised as another year of change for China. The retail sector is at the intersection of much of this transformation, and with the rapid growth of e-commerce, Chinese retail is changing and adapting fast.

brandz.com/article/china-retail-trends-report-2017
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These companies contributed expertise and perspective

**WPP COMPANY CONTRIBUTORS**

**GEOMETRY**

*Geometry Global*

Geometry Global is the world’s largest and most international brand activation and shopper marketing agency. They help brands thrive in today’s omnichannel world by shaping and changing people’s behavior at pivotal moments along the purchase decision journey. With teams in 56 markets, Geometry Global has expertise in physical retail, e-commerce, experiential, branding & design and consultancy. Geometry Global is a WPP company.

**KANTAR**

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Kantar is one of the world’s leading data, insight, and consultancy companies. Working together across the whole spectrum of research and consulting disciplines, its specialist brands, employing 30,000 people, provide inspirational insights and business strategies for clients in 100 countries. Kantar is part of WPP and its services are employed by over half of the Fortune Top 500 companies.

**KANTAR CONSULTING**

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Kantar Consulting is a specialist growth consultancy. With over 1,000 analysts, thought leaders, software developers and expert consultants, we help clients develop and execute brand, marketing, retail, sales and shopper strategies to deliver growth. Kantar Consulting owns market leading assets including Power Ranking, GrowthFinder, Global Monitor, Retail IQ, RichMix, XTEL and Marketing, Insights and Purpose 2020. We track 1,200 retailers globally, have purchase data on over 200 million shoppers and forecast social, cultural and consumer trends across the world. Kantar Consulting is part of Kantar, the data investment management division of WPP.

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Kantar Millward Brown specialize in advertising, marketing communications, media, digital and brand equity research, and work with 90 percent of the world’s leading brands. The key area of the company’s focus is brand strategy, creative development, channel optimization and brand performance. With offices in 56 countries, Kantar Millward Brown understands the importance of both a global and local focus – and understand consumers. They know brands that are meaningfully different, capture more volume share, command premiums and grow their value.

**KANTAR RETAIL**

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Kantar Retail brings together the insights of shopper assets with the analytical tools needed to deliver integrated solutions to businesses. The company services specialize on improving brand-consumer relationship and frame go-to-market strategies by understanding how the retail landscape is evolving and how retailer models and strategies are changing. Kantar Retail provides support and expertise in sales strategies, commercial performance, achieving growth through the development of fact-based category drivers and activation platforms.

**KANTAR TNS**

*Kantar TNS*

Kantar TNS is one of the world’s largest research agencies with experts in over 90 countries. With expertise in innovation, brand and communication, shopper activation and consumer relationships they help their clients identify, optimise and activate the moments that matter to drive growth for their business.

**OGILVY**

*Ogilvy*

Ogilvy is one of the largest marketing communications companies in the world. It was named the Cannes Lions Network of the Year for five consecutive years, 2012, 2013, 2014, 2015 and 2016; the EFFIES’ World’s Most Effective Agency Network in 2012, 2013 and 2016; and Adweek’s Global Agency of the Year in 2016. The company is comprised of industry leading units in the following disciplines: advertising; public relations and public affairs; branding and identity; shopper and retail marketing; health care communications; direct, digital, promotion and relationship marketing; consulting, research and analytics; branded content and entertainment; and specialist communications. O&M services Fortune Global 500 companies as well as local businesses through its network of more than 500 offices in 126 countries.
WPP COMPANY CONTRIBUTORS

KANTAR MillwardBrown in China

For further information about Kantar Millward Brown in China, please contact:

DOREEN WANG
Global Head of BrandZ™
Kantar Millward Brown
+1 212 548 7231
Doreen.Wang@kantarmillwardbrown.com

SOPHIA HUANG
Solution Consultant, Valuations & Analysis
Kantar Millward Brown
+86 21 2287 0177
Sophia.Huang@kantarmillwardbrown.com

JESSICA CHEN
Head of Marketing, China
Kantar Millward Brown
+86 (21) 2287 0971
Jessica.Chen@kantarmillwardbrown.com

WPP in China

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In Greater China, WPP companies (including associates) generate revenues of almost $1.6 billion with over 13,000 people in Beijing, Shanghai, Guangzhou and many other cities and provinces.

WPP is the world’s largest communications services group with billings of US$74 billion and revenues of over US$19 billion. Through its operating companies, the Group provides a comprehensive range of advertising and marketing services including advertising & media investment management; data investment management; public relations & public affairs; branding & identity; healthcare communications; digital, e-commerce and shopper marketing and specialist communications. The company employs over 200,000 people (including associates and investments) in over 3,000 offices across 112 countries.

To learn more about how to apply this expertise to benefit your brand, please contact any of the WPP companies that contributed to this report or contact:

TB SONG
Chairman
WPP Greater China
TB.Song@wpp.com

PATRICK XU
Chief Executive Officer
WPP China
Patrick.Xu@wpp.com

JULIANA YEH
Head of Corporate Communications
WPP Asia Pacific
Juliana.Yeh@wpp.com

For further information about WPP companies worldwide, please visit: www.wpp.com/wpp/companies or contact:

DAVID ROTH
CEO
The Store, WPP EMEA and Asia
David.Roth@wpp.com

We help build valuable brands

To learn more about how to apply this expertise to benefit your brand, please contact any of the WPP companies that contributed to this report or contact:

TB SONG
Chairman
WPP Greater China
TB.Song@wpp.com

PATRICK XU
Chief Executive Officer
WPP China
Patrick.Xu@wpp.com

JULIANA YEH
Head of Corporate Communications
WPP Asia Pacific
Juliana.Yeh@wpp.com

For further information about WPP companies worldwide, please visit: www.wpp.com/wpp/companies or contact:

DAVID ROTH
CEO
The Store, WPP EMEA and Asia
David.Roth@wpp.com
These individuals from WPP companies and Google provided additional thought leadership and insight to the report.

**WPP Companies**

- Mickey Chak, Chief Strategy Officer, Ogilvy Greater China
- Yue Chen, Senior Director, Kantar TNS
- Gareth Ellen, Asia Pacific Regional Planning Director and China CDO of Geometry Global
- Joyce Lee, Business Development Leader, Kantar Greater China
- Jenny Ma, Business Development Director, Kantar Greater China
- Koo Sangmo, Research Director, Kantar TNS
- Enbo Wang, Partner, Greater China / Organization Practice Lead, Asia, Kantar Consulting
- Oceanne Zhang, Director of E-commerce Consulting, Kantar Retail

**Google**

- Hui Deng, Director of Gaming, LCS, Google China
- Lance Diarascio, Brand Solution Activation Lead, Google North Asia
- Priscilla Dorrestijn, Head of International Growth Team, Google APAC
- Xucheng Fan, Head of E-commerce, Google China
- Tony Lee, GM of Technology, LCS, Google Greater China
- Chengyun Xu, Industry Head of Travel and Education, Google China
- Shirley Yao, Head of International Growth Team, Google Greater China & Korea
- Steven Zhang, Industry Head of Agency Business, Google China

**KANTAR millwardbrown**

- Doreen Wang, Global Head of BrandZ™
- Raam Tarat, Global Communication Project Manager
- Lucy Edgar, Global Marketing Manager
- Jessica Chen, Head of Marketing China
- Sophia Huang, Valuations & Analysis
- Maggie Peng, Group Account Director
- Bridget Wu, Associate Account Manager

**WPP**

- David Roth, CEO, The Store WPP, EMEA and Asia
- Igor Tolkachev, Business Development & Innovation, The Store WPP
- India Hovenden, Assistant to The Store WPP, EMEA & Asia

**Google**

- Scott Beaumont, President - China, Korea, Taiwan and Hong Kong
- Ben Wong, Chief Marketing Officer, Google Greater China
- Hillary Nie, Head of Market Insights, Greater China
- Shanhong Chen, Principal Industry Analyst
- Jenna Wang, Product Marketing Manager
- Stephanie Mou, Product Marketing Manager
- Rachel Yu, Communications Manager
- Vivian Liu, Manager of Public Policy and Government Relations Google Greater China
- Chiu Chi, Head of Programs and Operations, Google Surveys Team

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http://www.wppwrap.com/blazing

‘HIDDEN DRAGON - THE RISE OF AN E-COMMERCE GIANT’

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It looks at value of JD.com’s partnership with WeChat, the Chinese mega-app that consumers use to buy coffee, book a cab and just about everything else you can think of. And there’s a look at what’s next for JD.com. David and Laura discuss the role of big data in personalizing services, international expansion of the brand … and the strategic significance of fresh fish and ice-cream.

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