

Case study

HOW TO CONTROL THE MARKET OF UNILEVER'S BRAND ZWITSAL IN CHINA.

Developing a go-to-market strategy for one of Unilever's brands in the Chinese market.

全部结果 > 品牌:Zwitsal 瑞莎 X > zwitsal 商品共1个



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What is a Daigou?

HOW TO PROTECT OUR BRAND AND SELL ONLINE IN CHINA...

- How to deal with Daigou's?
- Which e-commerce sales channels to pick?
- How to keep branding and positioning consistent with so many individual sellers of Zwitsal?
- What pricing should Unilever maintain for its Zwitsal products?

Brief: Unilever's brand Zwitsal, a baby care product brand, is being sold by many individual sellers and Daigou's in the Chinese market. Unilever wants to protect its brand from non-consistent branding and pricing and wants to know how to do this and enter the Chinese market with Zwitsal.

Unilever tasked us with the question on how to sell Zwitsal in the Chinese market and protect its brand reputation. This in a period where cross-border e-commerce is booming in the Chinese market and Daigou's are now selling every brand from around the globe on Taobao.com.

What is a Daigou (代购 - dàigòu)?

These are Chinese individuals living outside of China in countries such as the Netherlands. They sell the products from the countries they live in on platforms such as Taobao Global. In this case with Zwitsal they would sell Zwitsal its products via Taobao Global. If they receive a customer order they would then go to the local supermarket in the Netherlands and buy the product they Chinese consumer bought from them on Taobao Global and ship it to this consumer in China via airfreight.

“Chinese individuals living outside of China that sell products from the countries they live in on Taobao”

HOW TO DEAL WITH DAIGOU'S.

When a brand has significant brand awareness and it not selling yet in the Chinese market there is a high probability that Daigou's are already selling the products of this brand in the Chinese market. This is off course great since the brand receives free brand awareness and is getting market share without any efforts from the brand's side.

THREATS: There is also a significant downside to having daigou's selling your products online. In the case of Zwitsal the pricing was completely scattered. On the right you can see the pricing for the same exact shampoo of Zwitsal and same net content would be in a range of 64.80 RMB to 85 RMB. And it has a price markup of 3 times compared to the same product priced in the Netherlands. This is very damaging for the long-term brand image since Chinese consumers see an inconsistent pricing as being cheated by the brand. No matter who sells it.

Besides this the brand image gets chipped away bit by bit. Since daigou's don't care about the marketing of a brand. They just care about distribution and sales.

SOLUTION: The only way for a brand and in this case Zwitsal to control the pricing and brand image of its products is to open official channels where the daigou's are active and profit from the organic traffic that the daigou's bring in and show consumers a consistent branding and pricing of its brand via its own channels.

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HOW TO BRAND ZWITSAL IN CHINA?

When considering how to brand Zwitsal in China the target customer of Zwitsal needs to be understood. AsiaAssist was tasked with developing customer persona's and mapping the customer journey for Zwitsal its product in order to determine the right branding strategy in China.

"Western parents try to respect their children's individuality, encouraging them to pursue their true passions, and providing positive reinforcement and a nurturing environment. By contrast, the Chinese believe that the best way to protect their children is by preparing them for the future, letting them see what they're capable of, and arming them with skills, work habits and inner confidence that no one can ever take away."

This is so significantly different that branding a brand such as Zwitsal needed to find the angle that when parents bathe their children its focused on creating inner confidence and less on nurturing. Hence the movie Frozen is chosen since this reinforces the role model the main actor is in this movie to Chinese children.

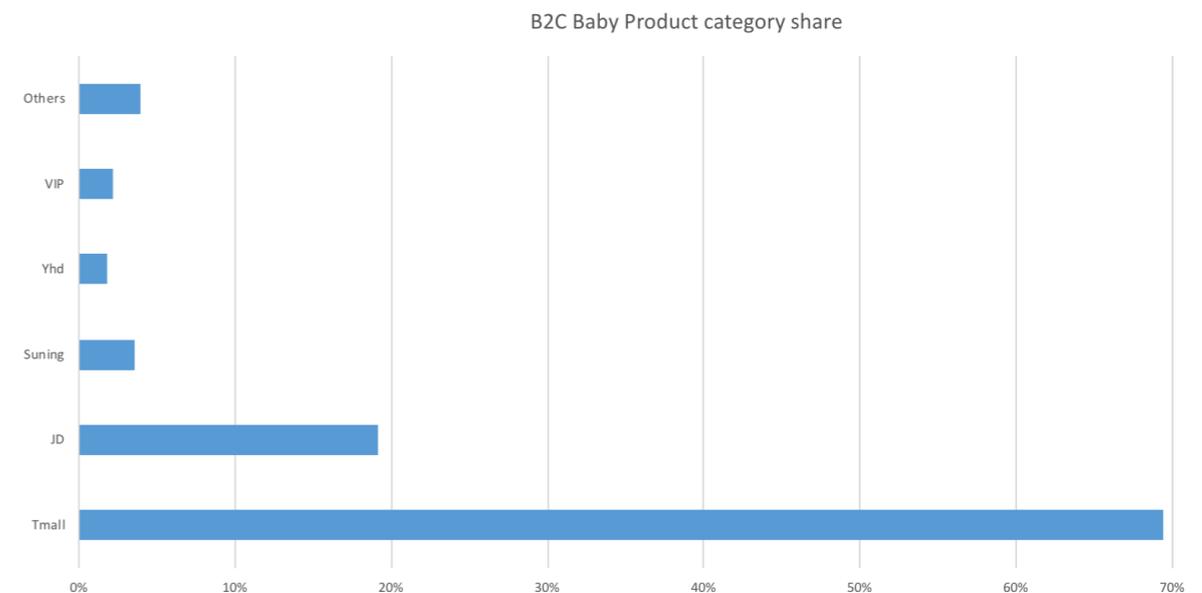
WHICH CUSTOMER TOUCH POINTS SHOULD ZWITSAL BE PRESENT ON?

Channels used for orientation and sales are:



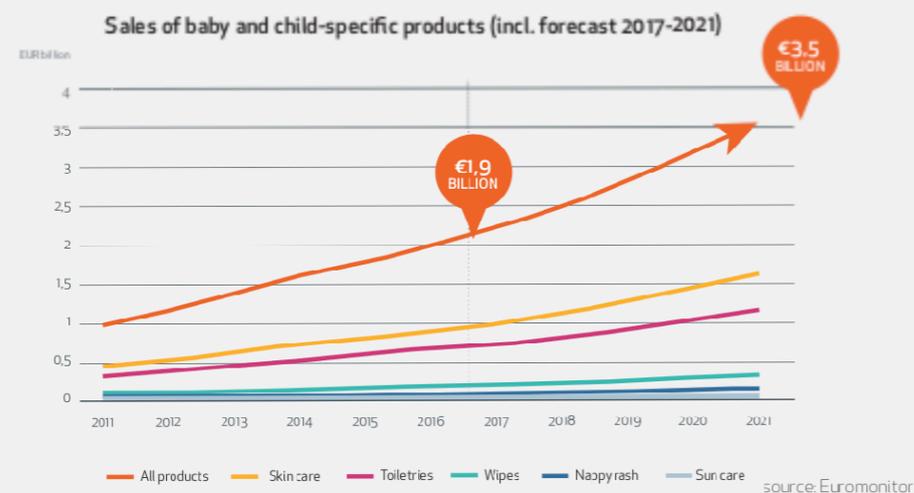
It was clear that Zwitsal was already sold by many different sellers on Taobao and on Taobao Global. However to strengthen Zwitsal as a traditional and heritage brand from the Netherlands it was chosen to be present on the right touch points in the customer journey of young Chinese parents. We identified multiple maternity and baby channels such as Beibei.com and Mai.com where Zwitsal should offer its products. But besides these channels and the major e-commerce channels such as Tmall also be active on educational channels to support their brand image and offer educational insights to young parents on channels such as Babytree.com.

A final suggestion was to be present in an early stage of parenthood of young Chinese parents. It was suggested to build a presence in terms of collaboration with early



DO WE HAVE A PROFITABLE BUSINESS CASE AND WHAT IS OUR MAXIMUM EXPOSURE?

...resulting in a large growth in sales.



Baby and child-specific products increases by 11% in current value terms in 2016, to reach €1.963 billion in 2016, thanks to full implementation of the second child policy, rising purchasing power and increasing demand of high quality products.

The most important brief we had was can we create a profitable business case for Unilever and to identify the main risks. For this we collected real sales data from the last 1,5 years from children care brands selling on Tmall and Taobao. And analysed the product category and its sub-categories to develop a business case with multiple risk scenario's.

This to give a clear answer on what the fixed investments where for the first six to twelve months and therefore the financial exposure.

The business case gave clear insights in all the cost centres behind the actual business of selling via e-commerce in China and gave a break-down in marketing budget and allocation over different marketing tools and channels.

How to get success in China?

with  **AsiaAssist 亚伺**

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