

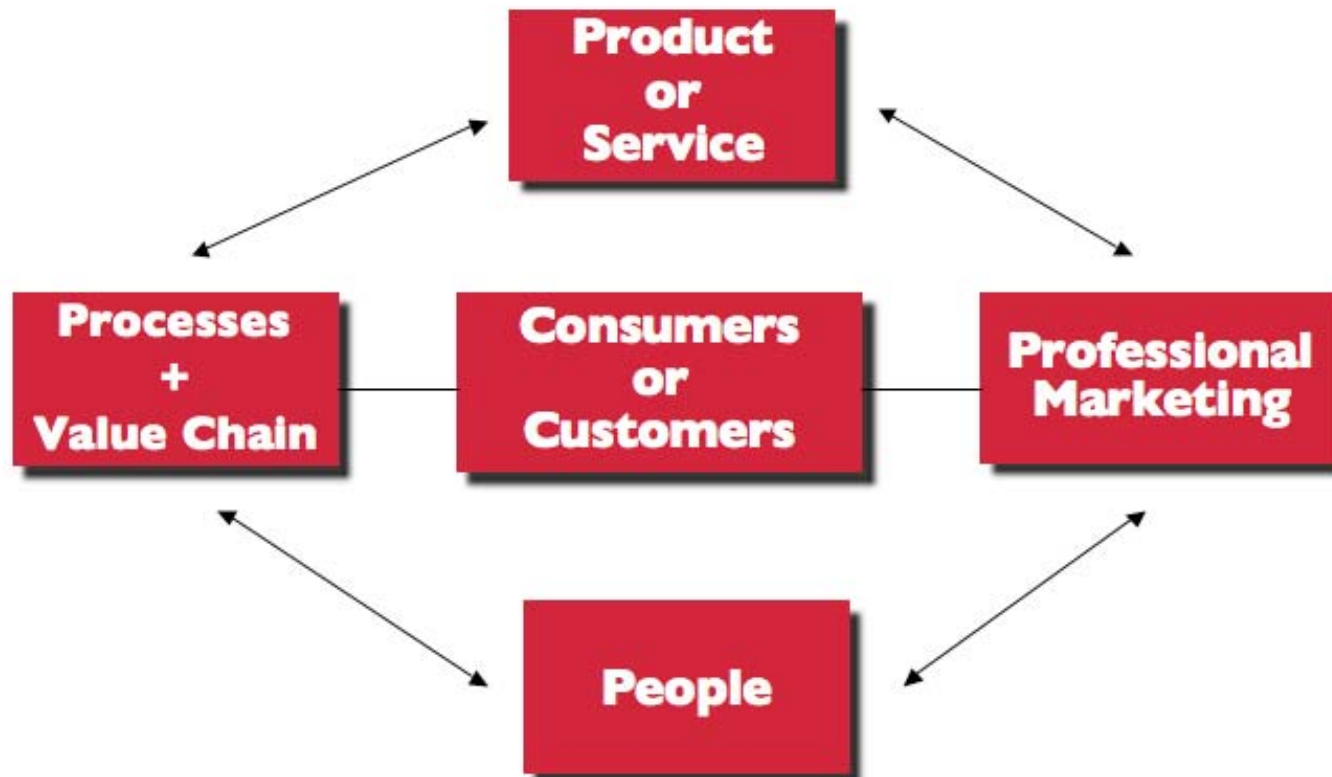
Global CEO Forum 2007
Hong Kong

Winning Strategies for SME in Face of Globalization

Nance Rosen, MBA



To Succeed, You Must Excel in Your Niche



Consumer Profile

The Chinese Surprise

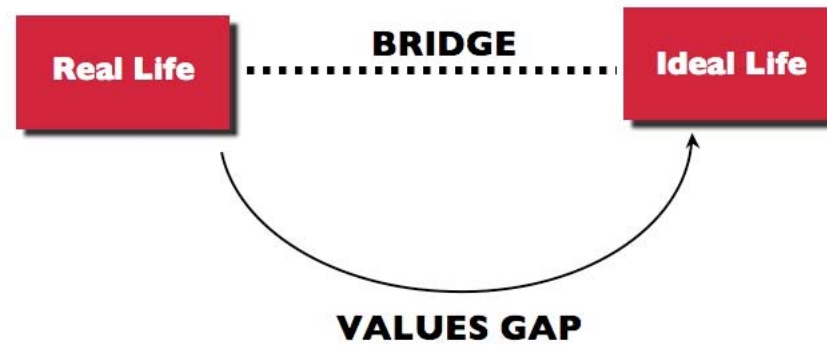
Self-satisfaction
NOT
Self-sacrifice

What is closest to your attitude?

<i>Closest to own attitude:</i>	1994	2004
"Work hard and get rich."	68%	53%
"Don't think of money/fame; live a life that suits my own tastes."	10%	26%
"Never think of self; give in service to society."	4%	2%

(Gallup Organization, 2004)

What Successful Brands Mean to Consumers in China



Empowerment

Security

Vitality

Creativity

Individuality

The Psychosocial Consequences Of a Deeply Dissatisfied Workforce

“In the last seven days, I have received recognition or praise for doing good work.” 12%

“This last year, I have had opportunities at work to learn and grow.” 23%

“Someone at work encourages my development.” 23%

“At work, I have the opportunity to do what I do best every day.” 25%

“My supervisor, or someone at work, seems to care about me as a person.” 26%

“The mission or purpose of my company makes me feel my job is important.” 30%

“I have the materials and equipment I need to do my work right.” 32%

Why They Buy

Transformational Purchase + Use Motivations

Intellectual Stimulation



Sensory Gratification



Social Approval



Bargain Delight

Chicken Soup for the Dissatisfied Soul

The most rapidly expanding market segment

Self-satisfying, middle-income consumers with a low-moderate threshold for features and functionality

How to Succeed in this Fastest Growing Consumer Segment

Great Branding + Good Enough Products



Premium (Narrow)

Definition: High-end products purchased by discerning customers with significant purchasing power.

Leading Vendors:
Panasonic, Philips, Sony

Product Features: LCD and plasma screens, many state-of-the-art user features, priced according to their status as international brands.

Share of Market in 2005: 13%

Good-Enough (Rapidly Expanding)

Definition: Products of good quality, produced by local companies for a rapidly expanding group of value-seeking consumers with midlevel incomes.

Leading Vendors:
Hisense, Skyworth, TCL

Product Features: LCD, plasma, and large cathode-ray tube screens, with limited user features, priced to undercut foreign brands.

Share of Market in 2005: 62%

Low-End (Evolving Base)

Definition: Products of lower quality, meeting basic needs, produced by local firms for a large group of consumers with low incomes.

Leading Vendor: Konka

Product Features: Cathode-ray tube screens with basic standard user features and low-cost components, priced to sell.

Share of Market in 2005: 25%

Your Brand Promises To
Empower me
Re-vitalize + excite me
Recognize my individuality

Your Products Deliver
Relative Reliability
Modest Quality
Priced 20% above the lowest quality, local goods

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