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# BRAND STRATEGY AND MARKETING COMMUNICATION

Case Company: Huawei Technologies. Co. Ltd.

Business Economics and Tourism

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## TIIVISTELMÄ

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Tämä opinnäytetyö pyrkii analysoimaan merkkistrategiaa ja markkinointiviestintää, ja miten nämä vaikuttavat brändin tunnettavuuteen ja asiakastytyvyyteen. Kohdeyrityksenä on Huawei Technologies Co Ltd.

Teorialuvussa tarkastellaan brändin käsitettä ja historiaa, brändin arkkitehtuuria, keskeisiä määritelmiä brändistä, merkkistrategiasta ja markkinointiviestinnästä.

Tutkimusmenetelmiä kuvaava luku kertoo aineistonkeruusta sekä millaisia laadullisia ja määrällisiä menetelmiä käytettiin tutkimusongelman ratkaisemiseksi.

Empiiristä tutkimusta varten kohdeyritys esitellään yksityiskohtaisemmin kuvaten yrityksen historiaa, yrityskulttuuria, perusarvoja, missiota ja visiota sekä tuotteita ja palveluita.

Tämän jälkeen analysoidaan kyselyn tulokset, perustuen Huawei-puhelimien käyttäjien ja ei-käyttäjien vastauksiin. Kohdeyrityksen johtajalle ja kahdelle työntekijälle tehdyistä haastatteluista pyritään saamaan paremmin selville Huaweiin brändistrategia ja tärkeimmät markkinointiviestinnän työkalut.

Viimeisessä luvussa tehdään yhteenveto, annetaan toimenpide-ehdotuksia perustuen empiirisiin havaintoihin sekä lopuksi pohditaan tutkimuksen reliabiliteettia, validiteettia ja rajoitteita.

## ABSTRACT

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This thesis aims to analyze brand strategy and marketing communication. How these two aspects influence brand awareness and customers' satisfaction will be further checked, based on the selected case company, Huawei Technologies Co. Ltd. Attentions will be focused on Huawei's mobile phone business.

Both theoretical background and empirical study are included in this paper. Firstly, brand relevant literature will be viewed. Brief history of modern brands, different definitions of brand, brand architecture, some key concepts about brand and brand strategy theories contribute to the former part of theories. The later part contains related theoretical background about marketing communication.

Methodology states about how data is collected and what kind of methods conducted during the research. Both qualitative and quantitative methods are used to solve research problems.

As for the empirical study, information about the case company will be explained in details, such as enterprise's history, culture, core value, mission, vision, products, and service.

Then analysis on the results of questionnaire both for Huawei users and non-users will be expanded in details, with question by question. Interviews for a manager and two employees aim to get a better understanding on Huawei's brand strategy and main marketing communication tools.

In last chapters, conclusions about the research will be summarized with several bullet points, based on previous findings.

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## **1 INTRODUCTION**

This thesis deals with brand strategy and marketing communication and their influences on brand awareness and customers' satisfaction. The case company selected for the research is a Chinese mobile phone producer Huawei Technologies Co. Ltd. The case study will be based on the specific situation in the Chinese market and a further step towards the international market will also be mentioned. Some basic background information will be stated in this section, together with the research problems and research methods.

### **1.1 Background**

The action of connecting a product or service with a brand has turned into a popular trend in the modern world. Brands are more important than ever before. With the inevitable tendency of globalization, companies are no longer competing with each other in local market but now their opponents can be anyone from the international market. Brands help specific companies and their products stand out from the variety of choices. Brands give more potential opportunities to branded corporations. (Mallik 2009)

A brand means all the things associated with customers' perceptions and assessments of a company, products, after-sale service, culture and value. Now the brand reflects and represents the products' overall quality. When people call a brand to mind, fashion, culture and value usually comes as well. Enterprises continuously build brands, lead fashion and cultivate culture. As companies become stronger and stronger, they tend to turn into creating higher added value and transform themselves to own prior advantages on products' development, products' quality and cultural creativities, step by step. If the brand culture is recognized and accepted in the market, brands start to generate market value. (Clatworthy, 2012)

Brands convey unified quality, trustfulness, promise and experience to customers. Brands are considered as essential assets for an enterprise. A lot of companies calculate the value of their brand into the balance sheet. When a company makes decision to purchase another company, what the company buys is actually not about

factories, employees, raw materials, but more about brand. Among all the value of assets, the brand's value is with the highest potentials. For example, Facebook purchased Instagram for 1 billion US dollars, and Yahoo absorbs Tumblr for 1.1 billion US dollars (Oreskovic & SABA 2013).

Strong brand reveals people's preferences and attitudes. In daily life, brand is one of the top topics that people like to talk about. People like to tell much about their favorite brands with interest and passion, to peers and parents and relatives. (Geller 2012)

Brand can create recognition. Customers tend to buy familiar products and enterprises also tend to do business with familiar partners in the market. (Smith & Zook 2011)

Great brands cost time, money and efforts to create and manage. Developing a brand, companies should better find something distinct other than follow the majority. Brands is something that can help differentiate themselves from other. (Smith & Zook 2011)

Smith & Zook (2011) also states that companies can get benefits from strong brands to achieve competitive advantages in the marketplace. The reason is that in modern economy customers are placed at a key position when considering survival under competition. As Jack Ma, the founder and Executive Chairman of Alibaba, once said "Today is cruel, but tomorrow is crueler than today; the day after tomorrow is beautiful and exciting, but the majority of people will usually die tomorrow night and only a few can see the sunshine of the day after tomorrow. Only companies with powerful brand can hold on straight to the end." Brand means much to the enterprise's core competence.

A brand builds a bridge between consumer and products or service. Through the brand, customers and products connect closely with each other. This kind of emotional association contributes to the final purchasing decision made by consumers. (Smith & Zook 2011)

Ronay (2004) mentioned it is more because of preferences to Coca-Cola's brand than the flavor we choose to buy Coca-Cola drinks.

The brand makes customers make their buying decisions faster and easier. Products or service with brand are easily recognizable and brand helps to win trust and loyalty from clients. During the connection between users and the brand, repeated purchasing behavior will keep going on and on. In addition, when launching a new product under the same brand, customers' previous experiences and perception make for attention and trials. Brand stimulates the increase of sales. (Landa 2005)

To sum up, strong brand creates competitive advantages and boosts relationship and sales for enterprises.

Meanwhile, customers can benefit from brand as well. Brand is helpful for customers to save time and efforts when making buying decisions. Imagine that when intending to buy shampoo from the supermarket, your preference towards Dove, probably get from old experience or peers' recommendation, can direct you to this specific brand on the shopping shelves. In this case, it is not necessary to waste much time on selecting just one among various brands. (Landa 2005)

A strong brand also enables employees working on to be more energetic, passionate, confident and loyal. Staffs regard a brand as a promise and put more trust into the company they are working in. A brand is always connected with a brand strategy. The brand strategy guides staffs to take actions, to serve customers in an acceptable way and to achieve the company's objectives. The brand culture further aligns everyone inside the company and unites them into a harmonious community. (Mallik 2009)

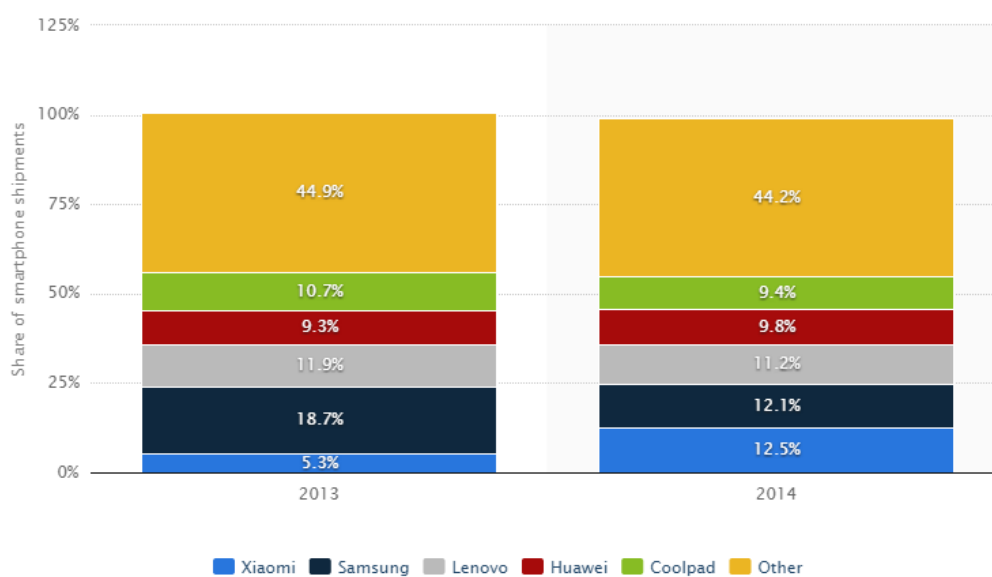
It is widely known that modern smartphone market is highly competitive. Table 1. below shows that the global shipments of smartphone reached to 1 billion for the first time in 2013, a total of 1,004.2million units, with a rate of 38.4% raising from 725.3 million units in 2012 (IDC Worldwide Mobile Phone Tracker 2014). In worldwide smartphone market, Samsung and Apple took the high market share

with 28.8% and 17.9% respectively in the fourth quarter of 2013 (IDC 2014). These two giant mobile phone producers are leading the global market and for other producers it is too far to catch up with.

**Table 1.** Top Five Smartphone Vendors, Worldwide Shipments, and Mark Share Q1 2014 (IDC 2014).

Vendor	1Q14 Shipment Volumes	1Q14 Market Share	1Q13 Shipment Volumes	1Q13 Market Share	Year-Over-Year Change
Samsung	85.0	30.2%	69.7	31.9%	22.0%
Apple	43.7	15.5%	37.4	17.1%	16.8%
Huawei	13.7	4.9%	9.3	4.3%	47.3%
Lenovo	12.9	4.6%	7.9	3.6%	63.3%
LG	12.3	4.4%	10.3	4.7%	19.4%
Others	113.9	40.5%	84.2	38.5%	35.2%
<b>Total</b>	<b>281.5</b>	<b>100.0%</b>	<b>218.8</b>	<b>100.0%</b>	<b>28.6%</b>

The situation is quite different when it comes to the Chinese smartphone market now. Samsung started to lose its leading position last year and surpassed by one Chinese domestic smartphone vendor, Xiaomi (Statista 2015). Many emerging Chinese handset makers, such as Huawei, Xiaomi and Lenovo, are eating away the market share of Samsung and Apple and achieving remarkable growth in smart phone market, which can be seen from Table 1.



**Figure 1.** China's Smartphone shipments by Vender, 2014 vs 2013 (Statista 2015).

Huawei, as one of representative Chinese handset vendors, seems to perform better in the world platform, compared with other Chinese makers. In the second quarter of 2013, Huawei was the third largest smartphone manufacturer after Samsung and Apple, with 6.9 % of market share (IDC 2014). Meanwhile Huawei is expanding its business even to Africa, the Middle East and Latin America.

There are plenty of reasons for Huawei's outstanding performance. The brand strategy is one of them, which is developed not only for the domestic market but also for overseas market.

Effective brand strategies contribute a lot to successful built of brand awareness and competitive advantages. A successful product or service is always connected with a brand. A brand means unique associations for how one product differentiates from other products, such as image, name, slogan, logo, trademarks and so on. When think about Coca Cola or other worldwide famous brands, you will clearly know what these brands deliver to you. With a brand, customers are probably quicker to make buying decisions with less hesitation time and even more frequency.

At the same time, brands also means how developed and well-managed inside an industry. That is, in a developed industry or field there are commonly plenty of well-known brands competing with each other. For the Chinese mobile phone industry, it is the moment that challenges and opportunities coexist and how to develop an effective brand strategy and build a strong brand is too much critical for long-term development.

## **1.2 Research Problem and Purpose of the Research**

This research problem is how to develop an effective brand strategy for creating a strong brand. Huawei Technologies Co. Ltd. is chosen to be the case company. Even though Huawei just started to produce its own smartphone from 2009, through the analysis of Huawei's brand strategy and activities during these shortly about 5 years, measurements and contributors for an effective brand strategy will be concluded and summarized. Some advice for Huawei's further international expansion will be also given from the researcher. The conclusions can be useful guidelines for other firms when tend to conduct brand strategies.

## **1.3 Research Methods**

The research method used in this study is qualitative research method. Qualitative research method is featured by its aims. Its aims are related to understanding of social life. The method for qualitative research is to create words, not numbers. Qualitative methods are aimed at collecting thoughts and opinions via interviews or focus groups.

Questionnaires are designed for Chinese customers to answer, which is to know about some basic opinions towards Huawei and its brand. The questionnaires are written in Chinese and the English translation will be seen in the attachments.

During the research, personal interviews are adopted as a method of collecting opinions mainly from managers and staffs in Huawei. Online and telephone interviews are used to obtain answers to questions prepared beforehand. The questions will be more on the deep understanding of Huawei's branding activities.

## **2 BRAND STRATEGY THEORIES**

This chapter describes the related literature on brand strategy and some key concepts relevant with brand is explained with logic and necessary details.

### **2.1 Brand**

#### **2.1.1 The Origin of Modern Brands**

Brand is not a new concept. At the very beginning of the idea of branding was shown as a distinctive symbol or mark which was used for differentiating one person's livestock from others'. The symbol or mark was usually seen on the animal's skin. But modern branding comes into being because of the state of standardization of quality products in 1950s. Firms were eager to find out new solution to make their own products stand out from the crowd. The brands required better understanding of target customers than competitors and were recognized with high quality featuring gradually. Companies then realized if offering products or service with brand they could even get more profits from them. A craze on brands was set off during that period and lots of brands, such as Tide, Kraft and Lipton, started to be active on the global stage. (Landa 2005)

#### **2.1.2 Definition**

A brand is a kind of intangible asset. There are many different definitions of brands from different angles over the years (Heding, Knudtzen and Bjerre 2009). One of the definitions given from American Marketing Association (AMA) in 1960 is stated as "A name, term, sign, symbol, or design, or a combination of then which is intended to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors."

Brand is the perception from customers' point of view toward a company, product or service. It includes all the things customers are able to see, feel and experience on products or service. The brand differentiates one product from others, one company from other companies as well. (Sadhna 2009)

The brand ought to be given definitions from the following dimensions, its central organizing thought, slogan, personality, values, tastes or appearance stories, emotional benefits and hard benefits. (Sadhna 2009)

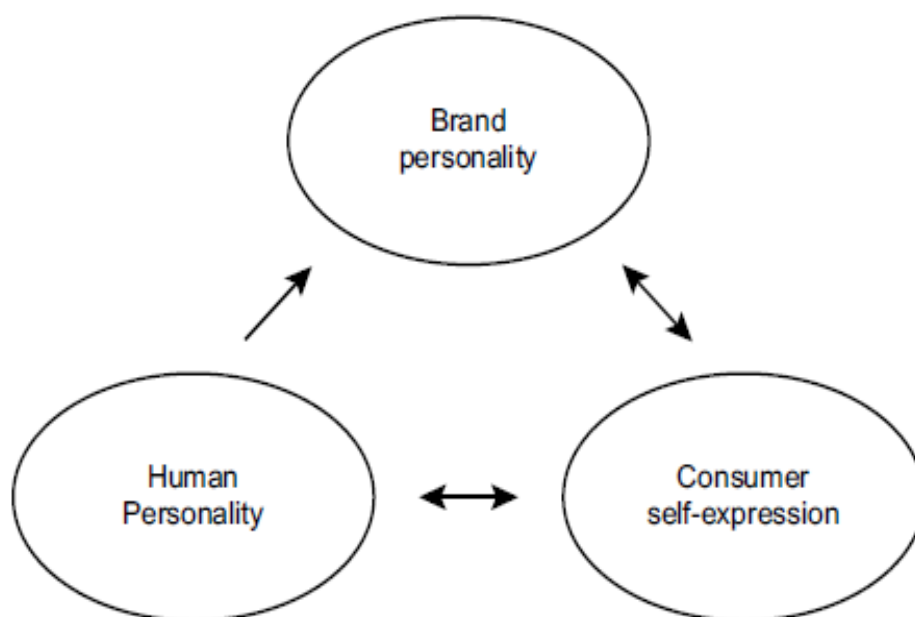
For internal and stakeholders use, central organizational thought of a brand is always shown to be a complete sentence. The sentence should be short, impressive and incentive if possible when refer it to colleagues and business partners. This is the final and most difficult step on the process of brand definition. For example, Coca-Cola uses “refreshing the mind, body and spirit”, and BMW chooses “competitive achievement” as its central organizational thought.

The slogan, to some extent, looks quite similar to the central organizational thought. They are both suggested to be brief, easy to remember and motivating as one sentence. But they are not the same thing and have different functions for a brand. Slogan shows the brand essence to customers. Take BMW and Coca-Cola as examples again. BMW’s slogan is “the Ultimate driving machine.” Coca-Cola’s slogan is “the real thing”. Actually the slogan is changing over the time, and it can differ even from one country to another country as distinct marketing tools. In 2011, the slogan used for US market is “Make it happy”. Based on a specific event, period, and population, the slogan can be totally different.

To analyze the brand personality, the brand itself can be considered as a person. From this aspect, consumers are assumed to purchase and consume a brand on the basis of their demand for “identity and expression of self”. This explains the reasons that consumers make buying decisions only because of “symbolic benefits”, other than physical features and functions. “Consumers sometimes buy brands for self-expressive purposes.” Brand personality helps build emotional bonds between customer and brand. Consumers’ own personality is reflected through the perception process of brand personality. Then customers can “use the brand in their construction of identity and self”. (Heding et al. 2008)

Figure 2 shows clearly how the brand personality is constructed and the attachments among the brand personality, human personality and consumer self-expression.





**Figure 2.** Brand Personality Construct (Heding et al. 2008).

Vallaster, Christine, Fisher and Claudia (2010) states the main job of a brand turns into appealing and pleasing customers and increasing sales, the brand is attached with creating more attractive brand image and then bring a positive and satisfying customer experience.

There is an interesting statement about four types of brands put forward by Sadna (2009), “Being” brands, “Becoming” brands, “Doing” brands and “Belonging” brands. These four categories reveal different functions according to different brands. “Being” brands give definitions of your identity and personality, like what kind of person you are. “Becoming” brands offer some expectations on what you want to be. “Doing” brands inspire and stimulate you to take some actions. “Belonging” brands enable you connect with a group of people who share some similarities with you. Distinct product positioning and segmentations contributes these four kinds of brands.

## 2.2 Brand Architecture

Brand architecture is the structure that refers to the combination of different brands inside a company, which reflects the function and relationship of brands

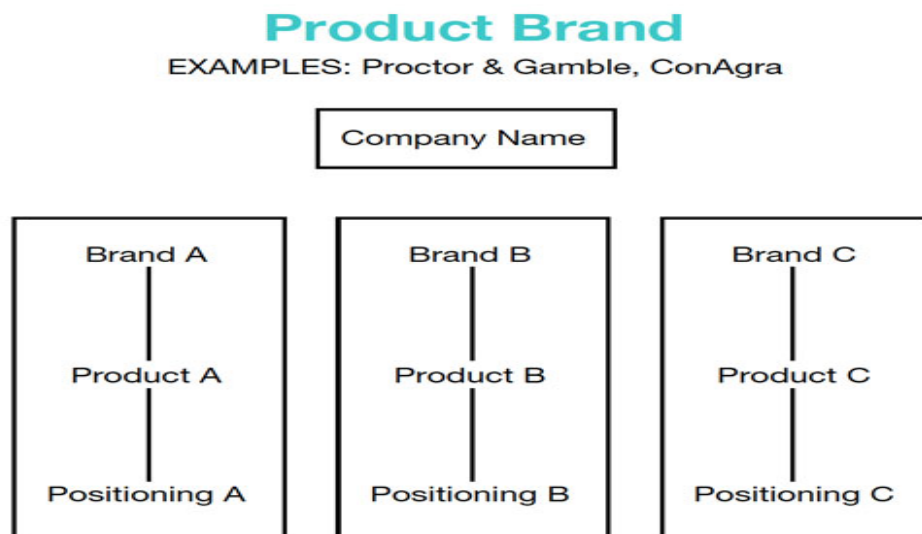
(Faulkner, 2014). It defines the roles of a brand and the relationship with a firm's brand name. Some companies use the enterprise brand to the market and some promote and sell various product brands to different customer groups based on the company brand name. (Heding et. al. 2009)

Documenting brand architecture is critical to preserve brand consistency in a long term. A good understanding of brand architecture for a company is helpful for making decisions on launching a new product, maintaining customers' loyalty, and finding new segmentation groups from the market. Commonly two approaches to brand architecture are adopted by enterprises in practical, house of brands and branded house. Many companies choose to apply either a blend or variation of one approach. (Pérez 2013)

### **2.2.1 House of Brands Architecture**

For house of brands architecture, the corporate brand probably cannot be recognized at all and mostly product names excite customers' purchasing behavior. (Pérez 2013)

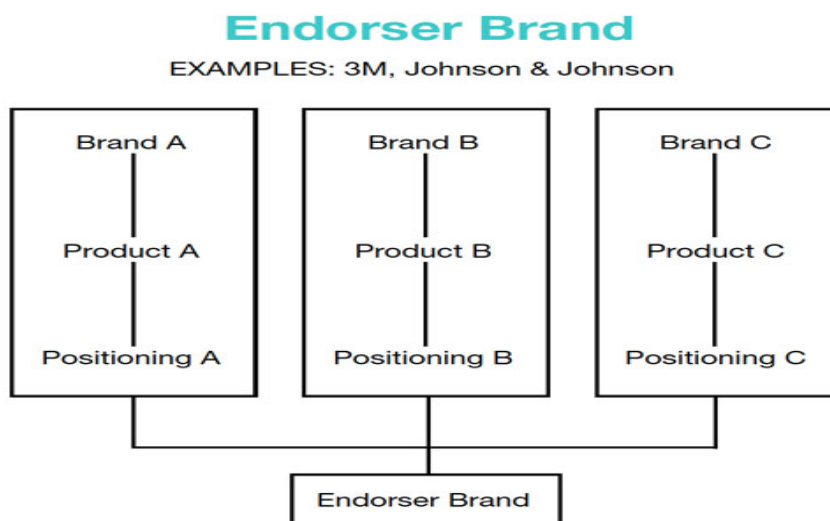
Under house of brands structure, product brand and endorser brand are distinguished from each other according to specific characteristics and share some common points at the same time, which can be shown in Figure 3 and Figure 4. As for a product brand, the enterprise brand is not identified and each product has its own brand and positioning. (Pérez 2013)



**Figure 3.** Product Brand (Pérez 2013).

Procter & Gamble is one example of a product brand, including some independent underlying brands such as Pampers and Unilever. (Pérez 2013)

Endorser brand, known as sub-brand also, features as the corporate brand is widely known and guaranteed with good quality and every product in the company are promoted with separate brands and positioning. (Pérez 2013)



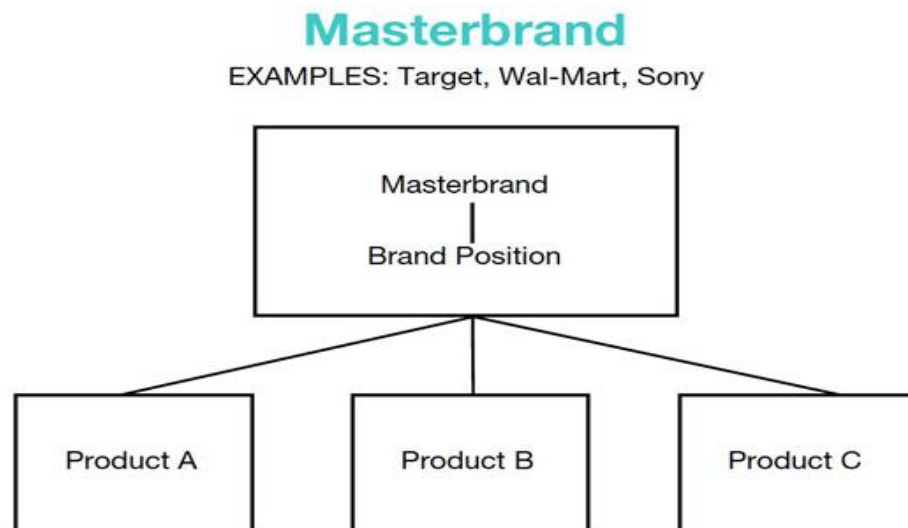
**Figure 4.** Endorser Brand (Pérez 2013).

In short, below a corporate brand several sub-brands exist, for example Nestle KitKat under Nestle. (Pérez 2013)

### 2.2.2 Branded House Architecture

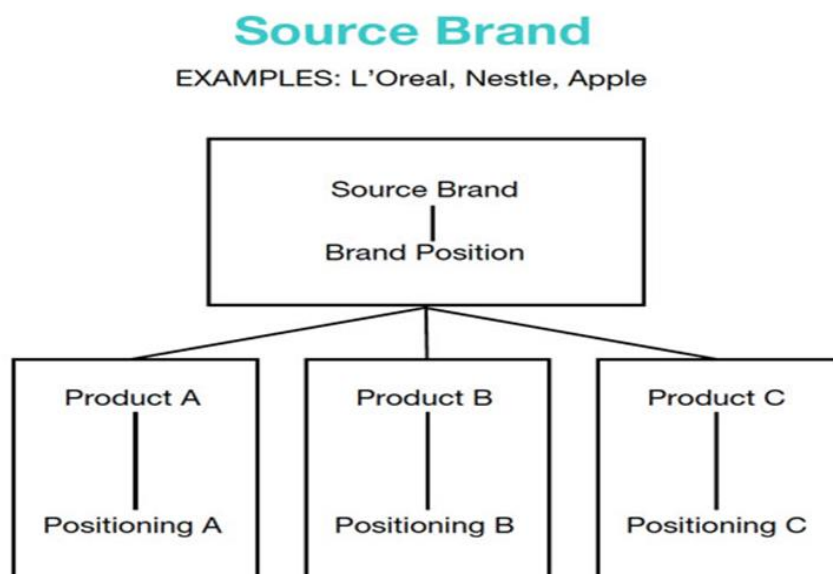
While under a branded house structure, a single unique brand name is identified by consumers and becomes the main motivator for sales. (Pérez 2013)

Masterbrand means that one unified brand markets and positions various products. For instance, games, music, motion pictures are all on the name of Sony and do not have their own brands, as Figure 5 shows. (Pérez 2013)



**Figure 5.** Masterbrand (Pérez 2013).

In source brand structure, the company name is well-known and ensures customers with trustful quality, being placed at a subordinate position, as Figure 6 shows. Instead products are the leading actors. Besides, the corporate brand and product brands all have unique but coordinating positioning. (Pérez 2013)



**Figure 6.** Source Brand (Pérez 2013).

Apple is one of the representatives for source brand architecture. iPhone, iPad, and iPod are such brands appearing in the advertisement together with the company brand, Apple Inc. (Pérez 2013)

### 2.3 Key Concepts Related to Brand

Several brand-relevant concepts will be explained one by one as follows.

#### 2.3.1 Brand Equity

In marketing, brand equity refers to the total value of a brand. A brand contributes sales and profit to the company and the value cannot be calculated to the accurate number. The value of a brand can be estimated when it is sold to others or reflected on the balance sheet. It reveals how much customers attach themselves to a brand. Bad managed brands cause negative brand equity. Brand equity means the combination of customers' perception and beliefs towards the brand (Feldwick 1996). The content of brand equity also contains brand identity, brand awareness, brand references and brand loyalty, which is stated by Zook and Smith (2011). Ojasalo, Nätti, Olkkonen (2008) say that investors and other interest groups tend to expect much from the development of brand equity.

### **2.3.2 Brand Essence**

Brand Essence is the core nature of a brand, referring to the brand's mission statement. Brand mission is the initial part of brand, which highlights the company's purpose of offering products and service and further the rules of weighing all activities and decisions. McDonald's brand mission is to become customers' favorite place and choice to eat and drink. As Zook and Smith (2011) summarize that the brand essence is the principal functional and emotional benefits. It is shown with some truths or trend from the cultural aspect.

### **2.3.3 Brand Experience**

With actual usage or consumption of a product or service, consumers get some brand experience. The actual customer experience influences the brand image directly, from positive and negative angles, through satisfaction or compliant. Those brand experiences can occur during the process of scanning website homepages, obtaining e-mail and telephone responses, the usage and consumption of the product or service, after-sales and even the marketing communications. (Smith & Zook 2011)

### **2.3.4 Brand Promise**

Each brand offers some kind of promises to the customers. Brand promise is the core part for a brand and it should reflect and connect closely with all the possible aspects of the entire business and corporate. Successful brands deliver brand promises through every chance of communicating with customers. Based on this information, during the interaction process some expectations will come into being from customers towards products or services. Brand promises also contribute to trust and emotional reliance. (Gunelius 2012)

If a failure to deliver brand promises occurs, customers are probably unhappy and dissatisfied, and then they will easily turn to other brands as replacement. Keeping promises in every opportunity of communication is essential to win customers and sales. Brand promises can be delivered continuously in each aspect of the business, from promotion activities to the relations between staff. (Gunelius 2012)

If consumers feel satisfied with brand experience, repeated purchases will follow. Further these loyal customers are more likely willing to talk about the brand and even recommend to others, such as peers. This is so-called word-of-mouth marketing. This kind of marketing tool is not something you can purchase, on the condition that the brand talks spread via social networks, like blogs, Twitter, Facebook and Weibo. (Gunelius 2012)

## **2.4 Brand Strategy**

Kapferer (2008) deals with the reasons why branding should be strategic and how to manage it and further to sustain brand equity in long term for a business. Brand means identifying a certain product or service, through name, logo, image and so on. It means all the associations to the product or service. With the brand, the information that the product or service tend to deliver directly comes to mind. A brand is also shown to be a trustful recognition, which brings loyal and potential customers.

Brand building is essential for a business in the long term. To reach long-term competitive advantages, developing effective brand strategies is the key to the path. Gunelius (2011) defines brand strategy is a long-term plan for the creating a successful brand to fulfil goals. A strategic brand is closely related to customer needs, feelings, and competitive situations. To develop brand strategies, short-term trap should be avoided. A brand is not built overnight, so the focus to the business should be put on long term sustainable growth, not permanent benefits and environment. Further, during the long term, strategies must be flexible in order to adjust to changing situations, like competitors.

## **2.5 Marketing Communication**

A generation of new marketing has come because of the revolution of social media. This revolution places customers at a very central position and also provides more brand-new tools for companies and marketers to hear from customers, getting them involved in the scale as large as possible. Customers are the ultimate powers driving business. (Smith & Zook 2011)

### **2.5.1 Integrated Marketing Communication**

Smith & Zook define integrated marketing communication as the process of combining outbound marketing, such as ads, direct mail posting, and telemarketing, which aims to spread information and messages, together with inbound marketing, in which social media is used to “bring conversation to the organization”. In the process of integrated marketing communication, both online and offline communication paths react with more cost-efficiency and powerful effects.

In addition, two factors driving marketing communications to be integrated are also put forward by Smith & Zook. First of all, customers’ database should be developed towards the direction of integration. Otherwise, problems and conflicts will come into being, as customers cannot be considered as individuals separately, which contributes to just uncompleted understanding about customers. Further, customers’ experience can remain consistent and continuous via communication when delivered.

If marketers in an organization perform better in understanding and identifying customers’ engagement than its competitors, stronger brand and loyal customers can be created. Engaged customers are potential brand fans, via mouth-to-mouth spreading, and ratings and reviews posting, who will influence and even persuade more people to make the purchasing decision on this specific brand. (Smith & Zook 2011)



### **3 METHODOLOGY**

The primary data is collected from the questionnaires and interview. Both quantitative methods and qualitative methods are used to conduct the research.

Quantitative methods aims to gather numbers and statistics. Based on different variables, the understanding of the research problem can go more to a deeper level. However, quantitative results are just part of the answers to some research problems which are related to experience, beliefs and perceptions. In this case, qualitative methods are the best options. A series of questions are designed in a reasonable order, which in order to guide interviewees to share something meaningful to the research problem, from a new dimension.

Based on the theoretical background, questionnaires are designed with the aim of assessment for customers' experience, satisfaction and Huawei's brand awareness. Two groups of people participate in this process, Huawei mobile phone users and non-users. The structure of the questions differs from each other. Still some common questions are given to all the respondents no matter he or she has ever purchased Huawei's products or not.

Interviews are held with one of Huawei's marketing manager and two staffs in the company. From different points of view, the purpose for the interviews is to get to know how Huawei positions its mobile phone and what kind of brand strategy is used in business. Besides, better comprehension on corporate core values and brand architecture can be achieved through answers to the questions.

Secondary data is collected from Huawei's official website, professional financial websites, blogs and statistics. The information and figures are chosen from recent three years, which are reliable to support the research and analysis process.

## **4 BRAND STRATEGY IN CASE COMPANY**

This section explains how Huawei has developed its brand strategy and marketing communication in the Chinese market and overseas market.

### **4.1 Basic Information of the Case Company**

“Huawei”, the official English written form, is Chinese pinyin directly trans-formed from Chinese pronunciation. The name consists of two Chinese Characters, “hua” and “wei”. Hua means China and splendid as well. Wei means taking actions. (Huawei 2015)

Huawei Technologies Co. Ltd. is a Chinese private information and communication technology (ICT) company. Huawei’s headquarter is located in Shenzhen, Guangdong Province. The company was founded in by Huawei’s president Ren Zhengfei in 1987. Now the company has proximately 140,000 staffs and about 46% of them engage in research and development affairs. (Huawei 2015)

In the beginning after establishment, the company’s business is mainly on the production of private branch exchange (PBX) switches, as a company’s agency in Hong Kong. (Huawei 2015)

Two years later, Huawei started to independently develop its own PBX switches. In 1995 Huawei’s sales reached to 1.5 billion RMB and set up Research and Development (R&D) Center in Beijing. Then the second R&D center was built in Shanghai in the following year. Launching its own C&C08 digital telephone switch is a historic breakthrough for Huawei. The first international project happened in 1997. Shortly this company began to offer fixed line networks products to a Hong Kong firm. (Huawei 2015)

After the year of 1999 more R&D centers were built abroad, in India, United States, Sweden etc. In Bangalore, India, the first R&D center was set up. Huawei built relationship with IBM with a 5-year contract until 2003. Focused on telecommunications and networking equipment, this company expanded its business more to the global market. In 2009, this Shenzhen firm began to manufacture its

first Android smartphone. At the same year, Huawei became the first company to deliver LTE/EPC commercial network for Norway's Telia Sonera. (Huawei 2015)

Huawei actively pay much attention to cooperating with top telecom companies. Form the figure in 2010, Huawei worked with four fifth of the top 50 telecom companies. (Huawei 2015)

#### **4.1.1 Products and Service**

Actually, Huawei's products and service direct to corporate, customer, enterprise and carriers. There are three bullet words for Huawei's products, Cloud, Pipe and Device. Huawei offers products based on the cloud technology, such as spanning application, storage & security, and O&M. Radio Access, fixed access, core network, transport network, data communication, and network energy are examples of end-to-end infrastructure, pipe. Besides, Huawei provides devices for individuals, home and enterprise. (Huawei 2015)

Huawei is focused on offering service and support concerning consulting, network integration, managed services, CEM solution, network rollout, E2E network planning and evolution, operations transformation etc. (Huawei 2015)

Because the topic of the research is based on the brand strategy for mobile phones, more detailed information from B2C level will be presented in this part.

#### **4.1.2 The History of Huawei Mobile Phone**

In 2003, Huawei started to stablish its own cellphone business. In 2005, Huawei launched its first 3G mobile phone, U636. In the same year, U636 was awarded as "Best 3G Mobile Phone" in the Asian Mobile News Awards, Singapore. A 3G dual-mode cellphone, U526, was released then, which tends to mainly go for white-collar class. In 2005, Huawei released a music phone, C7168, with multi-functions, such as music featuring, handwriting and invisibility. C7168 achieved a sale with 27 million in the global market. (Huawei 2015)

In 2009, Huawei launched the first Android smartphone, Pulse, in Mobile World Congress (MWC), Spain. With this smartphone, Huawei obtained much attentions and expectations from the mass. Pulse was recorded as an Android phone with the largest screen at that time, reaching 3.5 inches. C8800 and C8500 were outstanding smartphones, featuring both fashion and business function in 2011. (Huawei 2015)

In the beginning of 2012, Huawei released the thinnest smartphone Ascend P1. In the fourth quarter of 2012, Huawei became the third largest smartphone producer in the world, according to IDC figures. In January of 2013, Ascend Mate started to be launched and recorded as a smartphone with the largest screen in the world, with 6.1 inches. At the same time, Huawei released also its first Windows Phone 8 smartphone, Ascend W1. Later in February, Huawei put forward its new brand concept “Make it Possible” in MWC, Spain. In June, the newest ultimate smartphone Ascend P6 was announced in London, featuring with excellent design, camera and system. Then Honor, Huawei’s sub brand, established and together launching with Honor series mobile phone. (Huawei 2015)

In January of 2014, Huawei released this year’s first LTE Ultimate Smartphone Ascend Mate 2 4G, with downloading speed of 150Mbps. In May, Huawei released Ascend P7, one of the thinnest 4G smartphone in the world. In August, this smartphone received a reward from EISA (European Imaging and Sound Association), and named as “European Consumer Smartphone 2014-2015”. In September, Huawei launched Ascend P7, Ascend G7, Ascend P7 Sapphire Edition and EMUI 3.0 theme. In particular, Ascend P7 was named as “IFA 2014 Best Smartphone” by Android Central, Tom’s Guide, Android Authority, together with GSM Arena. (Huawei 2015)

## **4.2 Vision, Mission and Core Values**

Huawei’s vision is “to enrich life through communication” and mission is “to focus on our customer’s market challenges and needs by providing excellent ICT solutions and service in order to consistently create maximum value for our customers”. (Huawei 2015)

Huawei's core values cover Customer First, Dedication, Continuous Improvement, Openness & Initiative, Integrity and Teamwork. (Huawei 2015)

The company keeps dealing with customers' demands at the first place, which they believe it is the ultimate driving force for maintaining competitive advantages and stepping towards further development. To achieve this, Huawei performs in an active and responsive to customers' needs. The corporate pays much attention to effectively measuring how much exactly values they can bring to the customers. Customers' satisfaction and successful experience is the foundation of the whole business's success. (Huawei 2015)

Huawei is keen on creating value for customers and improving business performance through dedication, which aims to obtain trust from customers. As well, Huawei cherishes employees' efforts and contributions and builds an effective rewarding system inside the corporate. (Huawei 2015)

Continuous improvement asks from us on establishing long-term relationship with customers and making progress both on the corporate scale and individual scale. (Huawei 2015)

Huawei makes efforts on achieving innovations through a way with openness. They insist that the expected business performance and results are based on the improvement in relative levels, such as technology, product, solution and process. (Huawei 2015)

Integrity is regarded as the most valuable asset. Huawei performs according to the principle of honesty and keeps promises, aiming to get trust and respect from customers. (Huawei 2015)

Huawei appreciates teamwork to reach to success. As a community and family, all the parties, staffs, managers and shareholders, get through in both good times and bad periods. Those members are bonded with each other within the corporate. Efficient working and operating system contributes more to success. (Huawei 2015)

## **5 FINDINGS AND ANALYSIS**

The results both from the questionnaire and the interview will be analyzed in details in this part. The questionnaire answers are collected from Huawei mobile phone users and non-users. The interview was conducted with one marketing manager and two employees in Huawei.

### **5.1 Analysis of Questionnaire's Results**

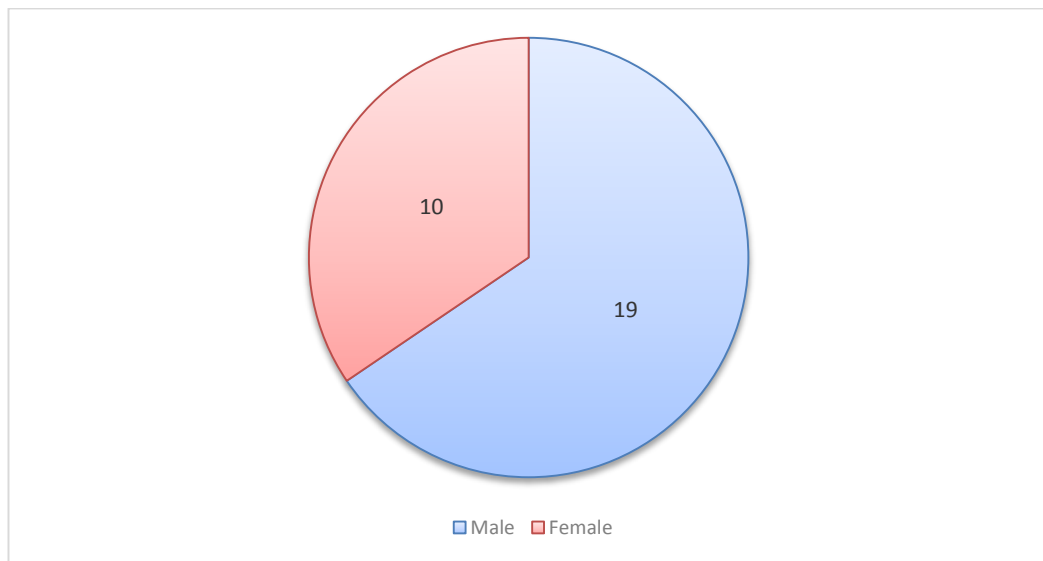
The questionnaire includes two parts, one for Huawei users and one for non-users. Based on different situations of these two groups, the questions are also designed differently. Some questions are the same, and some questions are put forward from different angles. The questions can be seen in the attachment and the questionnaires are both in English and Chinese. In practice, the papers are handed out to Chinese people.

For users, the aim is to check how the products and services received from Huawei are experienced. Meanwhile, for non-users, the purpose of the questionnaire is to examine how the brand awareness is and what are the perceptions of Huawei mobile phone.

The duration time of collecting results from respondents lasts for one week. In total, 48 persons have answered the questions, including 19 users and 29 non-users.

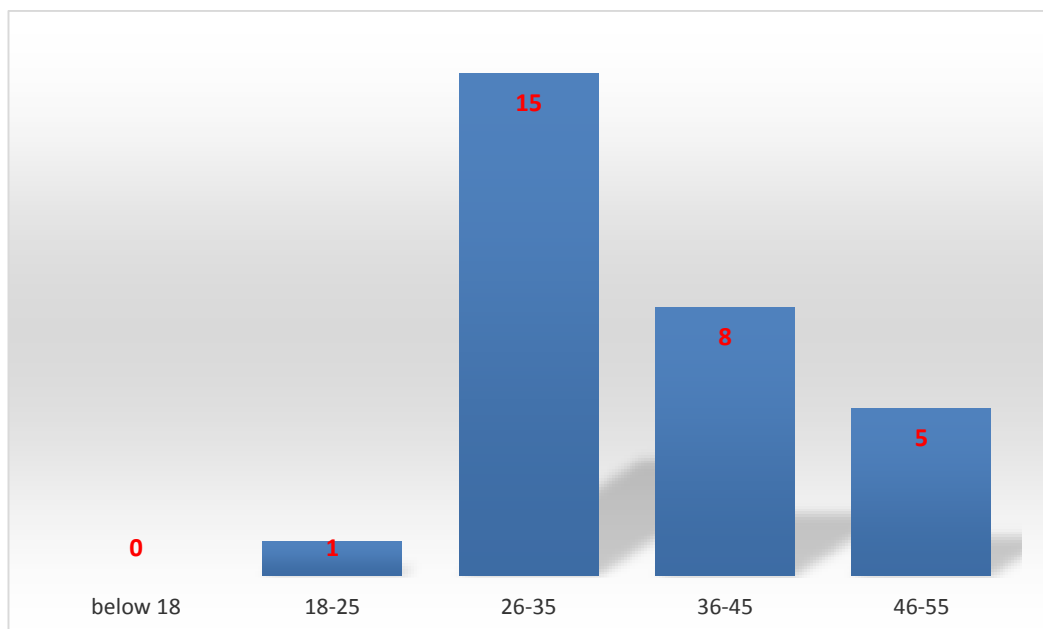
#### **5.1.1 Huawei Non-users**

From the answers received from Huawei non-users, gender, age and monthly salary level can be clearly seen from Figure 7, 8 and 9. Totally 19 males and 10 females gave answers to the questionnaire, as shown in Figure 7.



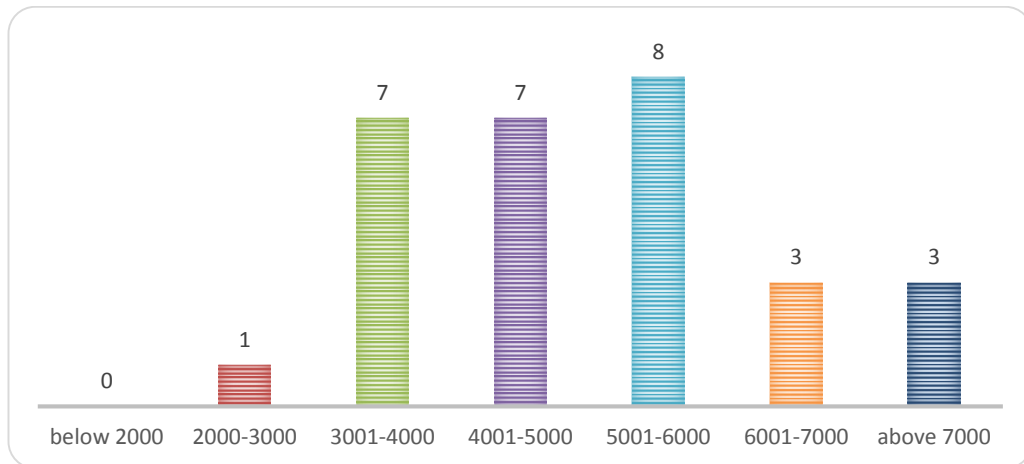
**Figure 7.** Non-users Gender Structure

Among the respondents, as shown in Figure 8, only one person is from the 18-25 age group. 15 respondents are from 26 to 35 years old, which contribute to the most part of the whole group. At the age of 36 to 45, 8 answers are collected. Besides, 5 of all the respondents are at the age of 46 to 55.



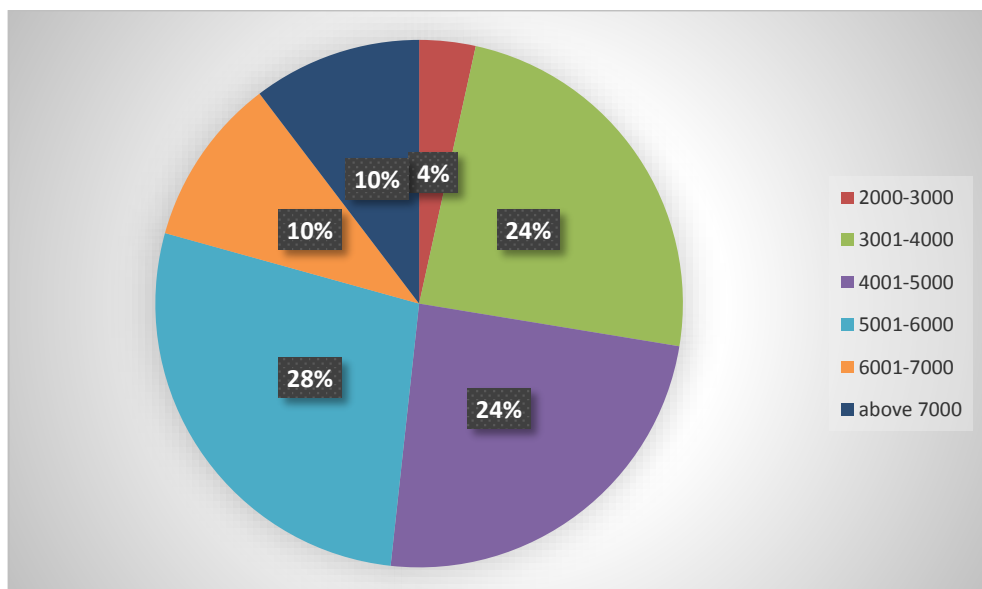
**Figure 8.** Non-users Age Structure

From the Table 9 and Table 10 you can see most respondents' monthly salary reach between 3001 to 6000 RMB, reaching totally to 76% of the whole group, with 7 in 3001-4000 RMB monthly salary group, 7 in 4001-5000 RMB group and 8 in 5001-6000 RMB group.



**Figure 9.** Non-users Salary Structure (Currency: RMB).

Figure 10 shows the non-user salary structure in percentages. Most of the people are centralized to three salary ranges, 3001-4000RMB, 4001-5000RMB and 5001-6000RMB.

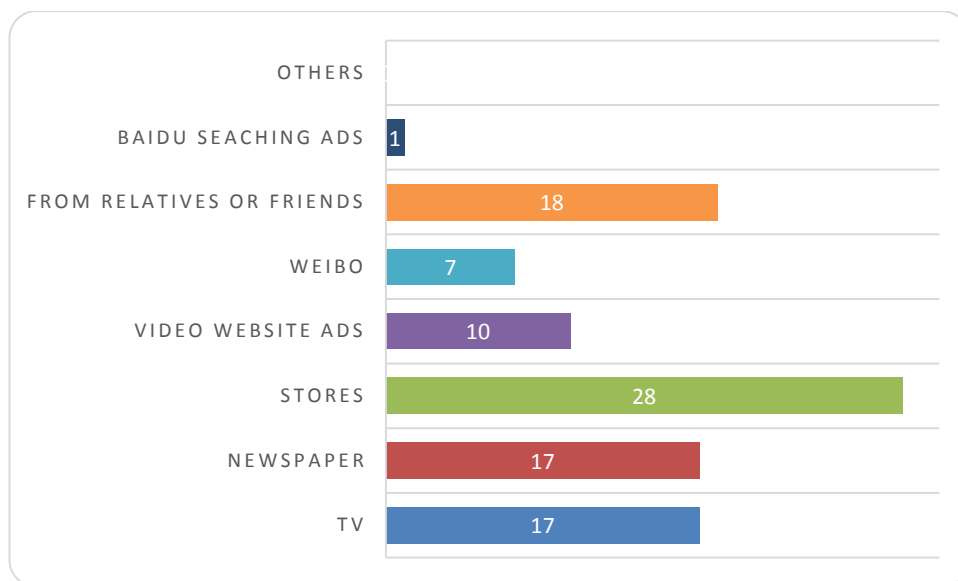


**Figure 10.** Non-user Salary Structure in Percentage



When asking about what are the sources from which people know about Huawei, selections are set from the following choices, TV, newspaper, stores, video websites ads, Weibo, Baidu Searching page ads, from relatives or friends and others. The “Others” choice is set as an open text answer followed, but no one has filled this box. One or more answers are possible to choose.

From Figure 11, “Stores” ranks at the first place that people get to know about Huawei, with 28 selections among 29 respondents, followed by TV, newspaper and from relatives or friends.

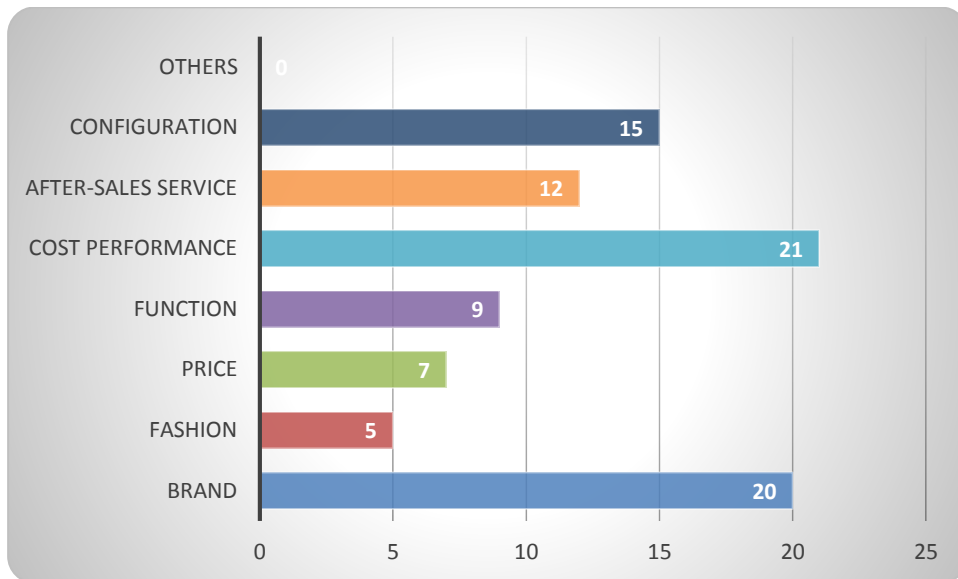


**Figure 11.** Sources to Know about Huawei

For question “what are the three most important factors to take into consideration when choose a mobile phone”, answers are set on brand, price, function, cost performance, after-sales service, configuration and others. Three options are available for the respondents. Results are shown in Figure 12.

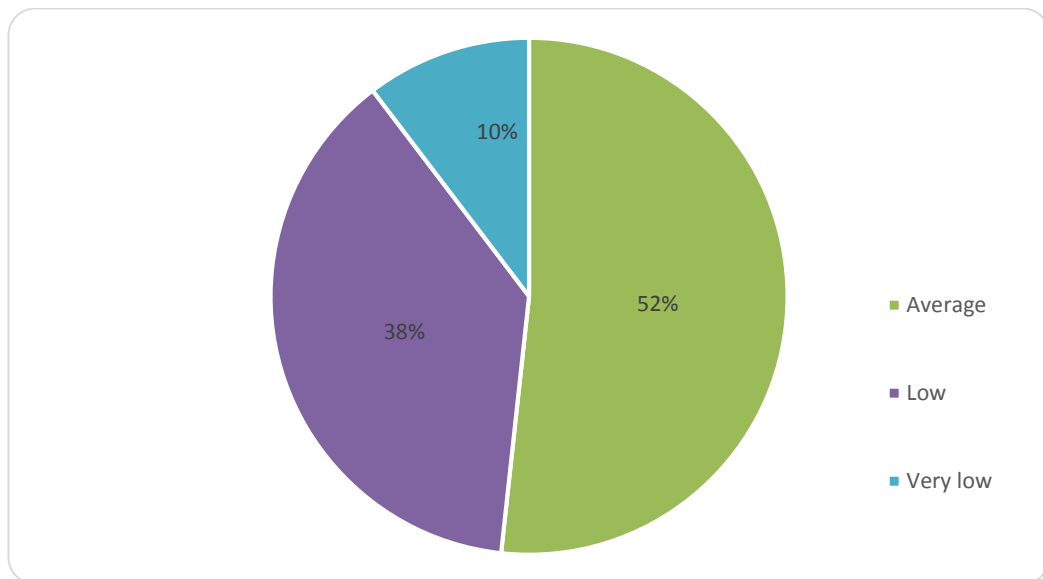
Brand and Cost performance seems like to be the most powerful factors influencing customers’ preference for a mobile phone, with 20 and 21 selections respectively. Configuration follows with 15 choices. After-sales service gets a total of 12 answers. 9 persons believe function weighs so much in the selection of mobile

phone. Besides, seven people think price is important for them to consider when buying cellphones. “Fashion” gets 5 supporting votes.



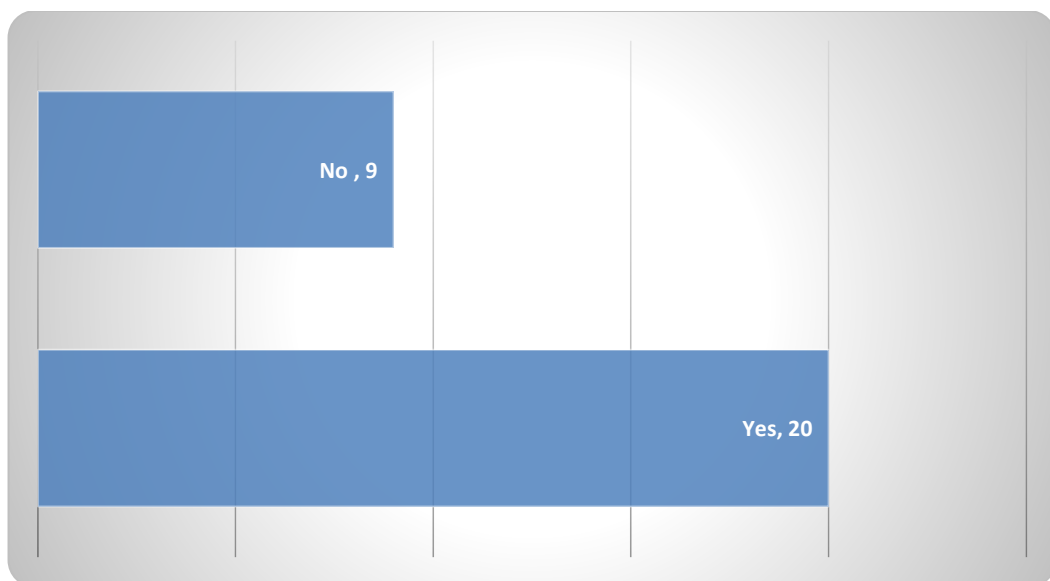
**Figure 12.** Top Three Factors When Choosing Mobile Phones

Question “what do you think about the price of Huawei cellphones” tends to receive peoples’ perception towards the price of Huawei’s mobile phone. 52% of respondents hold the opinion that the price of Huawei’s mobile phone is at the average level, while 38% of people think that the price is low and 10% consider Huawei’s price is very low. No one think that the price level of Huawei cellphone is high or very high, as Figure 13 says.



**Figure 13.** People’s Opinions towards the Price of Huawei Cellphones

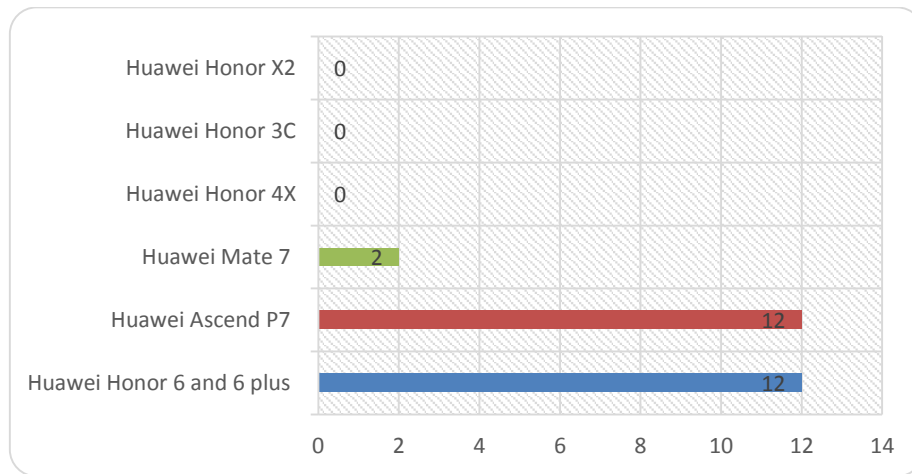
As for the question “can you recognize Huawei’s logo from the first sight”, 20 persons answer “yes”, while 9 persons answer “no”.



**Figure 14.** Can You Recognize Huawei’s Logo from the First Sight

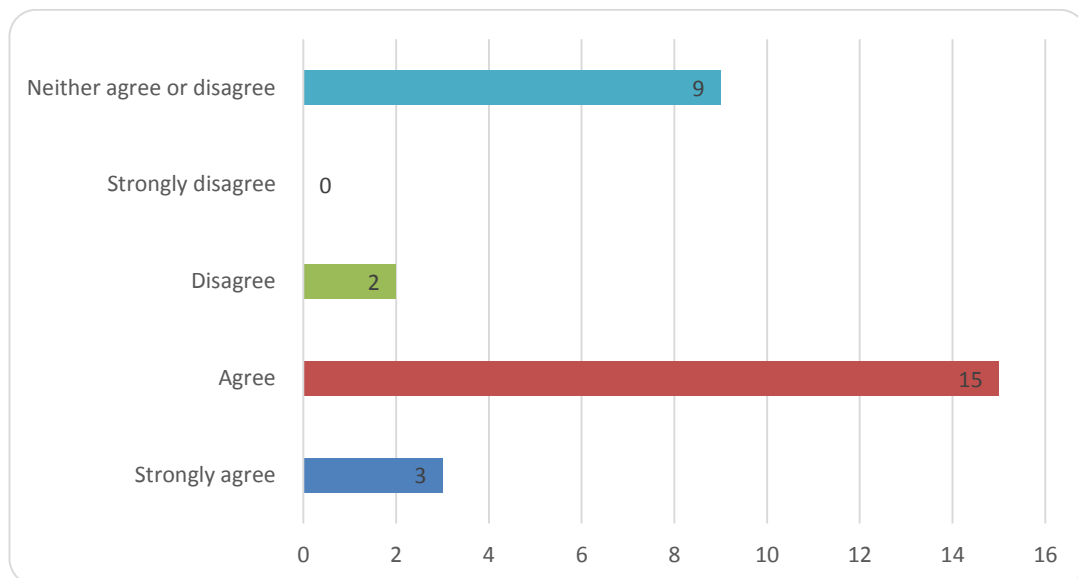
Six models are given to see how well non-users know the brand. Huawei Honor 6 and Plus 6 and Huawei Ascend P7 are the most well-known among these six products, getting 12 selections. Huawei Mate 7 gets two. None of the respondents has ever heard about Huawei Honor 4X, 3C and X2. Even though Huawei Honor

6, Plus 6 and Ascend P7 enjoy the most awareness from one-users, they are still far from well-known, as known just by 12 persons among 29 persons.



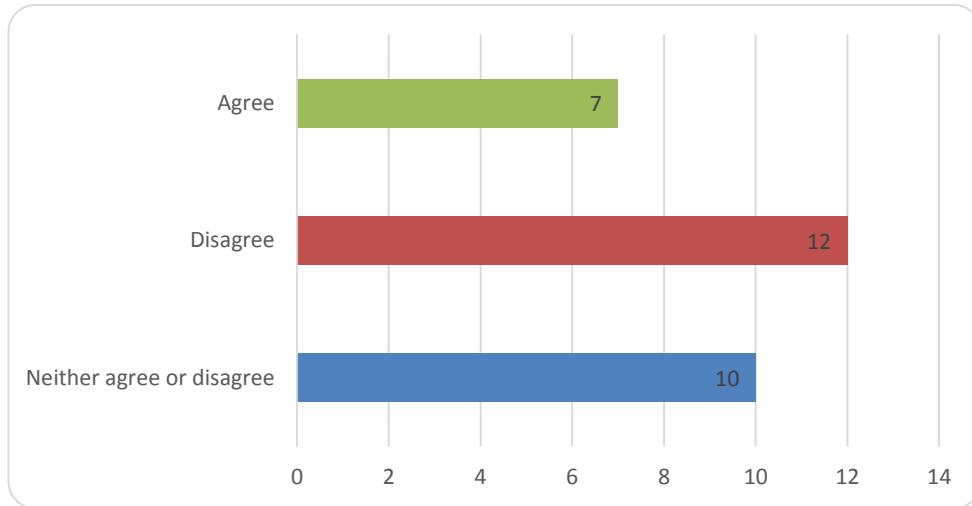
**Figure 15.** Choose the Models You Know

It is seen from Table 16 that 15 persons from the total of 29 respondents agree with the saying “Huawei is a trustful brand”. 9 respondents hold the neutral opinion on “neither agree nor disagree”. 3 people strongly appreciate with the trustfulness of Huawei’s brand. No one clicks on the “strongly disagree” answer.



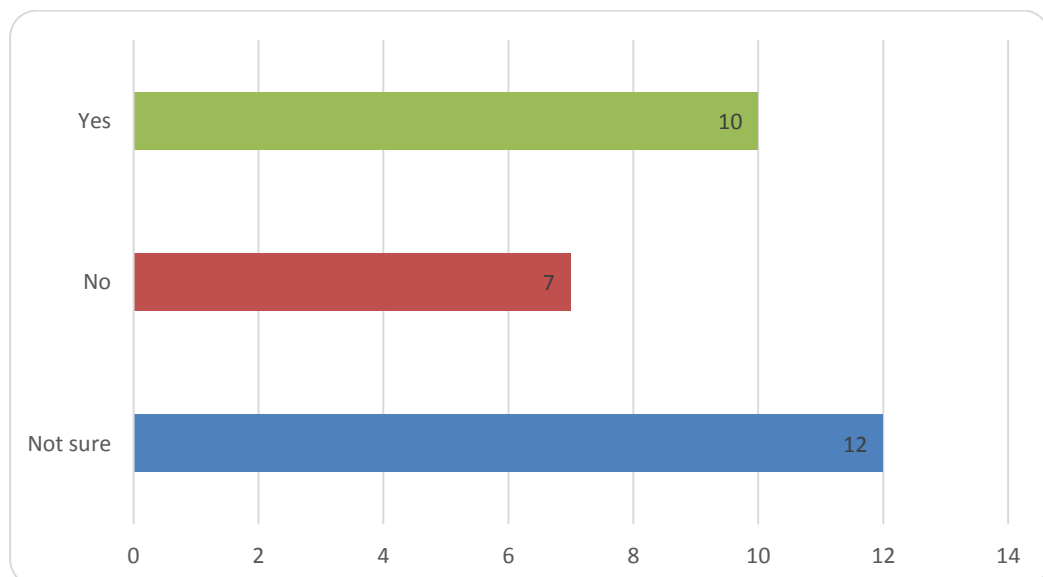
**Figure 16.** Do You Think Huawei Is a Trustful Brand

When answering the question “do you think Huawei is innovative”, surprisingly 12 persons think that Huawei is not innovative, and 10 people neither agree nor disagree. Only 7 respondents regard Huawei as an innovative company.



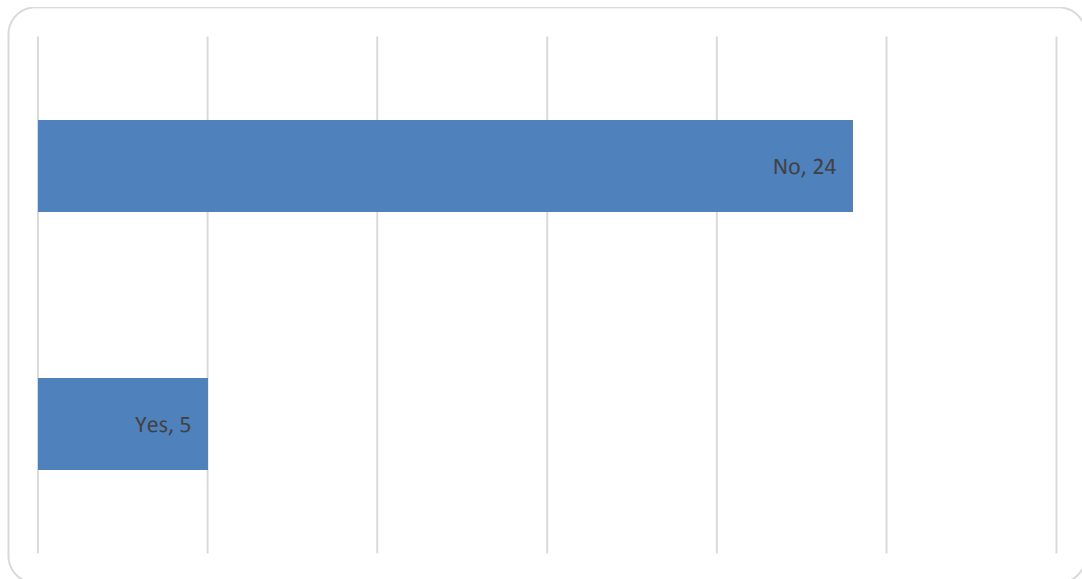
**Figure 17.** Do You Think Huawei Is Innovative

10 people express that they are willing to buy Huawei mobile phone in the future. But still 7 respondents are reluctant to purchase Huawei’s cellphone. In addition, 12 people are not sure about their decisions.



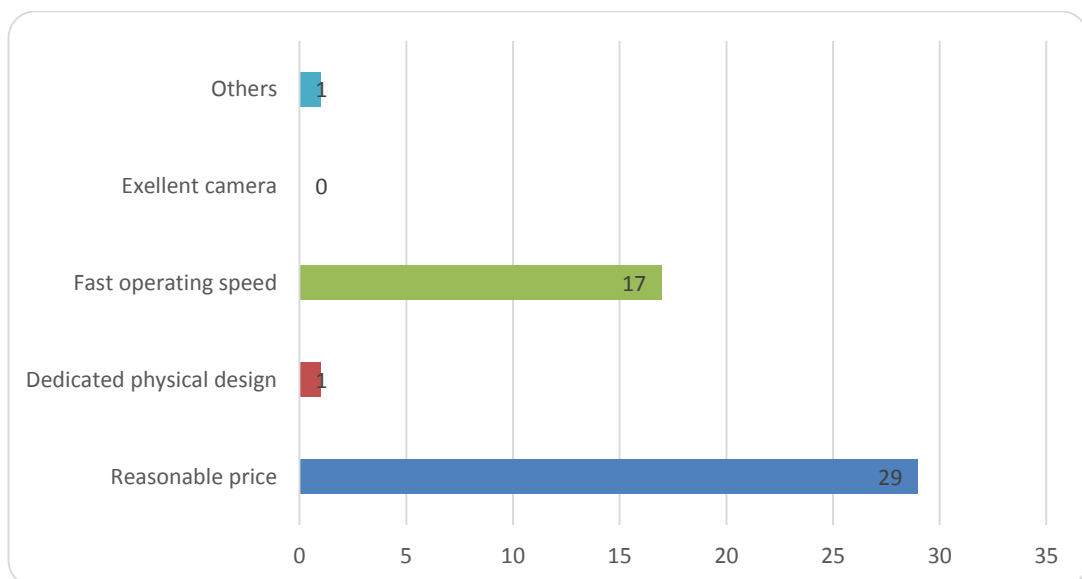
**Figure 18.** Willingness to Buy Huawei Mobile Phone in the Future

Interestingly, 24 among 29 respondents have never heard about Huawei's new slogan. Only 5 people are familiar with the slogan.



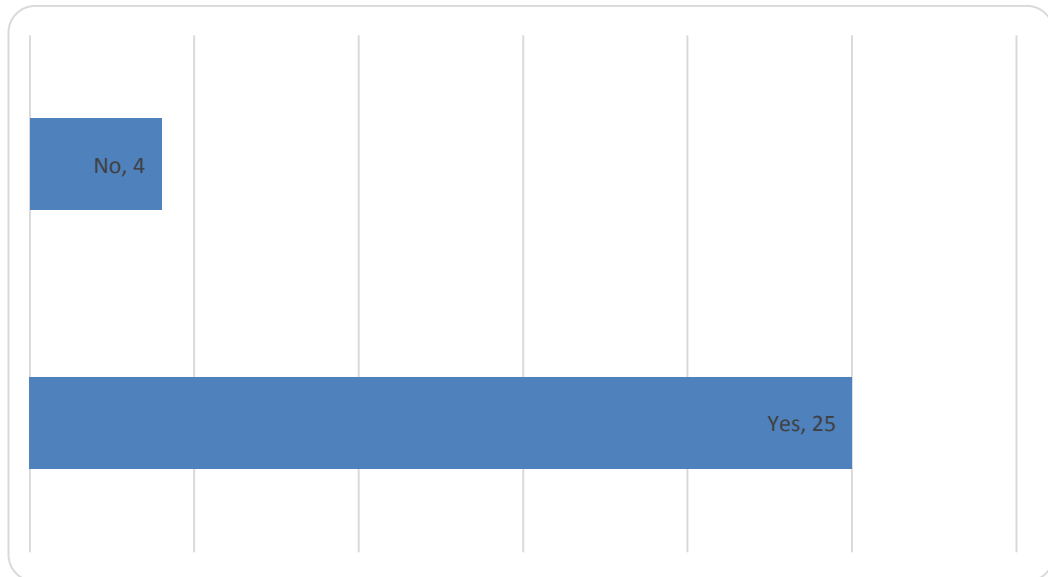
**Figure 19.** Have You Ever Heard about Huawei's Slogan "Building a Better Connected World"

A reasonable price wins with full votes. Fast operating speed ranks at the second place, as the impression got from 17 non-users. Dedicated physical design obtains one vote and one person specifically list one extra choice, good quality.



**Figure 20.** Impressions towards Huawei Mobile Phones from Non-users

25 respondents expect much from Huawei's further development in the future and only four people do not expect from Huawei too much, as Figure 21 shows.



**Figure 21.** Expectations from Non-users

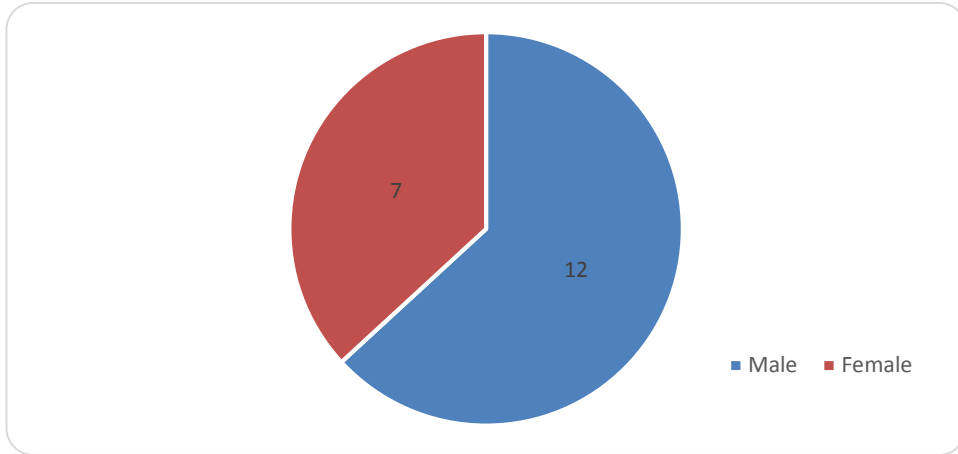
Generally, the majority of non-users feel positive about Huawei's further development.

### 5.1.2 Huawei Users

For Huawei mobile phone users, a little bit different and well-structured questionnaires are delivered to them. Customers experience and satisfaction will be measured from the results. The total number of mobile phone users who respond to the questionnaire is 19.

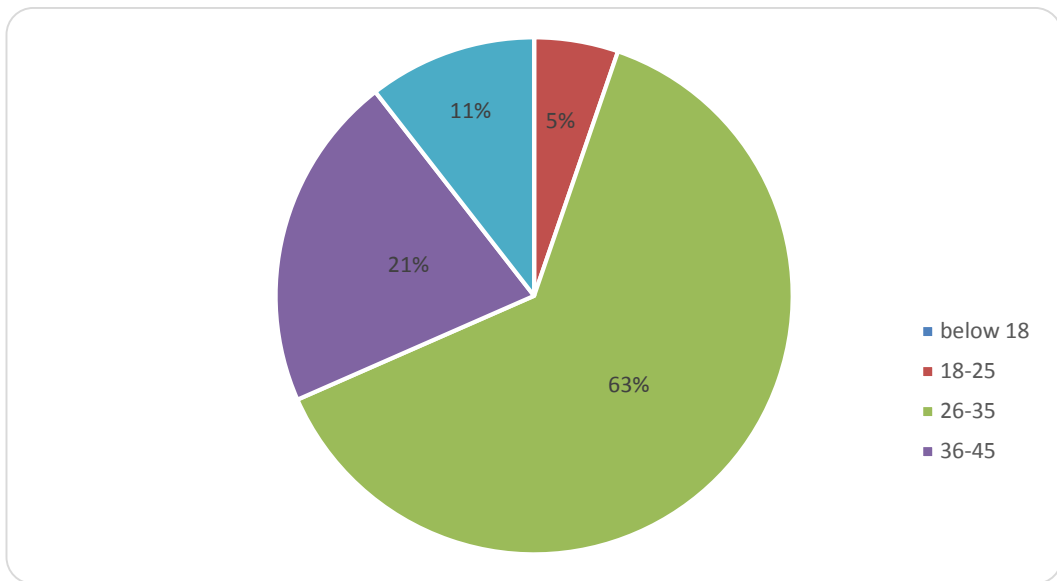
The gender, age and monthly salary structure can be shown from the following three figures.

Figure 22 shows that 7 of respondents are female and 12 are male.



**Figure 22.** Users Gender Structure

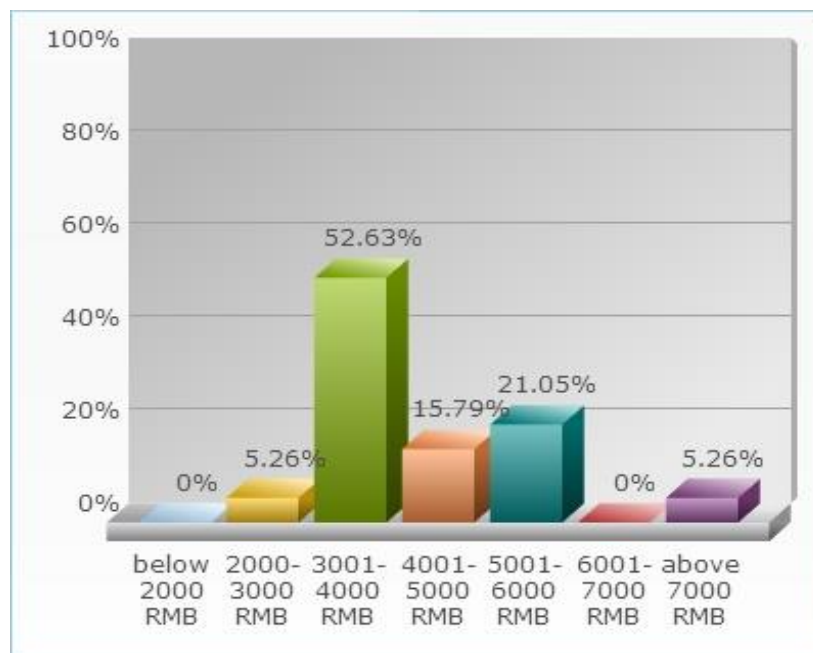
For Huawei users, over 63% of the total are from the age group, 26-35 years-old, which can be seen from Figure 23.



**Figure 23.** Users Age Structure

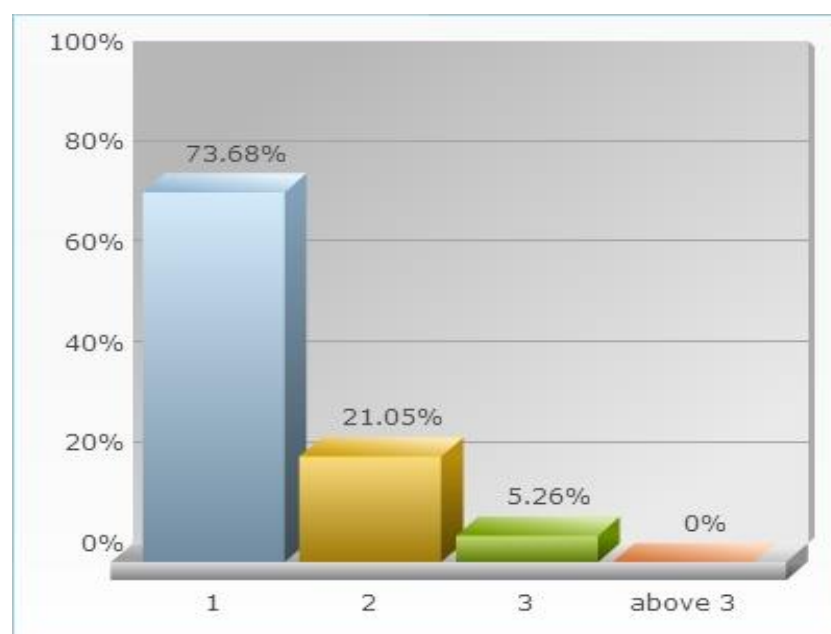
Meaningfully it is important to mention that Huawei users' monthly salary level is centralized to the 3001 to 4000 RMB group, accounting over half of the 19 respondents, with 52.65% of the total.





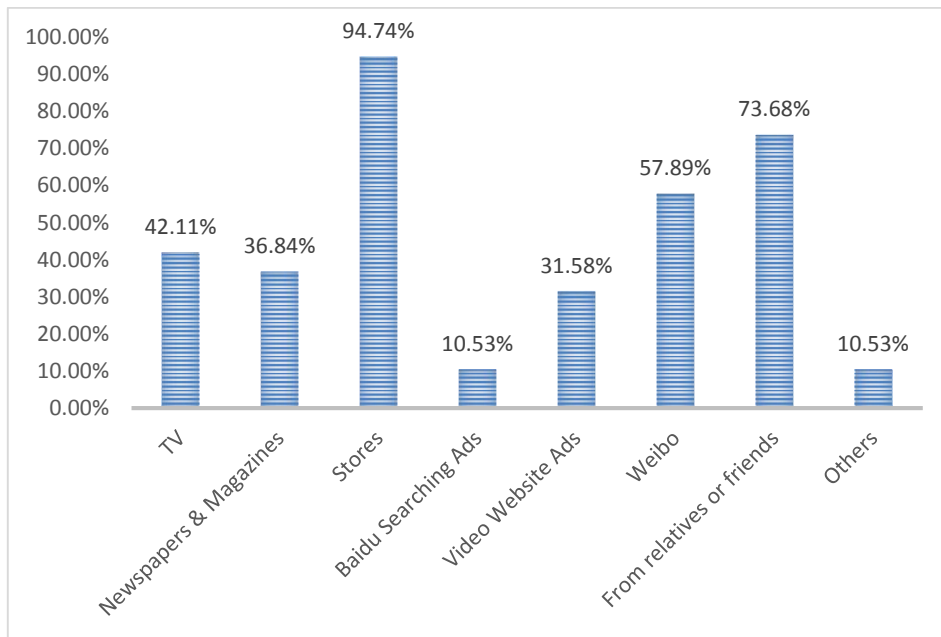
**Figure 24.** Users Salary Structure

About 73.68% of respondents have ever purchased only one mobile phone from Huawei, with 14 out of 29 users. With 4 respondents have been used Huawei's cellphone twice and three times with one user. None of the respondents has ever bought more than three mobile phones from Huawei, as Figure 25 reflects.



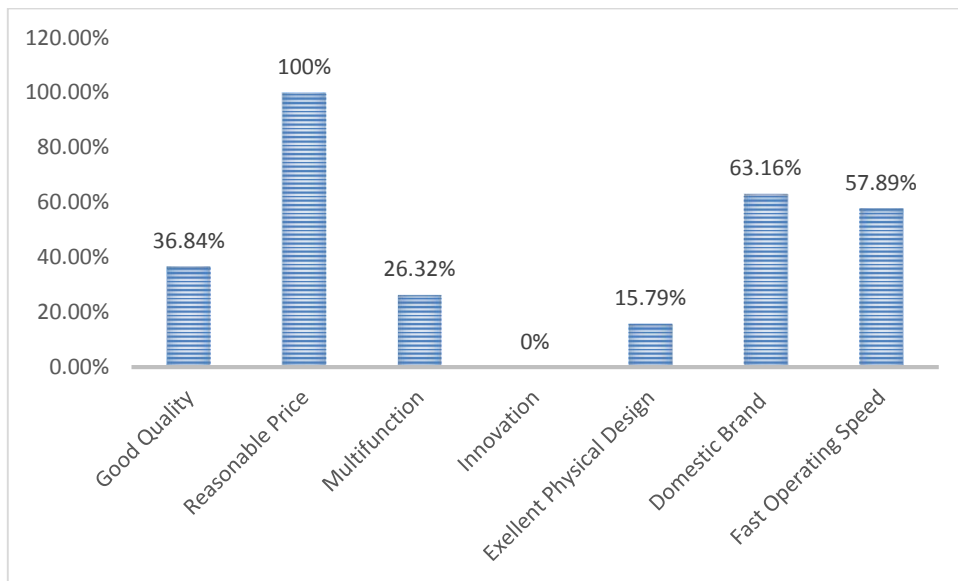
**Figure 25.** Numbers of Huawei Cellphone Used

As for this question, eight answers are given, and no limitation on numbers of selection is set. Stores rank at the first place, achieving 94.74% selection from respondents. From relatives or friends follows, with 73.68%. Weibo, TV and Newspapers are also important sources for users to get to know of Huawei. All above the results can be seen in Figure 26.



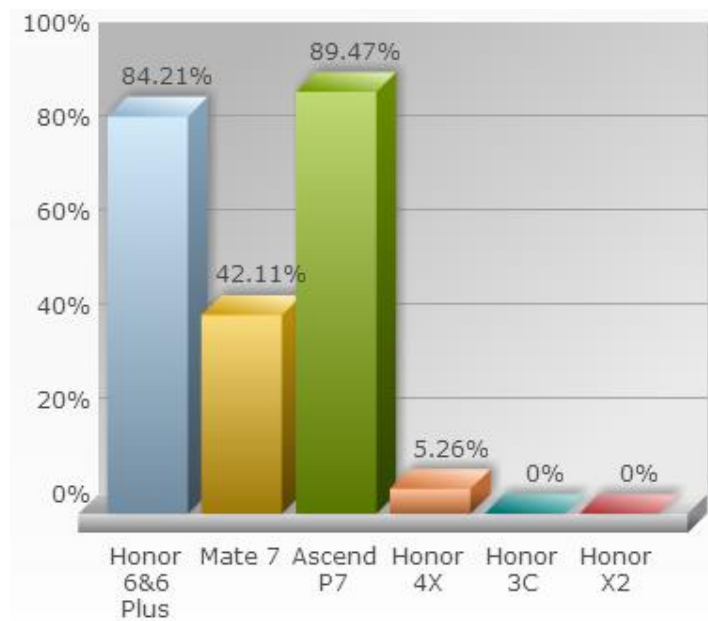
**Figure 26.** Sources to Know about Huawei

As shown in Figure 27, a reasonable price of Huawei's mobile phone is well-accepted by customers, with full votes. A domestic brand is the second important reason for customers to make buying decisions, accounting to 63.16% of the total. Fast operating speed ranks at the third place, winning 57.89% of choosing from users.



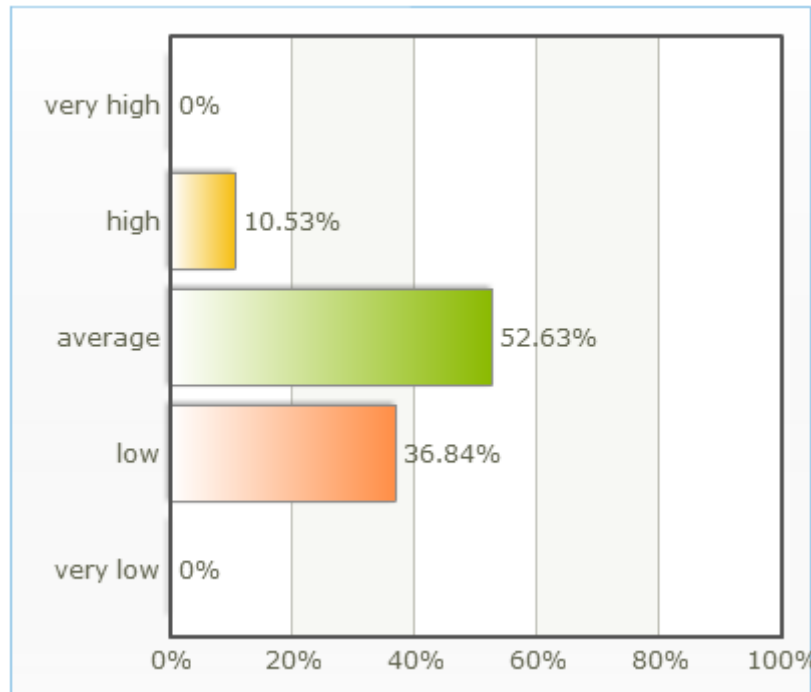
**Figure 27.** Reasons to Choose Huawei

Figure 28 reveals that Honor 6 & 6 Plus and Ascend P7 achieve most awareness from users and Mate 7 follows. The other three models, Honor 4X, 3C and X2 are not well known among customers.



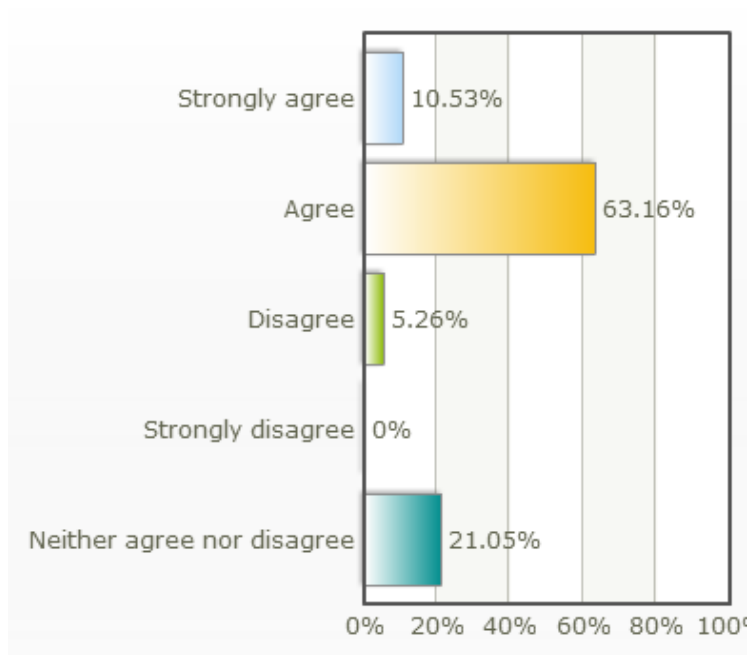
**Figure 28.** Select Models You Ever Heard

More than half of the users think that Huawei's phone is at the average level for price. About one third of users hold the view that the price level is low for them, as Figure 29 shows.



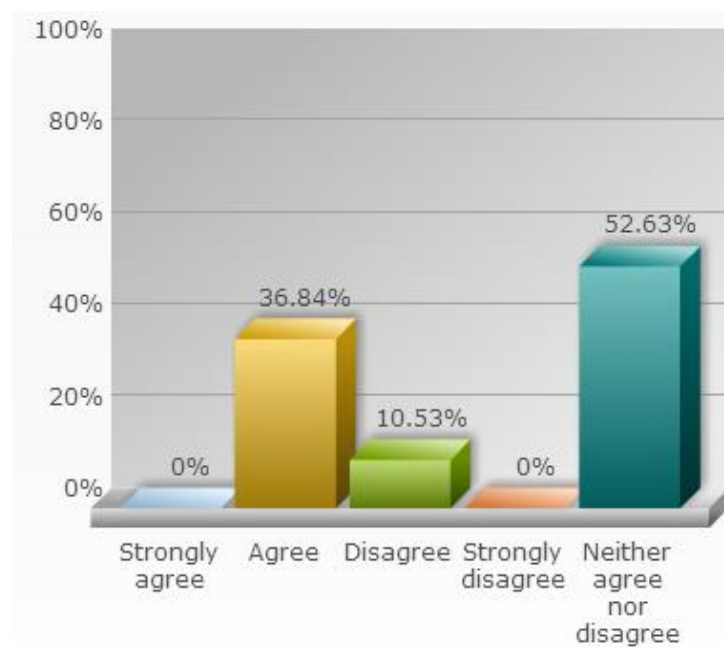
**Figure 29.** Opinions on the Price of Huawei's Mobile Phone 45

63.16% of respondents agree that Huawei is a trustful brand. About one fifth of users neither agree nor disagree with the statement. Just about one in ten users strongly agree with this statement.



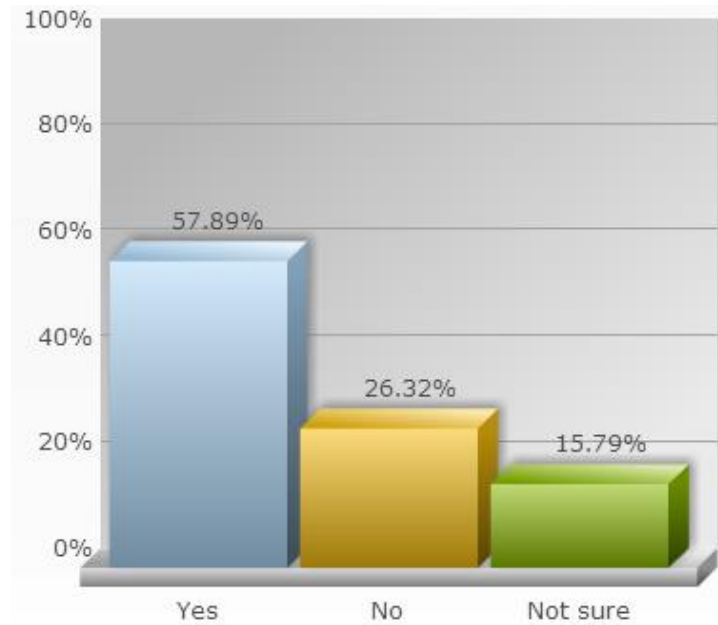
**Figure 30.** Opinions on Whether Huawei Is a Trustful Brand

About 36.84% of respondents agree with the statement that Huawei is innovative and while 10.53% of the total Huawei user respondents do not think Huawei is innovative. A large proportion of people neither agree nor disagree that Huawei is innovative. In this case, Huawei's innovation is viewed with uncertainty by users.



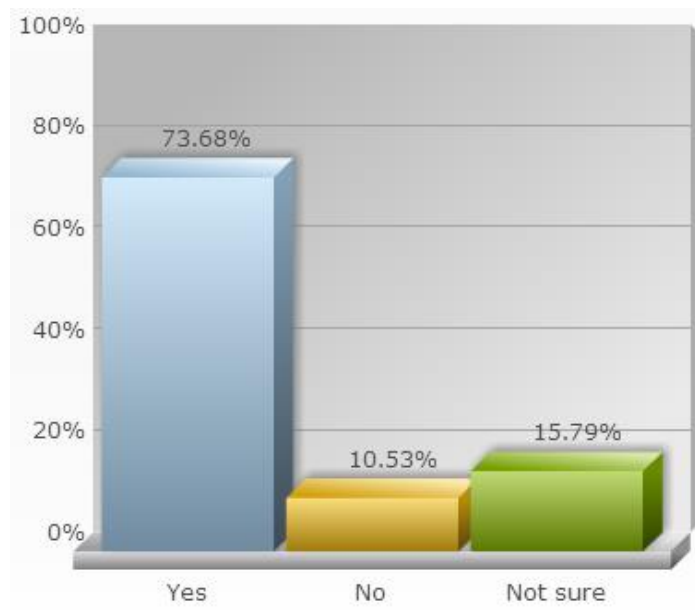
**Figure 31.** Huawei Is Innovative or Not

In Figure 32, 57.89% have answered “yes” to the question, while 26.32% say “no” and 15.79% of people are not sure about their answers, when the question “Are you willing to buy Huawei Mobile Phone in the Future”.



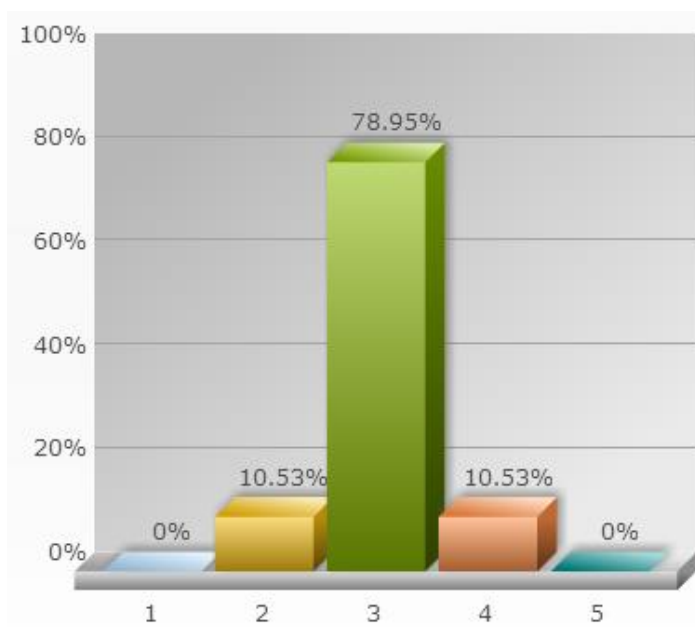
**Figure 32.** Are you willing to buy Huawei Mobile Phone in the Future

Over 70% of the users are confident about Huawei’s further development and expect much from Huawei. Approximately ten percentage of respondents answer “no” to this question. Still with 15.79% of people are not sure about how Huawei will develop in the further.



**Figure 33.** Confidence to Huawei's Future

The average scale of satisfaction with Huawei's phones is 3, and with the same percentage number, some people also give a 2 or 4. No one gives 1 and 5 for satisfaction.



**Figure 34.** Users' Satisfaction Scale

Questions for the users aim to measure how much Huawei users are satisfied with their experiences.

## **5.2 Analysis of Interview's Results**

Three interviews are planned to be conducted with three persons, one marketing manager and two employees, via emails and online phone calls. Beforehand, direct contract is made with only one of the employees, dealing with agreed time planning and communicating methods. The online interview via phone is made successfully as planned. It lasts about 15 minutes. Emails are sent to the manager and the other employee, with questions as attachments.

According to the answers, the summary will be given in detail.

Firstly, Huawei starts to step forward to high class with its mobile phone, not like before Huawei mobile phones are positioned as low and medium class smart phones. Huawei Honor 6 is the first step towards this new positioning.

Secondly, Huawei conducts a dual-brand strategy, with Honor and Huawei. Honor, as an independent sub brand under Huawei, places its market mainly to the Inter-net. High-speed of updating of mobile phones is considered as a tactic for Honor marketing. Behind the launching of Honor smartphones, Huawei also cooperate with Weixin and Jingdong which own their advantages on mobile e-commerce platform, aiming to promote its phones and earn more market share.

In the global market, Huawei Ascend P7 becomes the main actor to grasp more global market share. Besides, games sponsorship helps Huawei attract more customers. Different from Huawei's brand strategy in Chinese market, from the beginning, the company tends to build the image with quality and trust. Huawei increases its international brand awareness.



## 6 CONCLUSION

Because of Huawei's previous products positioning, mobile phone users are centralized to relatively low salary groups. The best-selling mobile phones are Honor 6&6 Plus, Ascend P7 and Mate 7, according to statistics from Zhongguancun Online, which is a professional website offering various reliable information on mobile phone consumptions. These three products owns relatively high awareness from the public. The main factor driving people purchasing Huawei's cellphone is the reasonable price. This is, to some extent, a kind of barrier for Huawei's further transformation on brand positioning.

Innovativeness belongs to one of Huawei's core values. But for the public, most people do not treat Huawei as very innovative. To achieve this goal, innovations can be more conducted more in some possible aspects, like research and development, promotion tools, functions and so on.

Engaged customers should be defined with efficient methods, with the purpose to enlarge Huawei's new forming image.

Huawei starts to transform its brand strategy in Chinese market, with launching high class phones as well. Dual-brand strategy characterizes the corporate brand Huawei and its sub-brand Honor. Huawei plans to grasp both high class and low class mobile phone market.

### 6.1 Reliability and Validity

Theoretical background are built according to books, literatures, journalists from trustful sources. Data in this paper is collected from reliable sources, such as popular financial website, and industry yearly report. Recent five-year data are served for the research with the priority when choosing from information mass.

Two different questionnaires are delivered to Huawei users and non-users. But these questions from two groups are not totally independent from each other. Internal connections are taken into consideration when the questions are designed. I have checked information from lots of online stores about customers' ratings and reviews. From this point, choices are given to close to the reality.

Interview questions is also put forward, based on the previous theoretical analysis. Not only from marketing manager's point of view but also from staffs' point of view, it is more recommendable to get to know opinions and understanding about corporate issues.

## **6.2 Limitations**

In the questionnaire, the structure of questions still has large space for improvement. For example, question such "which mobile phone are you using now from Huawei" "how do you feel about Huawei's physical store" "how often do you change your mobile phone" should be further asked in the research. Because of limited time, questions cannot be designed to cover all possible details.

The sample for the questionnaire is quite small and the respondents group includes only Chinese people and workers. If more time are given, this questionnaire could be delivered more to international customers. In such case, brand strategy can be analyzed from domestic and international scale.

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## APPENDIX 1. Questionnaire for Huawei Users (in English)

Heading	Questionnaire about Huawei (for users)
Type	Captions
Ques	Gender
Radio	Male
Radio	Female
Ques	Your age
Radio	Below 18
Radio	18-25
Radio	26-35
Radio	36-45
Radio	46-55
Radio	above 55
Ques	What is your monthly salary level?
Radio	below 2000
Radio	2000-3000
Radio	3001-4000
Radio	4001-5000
Radio	5001-6000
Radio	6001-7000
Radio	above 7000
Ques	How many mobile phones you have bought from Huawei?
Radio	one
Radio	two
Radio	three
Radio	above three
Ques	What are the sources you know about Huawei?
Check	TV
Check	Newspaper
Check	Stores
Check	Baidu Searching page ads
Check	Video website ads
Check	Weibo
Check	From relatives or friends
Check	Others
Text	
Ques	What are the reasons you choose Huawei? Please choose top 3 reasons.
Check	Good quality
Check	Reasonable price
Check	Multifunctions
Check	Innovation
Check	Excellent design
Check	Domestic brand
Check	Fast operating speed
Ques	Please select your familiar ones from the following Huawei phone models.
Check	Huawei Honor 6 and 6 plus
Check	Huawei Mate 7
Check	Huawei Ascend P7
Check	Huawei Honor 4X
Check	Huawei Honor 3C
Check	Huawei Honor X2

<b>Ques</b>	How do you think about the price of Huawei cellphone?
Radio	Very high
Radio	High
Radio	Average
Radio	Low
Radio	Vey low
<b>Ques</b>	Do you think Huawei is a trustful brand?
Radio	Strongly agree
Radio	Agree
Radio	Disagree
Radio	Strongly disagree
Radio	Neither agree or disagree
<b>Ques</b>	Do you think Huawei is innovative?
Radio	Stronly agree
Radio	Agree
Radio	Disagree
Radio	Strongly disagree
Radio	Neither agree or disagree
<b>Ques</b>	Will you continue to buy cellphone from Huawei in the future?
Radio	Yes
Radio	No
<b>Ques</b>	Please select a number from1-5 to show how much you are satisfied with Huawei's mobile phone.
Radio	1
Radio	2
Radio	3
Radio	4
Radio	5

**APPENDIX 2. Questionnaire for Huawei Users (in Chinese)**

## 华为手机用户调查问卷

1. 您的性别
2. 您的年龄
3. 您的月收入水平
4. 请问您共购买了多少部华为手机?
  - 1 部
  - 2 部
  - 3 部
  - 3 部以上
5. 请问您是从哪些渠道了解到华为手机的相关信息（可多选）
6. 以下哪些是您选择华为手机的原因（可多选）
7. 请选择以下您熟悉的华为手机产品名称（可多选）
  - 华为荣耀 6 Plus
  - 华为 Mate7
  - 华为荣耀 6
  - 华为 Ascend P7
  - 华为荣耀畅玩 4X
  - 华为荣耀 3C
  - 华为荣耀 X2
8. 以下哪些符合您对华为手机的评价
  - 外观漂亮
  - 运行流畅速度快
  - 价格便宜
  - 性价比高
  - 电池续航能力出色
  - 相机像素高

9. 您认为华为手机价格如何
10. 您认为华为手机是值得信赖的产品吗
11. 您认为华为手机是具备创新能力的手机吗
12. 您会继续购买华为手机吗
13. 您对华为手机的满意程度
14. 您认为华为手机有什么不足



### APENDIX 3. Questionnaire for Huawei Non-users (in English)

Heading	Questionnaire about Huawei (for non users)
Type	Captions
Ques	Your gender
Radio	Male
Radio	Female
Ques	Your age
Radio	Below 18
Radio	18-25
Radio	26-35
Radio	36-45
Radio	46-55
Radio	above 55
Ques	What is your monthly salary level?
Radio	below 2000
Radio	2000-3000
Radio	3001-4000
Radio	4001-5000
Radio	5001-6000
Radio	6001-7000
Radio	above 7000
Ques	What are the sources you know about Huawei?
Check	TV
Check	Newspaper
Check	Stores
Check	Baidu Searching page ads
Check	Video website ads
Check	Weibo
Check	From relatives or friends
Check	Others
Text	
Ques	What are the three most important factors for you to take consideration when choosing a mobile phone?
Check	Brand
Check	Fashion
Check	Price
Check	Cost performance
Check	After-sales service
Check	Function
Check	Configuration
Check	Others
Text	
Ques	How do you think about the price of Huawei cellphone?
Radio	Very high
Radio	High
Radio	Average
Radio	Low
Radio	try low
Ques	Can you recognize Huawei's logo from the first sight?
Radio	Yes
Radio	No
Ques	Please select ones you have known from the followings models?
Check	Huawei Honor 6 and 6 Plus
Check	Huawei Mate 7
Check	Huawei Ascend P7
Check	Huawei Honor 4X
Check	Huawei Honor 3C
Check	Huawei Honor X2
Ques	Do you think Huawei is a trustful brand?
Radio	Strongly agree
Radio	Agree
Radio	Disagree
Radio	Strongly disagree
Radio	Neither agree or disagree

## APPENDIX 4. Questionnaire for Huawei Non-users (in Chinese)

### 非华为手机用户调查问卷

1. 您的性别
2. 您的年龄
3. 您的月收入水平
4. 请问您是从哪些渠道了解到华为手机的相关信息（可多选）
5. 请选择以下您熟悉的华为手机产品名称（可多选）
  - 华为荣耀 6 Plus
  - 华为 Mate7
  - 华为荣耀 6
  - 华为 Ascend P7
  - 华为荣耀畅玩 4X
  - 华为荣耀 3C
  - 华为荣耀 X2
6. 以下哪些符合您对华为手机的印象
  - 外观漂亮
  - 运行流畅速度快
  - 价格便宜
  - 性价比高
  - 电池续航能力出色
  - 相机像素高
7. 您认为华为手机价格如何
8. 您认为华为手机是值得信赖的产品吗
9. 您认为华为手机是具备创新能力的手机吗
10. 您将来有打算购买华为手机吗
11. 在您选择手机时最看中哪些方面（请选 3 项）
  - 品牌知名度高
  - 性价比高

时尚

款式新颖

质量保证

功能齐全

售后服务

其他

12. 您能否一眼看出华为的标志
13. 您是否听说过华为“共建全连接”的标语
14. 您是否看好华为的发展前景

## **APPENDIX 5. Interview Question List**

1. What is Huawei's brand vision?
2. Could you explain more about recent "Make it possible" campaign?  
Why this slogan is chosen?
3. Do you think your customers are loyal to your brand?
4. What are the rules when Huawei doing the brand positioning? And how Huawei differ from other competitors?
5. What are the difference when planning and conducting brand strategy for domestic market and overseas market?
6. What are Huawei's objectives of brand strategy for further entering into global market?