TUDelft Delft University of Technology

BRAND EXPERIENCE DESIGN

for a Second-hand Transaction Platform

Master Thesis

August 2018
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Summary

The project is about an online second-hand trading platform running in China, named Paipai Second-hand (Paipai). The project aimed to tailor a branding strategy for Paipai and deliver the according brand knowledge through a holistic brand experience to create Paipai's brand image in consumers' mind and build up its brand equity.

Starting from the market analysis, the author investigated the context around the brand. Parallelly, some user studies were conducted to understand the user needs. The conclusions from both parts resulted in a re-defined brand positioning, including the target group, the category, and a series of benefits. After, some other researches were designed to learn users' desires to brand experience. Based on the brand strategy and the user needs, a design guideline was created to lead Paipai's brand experience design. Some paradigms reflecting the requirements from the guideline were designed and evaluated by users. The result of the evaluation showed that the brand experiences were desired and the design guideline was effective.

The project has three distinguishing features. First, it took a user-centered approach. End-users were invited to participate in every step of the project so that their needs can be maximally detected. Second, the result of the project was mainly based on first-hand studies, which can ensure that the results of the project are tailored for Paipai and are the most likely to be the suitable solution. Third, the project aimed at a holistic brand experience to establish the brand equity rather than some marketing activities for hot spots, resulting in accumulative brand knowledge.

The deliverables of the project were a re-defined brand positioning, a set of determined brand personality, a design guideline for desired brand experience, and a series of touch points paradigms.

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BACKGROUND

The object of this project is an online second-hand trading platform running in China, named Paipai Second-hand (Paipai). The project aimed to tailor a branding strategy for Paipai to create the brand image and build up brand equity among users. The current situation around the brand was studied, and the insights were used as the start point for further design. The studies included the market context of the business, the background of Paipai, and the design brief from Paipai.

1.1 CONTEXT

In this part, the context of Paipai's business will be discussed. What is second-hand trading? How did the industry change over time? What is the meaning of the industry for society? What is the future of the business? Information for answering the questions was gathered from secondary channels like papers, business report, and articles, and the outcomes are shown below.

1.1.1 Development of second-hand trading

Second-hand trading is the transactions of objects that have been previously possessed (Pierce and Paulos, 2011). The definition shows that the nature of the business is determined based on whether the object has been pre-possessed, which means the property of the trading will not get influenced by whether the dealing is beneficial or the object has been used. The trade could be beneficial, like garage sales, or non-beneficial, like second-hand donations. Moreover, objects for trading could be new or used as long as it has had no less than one owner before the trading.

According to open source from the Internet and thesis, there are various ways of second-hand trading, like second-hand markets, charity stores, garage sales, online second-hand trading, and so on. (Edbring, 2016; Guiot and Roux, 2010; Tencent Research Institute, 2016). Usually, at least one part of the traders in a second-hand transaction is individual customers. For example, at a flea market or a peer-to-peer online trading platform, both parts of the trade are individuals, while in a recycling service, the buyer is merchants and the seller is individual customers. There is an exception- when companies resell or purchase second-hand products from merchants. However, the primary business of Paipai facilitates individual users. Thus, the business-to-business trading is out of the scope of this project.

The breakthrough in the development of second-hand trading was closely related to the boom of the Internet, especially the growth of the e-commerce industry (Chu and Liao, 2007). Sun and Bao (2017) summarized the development of second-hand trading in China in three steps in their report "Second-hand trading ignited another climax of sharing the economy" (Figure 1.1-1).
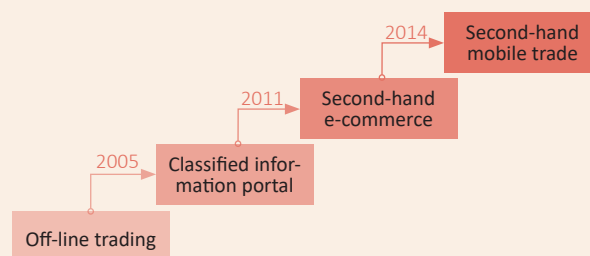

Figure 1.1-1 The development of second-hand trading in China

The first round of revolution took place around 2005 when information websites and portals were favorite. The representatives are the second-hand channel of 58 Local websites (the precursor of Go Shopping), BBS of universities, and Baidu Post Bar. With the help of these websites, people can get more information on supply and demand for second-hand products in a broader geographical range.

The second round of revolution was around 2012. After a few years of development, the infrastructure of e-commerce was ready to support second-hand business. The representatives of this age are Ai Recycle, Guazi Second-hand car, Taobao Second-hand (the precursor of Idle Fish), and so on. These e-commerce platforms help with matching the supply and demands which improved the transaction efficiency and further enlarged the geographical range of trading.

The latest improvement in second-hand trading is the mobile applications on smartphones around 2015. The representatives are Idle Fish, Going shopping, Huafener, and so on. Paipai Second-hand is one of these Apps. The competition structure will be further discussed in the market competition part (Chapter 1.2.4).

1.1.2 Second-hand trading market trend

China has fallen behind in the secondary trading market compared with developed countries. According to the second-hand economic index report from Kijiji, 85% of Canadians have somehow taken part in second-hand trading in 2015, and the number of goods traded was around 1.8 billion. Reported by Blocket, the biggest second-hand trading website in Sweden, the total value of goods posted on Blocket was up to 11% of Swedish GDP in 2013, whereas the total turnover of the products in second-hand circulation in China was less than 0.5% of Chinese GDP in 2016.

Although there is a significant gap, the secondary market in China is growing at high speed and has considerable potential. The turnover of the market was about 210 billion yuan (26 billion euro) in 2016, and the estimated market penetration in retail will be 4.9% in 2018, according to QuestMobile (2017). The Chinese retail industry volume will be 17575.7 billion in 2018 (National Bureau of Statistics of the People's Republic of China, 2018). Thus, the estimated market scale will be around 861.2 billion yuan (26 billion euro) in 2018. Also, there are 40 million users in the second-hand market by the end of 2017, and the penetration was 3.6%, and the estimated user volume will be 50 million in 2018 (QuestMobile, 2017). The fast-growing trend could also be proved aside by the statistics from the players in the market. The turnover of Go Shopping was 7 billion yuan in 2016, growing by 21 billion yuan in 2017 (Go Shopping, 2017). The growth rate reached 200%.

There are various drivers behind the fast-growing, including economy, technology, society, and policy reasons.

Economy

GDP per capita in China has grown from 14 thousand yuan to 52 thousand yuan in the recent ten years (National Bureau of Statistics of the People's Republic of China). The purchasing power has increased significantly. People tend to update the products they use, resulting in an increasing amount of replaced goods idled (Sun and Bao, 2017). Also, the boom of online shopping enables consumers to purchase with a few clicks. The cost of channels and intermediaries has been reduced, resulting in a decline in prices (Tencent Research Institute, 2017). In other words, people can easily buy more within a specific budget. The benefit of online shopping has increased more irrational purchase at the same time, possibly ending up with more idles (Chu and Liao, 2007). Reselling could be one of the dispossession ways for these idles.

Technology

The development of first-hand e-commerce did not only increase the amount of idles but also provide online trading infrastructures, including mobile pay, delivery service, and credit system. Those infrastructures can be easily adapted to online second-hand trading platforms, which accelerate the development of the second-hand industry (QuestMobile, 2017). The second-hand trading platforms can trace and control the entire trading process, which enhances the trustworthiness of the platform. When register, users need to verify their ID. Together with the credit system introduced by third party and social media accounts authentication, the platform can assist users to check the traders' credit before a transaction. Regarding payment, third-party payment server is introduced. The platform will keep the payment from the buyer until they receive the product and confirm the reception, and then give the money to the seller. It can ensure the financial security of both parts of the transaction and dispel their financial concerns. Also, the platform

requests both parts to evaluate each other after completing the transaction. The seller's transaction records and transaction evaluations are disclosed as the decision-making reference for potential buyers. The data can also be used to optimize shopping experience and transaction efficiency by the platform.

Society

The development of social consumption awareness is another significant driver. In developed countries, people tend to have more rational consumption concept, including a higher acceptance towards the second-hand product. According to a research result from the United States, 76% of Americans believe that online exchange and second-hand transactions are conducive to saving money, and 72% of Americans think that it is conducive to establishing friendship and interpersonal relationships. In France, according to opinion polling agency Mediaprism, nearly half (49%) of French people would buy second-hand items whenever they had the opportunity. There is a significant potential that Chinese consumers will have a higher acceptance towards second-hand trading. The younger generation has already shown the trend. (QuestMobile, 2017)

Policy

The Chinese government also saw the significant potential of second-hand trading in environmentally friendly and resource-using efficiency perspective. Through second-hand transactions, the surplus value of idle items can be maximally used to reduce resource waste and over-consumption. It promotes consumption patterns to transform from "throw away" to "reuse", which could save resource and protect the environment. Relevant policies have been introduced to promote second-hand transaction. According to the China Development and Reform Commission, the government has published the "Guidance on Promoting Green Consumption" document in 2016, in which it was clearly stated that government would support second-hand trading industry (Tencent Research Institute, 2017).

There are some other important trends.

Market segmentation

There are various categories of products that could be traded second-hand. In this study, trading of second-hand car and house was excluded. The most popular categories, according to the report from Go Shopping (2017), are mobile phones (accounting for 17.5% of orders), clothing and footwear (14.63%), and digital products (10.7%). Computers, household product, and furniture, home appliances, and maternal and child care products are in the second tier. According to Tencent Research Institute (2016), the vertical markets of mobile phones, apparel, maternal and child care, and luxuries may have the potential to reach one-hundred-billion-yuan market scale (Figure 1.1-2). Besides the vertical categories, the second-hand market on campus, a location-based market, has a high potential as well. More detailed information about vertical market analysis is in Appendix 1.

Figure 1.1-2 Market segment with high potential

Although platforms are plowing in those high potential vertical market, the big players with abundant source and investment, like Idle Fish and Go Shopping, chose to build up cross-category platforms. The success of other cross-category platforms proved the tremendous opportunities of the market. The Ameri-

can mobile second-hand trading platform OfferUp has become a unicorn in five years, and the first Japanese unicorn was a mobile second-hand trading company founded in 2013, named Merceri (Sun and Bao, 2017). None of the unicorns in the second-hand industry was a vertical-market platform (Tencent Research Institute, 2016). Thus, the companies with the capability would prefer to be cross-category platforms, and Paipai is one of them.

Sharing economy

There are different definitions of sharing economy (for more detail, check Barnes and Mattsson, 2016; Godelnik, 2017; Hamari, 2016). The main arguing point is whether sharing economy should include the business model involving the transfer of property in goods. The author of this report regards the one considering the ownership as a general sharing economy and the other one as special sharing economy. The special sharing economy is part of the general one. The common ground of both kinds of sharing economy is the circular flow of products which, to the contrary of linear production, can make the best use of product value. Second-hand trading, as a way to take advantage of the surplus product value by reusing the product, is part of the general sharing economy in nature. Second-hand industry and the Chinese government agree with that (Sun and Bao, 2017). In conclusion, the author believes the sharing economy is a circular flow of products which can make the best use of the surplus value of products.

Sharing economy is a popular concept in China these days (CBNData, 2016). The fast growth of sharing business can prove the boom. There are three primary business models in general sharing economy- the re-used, leasing, and co-consumption of products, each can be represented by Idle Fish (second-hand trading), Mobike (leasing bikes), and Airbnb (sharing of space) respectively. All these three companies are top-rated in China. Idle Fish ranked No. 5 among over hundreds of Apps in shopping App category in Apple App Store China in May 2017 (Qimai, 2017). Mobike's daily orders

have exceeded 20 million in 2017 and have become the world's largest Internet travel server (Mobike, 2017). Airbnb is also growing fast in China. From October 2015 to September 2016, the number of Airbnb houses in Shanghai increased by nearly 150%, and the users from China have contributed over 3.5 million orders (National Information Center, 2017). All the numbers show the success of sharing economy in China, which educated customers to get used to getting rid of ownership of products when not using. It promotes consumption habit to transform from "owning" to "using", which may help Chinese consumers form a relatively mature and rational consumption value (Sun and Bao, 2017).

1.2 BUSINESS ANALYSIS

The object of the project is Paipai Second-hand. Before designing a branding strategy for the brand, the business of the company was analyzed to understand the mission, business model, competitors, and other basic situations.

1.2.1 Strategic value of Paipai

Paipai Second-hand (PaiPai) is a second-hand trading platform belongs to Jingdong Group (JD). Founded in December 2016, Paipai first served the customers through the platform of its mother company, JD.com. The brand name Paipai Second-hand and the spin-off APP (Figure 1.2-1) were later launched in 21st, Dec. 2017. Paipai would like to facilitate second-hand transaction participants with a one-stop trading experience to achieve an extension of product lifespan by integrating different parts along the second-hand industry chain.

The brand name Paipai Second-hand (拍拍二手) means dealing with second-hand products. The mascot of the brand is a pelican named Erhu (means cute pelican). Pelicans are large water birds characterized by a long beak and a large throat pouch used for catching prey. The moral of the mascot is that Paipai Second-hand is like the large throat pouch of pelican which can contain many goods. The logo of the brand is also a peli-
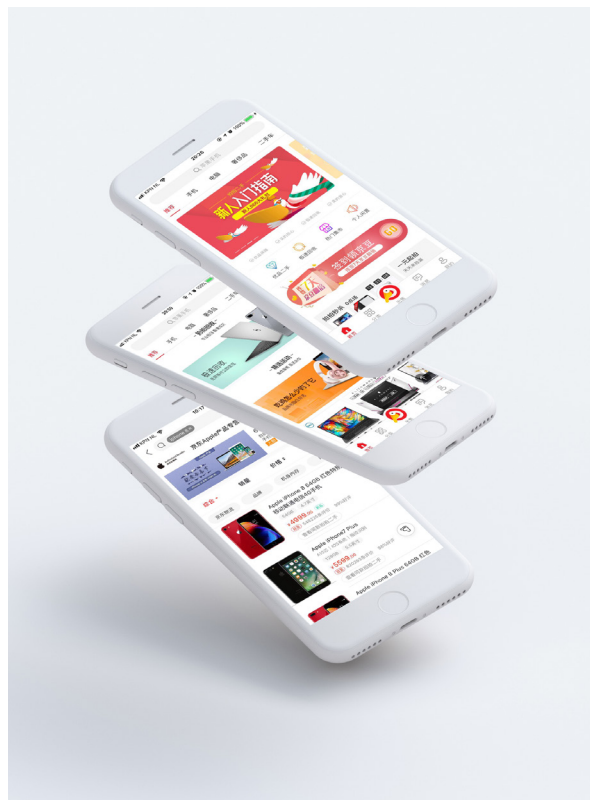
Figure 1.2-1 Screenprints of Paipai's spin-off App

can. The appearance of the pelican is like the letter "P" representing Paipai. The slogan is Easy Sell, Easy Buy, which means it is effortless to sell and safe to buy. (Figure 1.2-2)

Figure 1.2-2 Logo, brand name and slogan of Paipai

The parent company of Paipai Second-hand is one of the biggest Internet company in China and entered the Fortune Global 500 list in 2016 and 2017. JD mainly involves three parts of businesses: e-commerce, finance, and logistics. Together with other small business, they constitute the JD ecosystem (Figure 1.2-3).
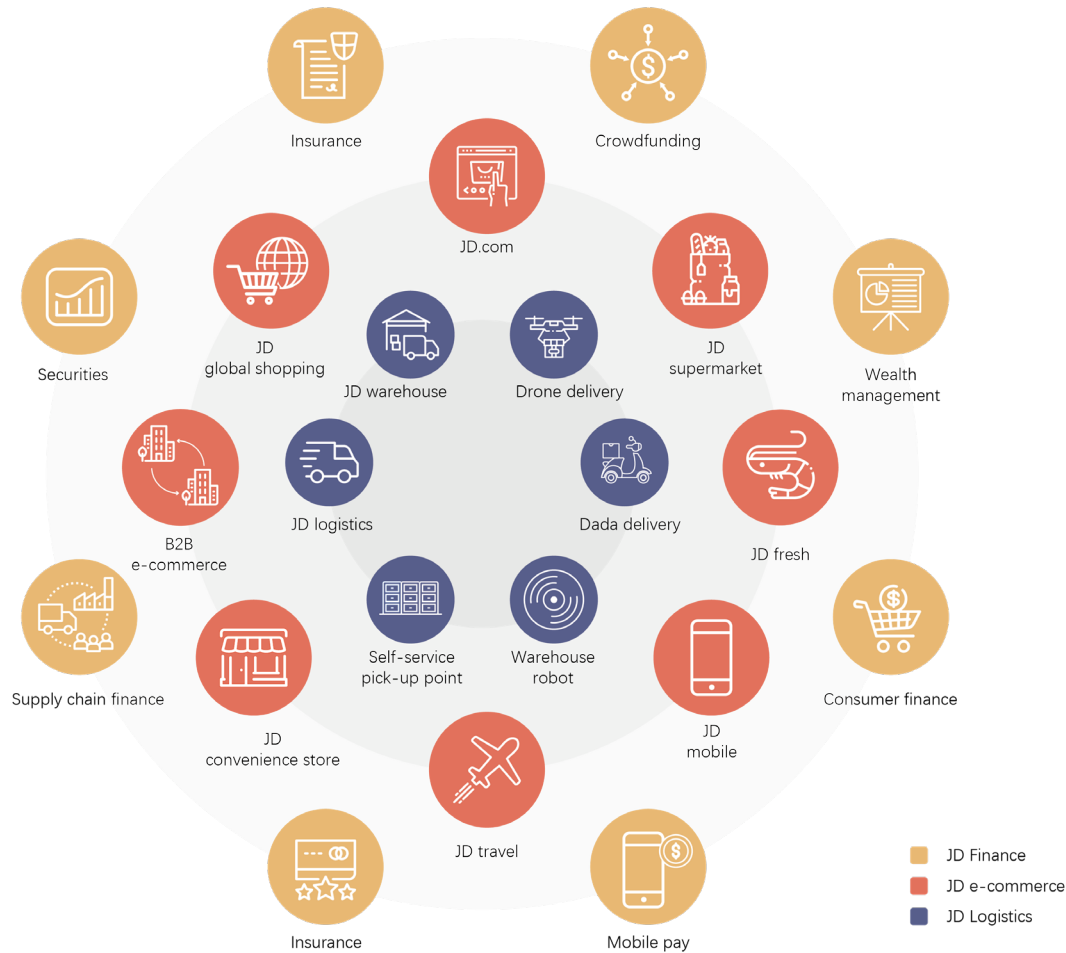
Figure 1.2-3 JD ecosystem

The main business of JD is e-commerce. The e-commerce platform, named Jingdong Mall or JD.com (Figure 1.2-4), is the largest self-operated e-commerce platform in China. The mission of JD.com is to build up a one-stop shopping platform to serve hundreds of millions of families in China with across category products, for example, 3C (communication, consumer electronics, and computer) products, home appliances, consumer products, apparel, and so on. To meet the diverse needs of consumers. It has become the largest 3C product retailer in China. Based on this, JD started its second-hand business with mobile phone recycling service in 2014 by cooperating with iRecycle, one of the biggest 3C product recycler in China. Two years later, JD strategically updated the second-hand business and make the business independent under the name of Paipai Second-hand. In the same year, the resell function, which also started with the mobile phone category, was online. The number of the resell category was later expanded to 115 in 2017.
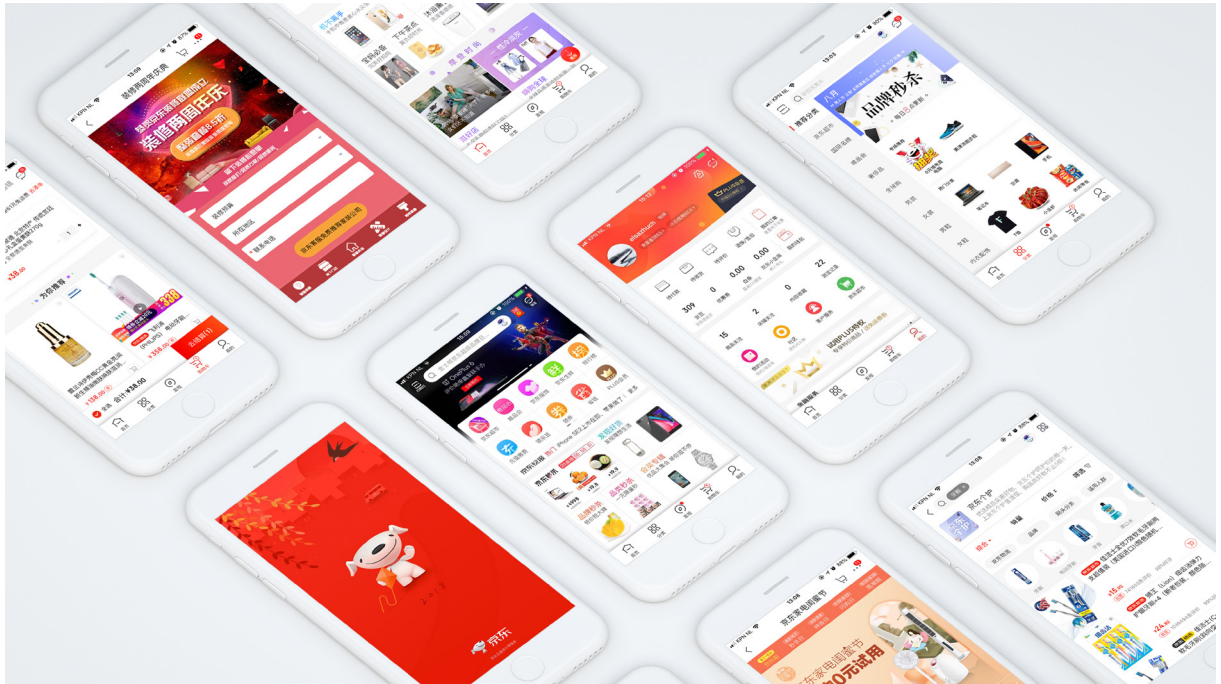
Figure 1.2-4 Screenprints of JD.com's App

JD Finance (Figure 1.2-5) relies on the transaction records accumulated by JD.com to provide various types of financial services such as financing loans, wealth management, payment, and crowdfunding, and has built up its credit system to support other services in JD ecosystem. Paipai Second-hand is one of the services based on the JD credit system called Xiaobai Credit. Paipai is also using the payment system, JD pocket, from JD Finance to support the payment service.
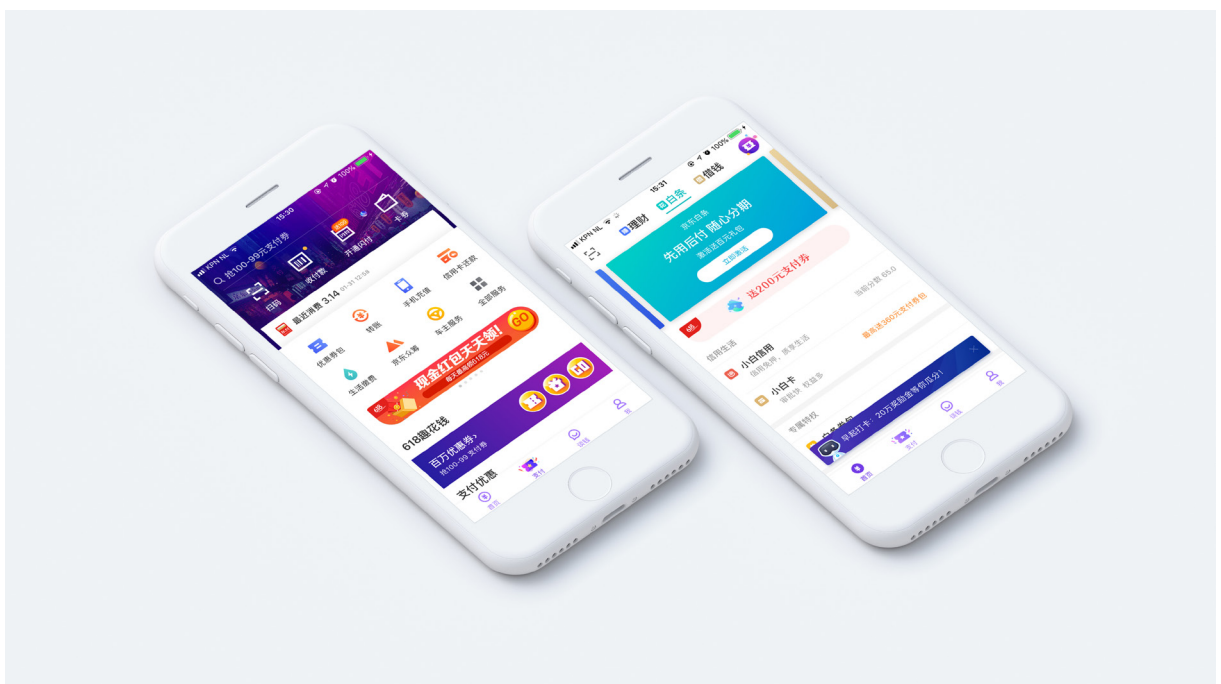
Figure 1.2-5 Screenprints of JD Finance's App

JD Logistics provides a full range of forward and reverse integrated supply chain solutions including warehousing, transportation, distribution, customer service, and after-sale services. JD Logistics uses technology-driven innovation to create a smart supply chain network and has become one of the essential infrastructures for e-commerce in China. It provides JD.com self-operated goods with delivery service which covers 98% of the domestic population, reduced the cost of goods circulation by 70%, and improved the logistics operation efficiency by more than two times. JD Logistics also provides Paipai with reverse delivery service, which could be one of the most competitive resources of Paipai.

Paipai Second-hand is a strategic business in JD ecosystem. JD would like to create a closed loop for its customers, and Paipai is expected to be one of the links to keep the customers within the circuit (Figure 1.2-

6). Before Paipai, a customer could buy a product on JD.com and used the JD pocket to pay, and then waited for the parcel delivered by JD Delivery (the blue part of Figure 1.2-6). However, when customers would like to sell their used products or buy a second-hand product, they would jump out of the loop and looked for other servers because JD didn't provide such kind of service. Paipai complements the customer journey (the red part of Figure 1.2-6) by delivering recycling, reselling and consumer to consumer second-hand trading service, which means it can help JD to retain some of the users who might be lost due to unmet needs and may attract some new users into the ecosystem. Meanwhile, like most of the second-hand trading platform, Paipai is still looking for a profitable business model. The strategic value of Paipai is, therefore, more important than its financial value.
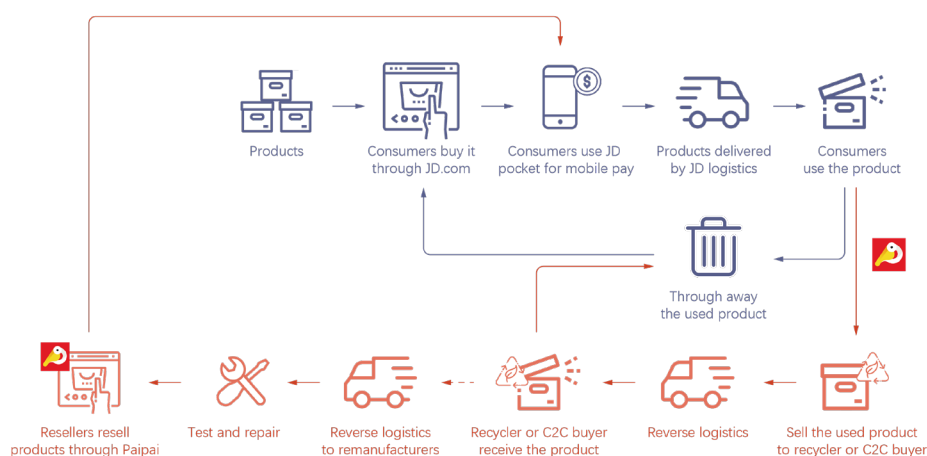
Figure 1.2-6 Closed loop for JD users and the role of Paipai

Besides, Paipai is also expected to attract more highly engaged customers, i.e. active users. JD.com is known as a professional and reliable shopping platform. Customers come to JD.com and search for what they want. They usually choose the best sell one, located at the top by default, pay and leave. The customer journey could be concise, and they are not involved in the shopping experience. Some of the customers use JD.com because they enjoy the quick shopping. However, such kind of shopping experience decreases the

chance of more purchasing compared to a higher involved shopping experience, e.g. shopping on Taobao, leading to less profit. The nature of second-hand shopping, non-standard products, requires more involvement, such as reading the description, and talking with the seller, than first-hand shopping. The customers appealed by second-hand trading service are more likely to be willing to get involved in a shopping experience. Thus, Paipai may help JD gain more highly involved customers potentially.

1.2.2 Business model

Paipai Second-hand is a cross-category trading platform growing from a single-category one, starting from the mobile phone category and extended to 115 types at present. The main categories are mobile phones, laptops, luxuries, digital devices, books, domestic appliance, music instruments, and outdoor sports equipment.

The business of Paipai includes 1. recycling second-hand products (C2B); 2. reselling second-hand and refurbished products (B2C); 3. leasing products(B2C); and 4. facilitating customer to customer (C2C) second-hand trading. (Figure 1.2-7)
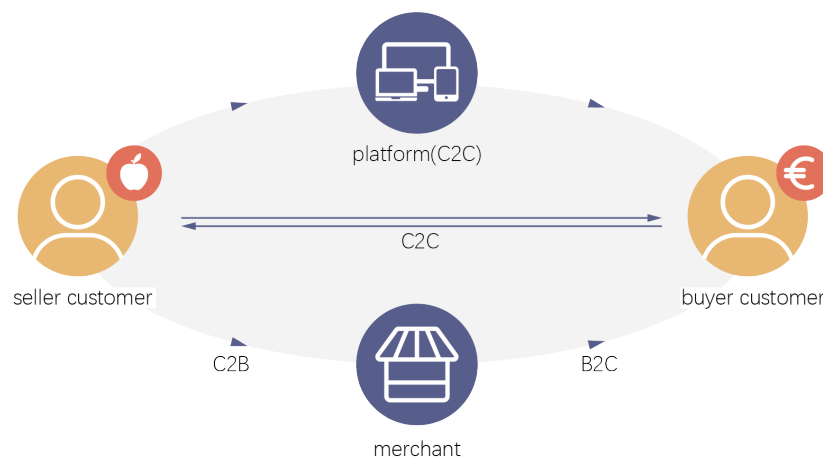

Figure 1.2-7 The business model of Paipai

Regarding recycling, Paipai provides self-operation recycling service on the one side and offers old for new service supported by brands like Acer, Dell, and Casio on the other hand. JD Logistics can give reverse delivery service in most parts of China. Usually, the product can be picked up before the end of the next day after uploading the recycle request. The goods can also be recovered through the offline stores of JD.

As for reselling, the source of the products are high-quality refurbished products (self-operated), second-hand products and refurbished products operated by resellers, and 7-day gratuitously returned products from JD.com. Paipai has three main advantages in reselling. First, Paipai has registered a couple of grading standards for second-hand products in some categories. The rules were developed together with some authenticated professional testing agencies and are credible in the recycling industry. With a clear grading

standard and strict quality management, it is easier and more relieved for customers to make buying decisions. 99.3% of the customer made the deal on their own without any consultation on last shopping festival (11th, November). Next, Paipai provides more reliable after-sale service than other players in the market. It gives 7-day gratuitously return service and 180-day repair guarantee. Finally, Paipai is going to use the blockchain technology to ensure the traceability of the reselling products.

Leasing business is running as a Beta version. There are two ways of leasing. The first one is short-term renting. It is mainly designed for rarely used products or scenario limited products, like GoPro. The second kind is long-term leasing. Users can set a recycle time and pay a bit usage fee monthly. This service provides a steady supply of goods for reselling. Different from reselling, leasing sells the right of use rather than the ownership.

Thus, it is a step further towards sharing economy which is predicted as the trend of retail. The business is, therefore, of high strategic importance.

The customer to customer(C2C) second-hand trading aims to expand the transaction categories and to enrich SKU, resulting in a long-tail effect. Most of the products in C2C trading are non-standard or even an orphan. The product quality is hard to grade and control. Thus, most of the disputes occur in this business. Paipai has installed the ID verify service and Xiaobai Credit from JD Finance to increase the reliability of users and decrease disputes. Meanwhile, Paipai has the one-click resell from JD.com function to endorse the quality of the product traded.

1.2.3 Target group

Paipai is generally targeting at all the potential users in the second-hand market and did not have a market segmentation. However, the register users' data shows that the users of Paipai have some specific patterns.

The user pattern was analyzed based on the data of register users. JD Group has a general account system, which means no matter on which platform does user create an account on within JD ecosystem, it is a general JD account and can be used for multiple platforms within JD ecosystem. All the user data can be shared within the ecosystem. Part of the data used for this analysis was collected by JD.com, e.g., the purchasing habits, because as a new platform, Paipai only has limited data about users' purchasing behavior, which is not sufficient to support the user analysis. All the data used in this analysis is in Appendix 2.

Most of Paipai users are males (over 83.5%) under 35 years old (81.1%) based in first and second-tier cities located north, south, and east of China. The distribution is consistent with the conclusion indicates by Baidu index- the degree of development of the secondary economy shows a clear positive correlation with the corresponding regional economic development level. The overall purchasing power of users is relatively low, and the promotion sensitivity is very high. Another crucial character is that 40.1% of the users are high-level members of JD.com indicating a high level of engagement in JD.com, which may result in high similarity in consumption habit between Paipai and JD.com. Regarding career, teachers and students contribute to 30% of the users, which suggests a market opportunity on campus. Interestingly, Paipai users have bought more beverage and food than average users on JD.com.

Three user patterns were found by discussing the insights from the data with internal employees. The first one is called the "main user". Users in this category are mainly loyal users of JD.com. They have a high level of education and have a relatively nice income. Their goal for second-hand trading is to resell the replaced product in life quality upgrading and free more space. The users of this group have a large number, but they are not using the service frequently. The second user pattern is named "GMV (Gross Merchandise Volume contributor". As the name indicates, they trade on Paipai frequently and significantly contribute to GMV. The users in this group usually have time and are eager to play with the bonus rules. They resell and purchase on Paipai most frequently among the three groups. The goal of their trading is earning money and get their desires with less expense. The last group is the "bargain hunting user". Usually, they are shopping lovers who are keen on taking advantages. Besides discount information, they are also interested in activity information like used clothes donation event and off-line market fair. Their goal is to buy more with a limited budget.

1.2.4 Competition

Online second-hand trading is not a very competitive market (CBNData, 2016). There are about 60 platforms now competing in the market. However, only Idle Fish and Go Shopping have developed competitive edge (QuestMobile, 2017). About 70% of the players in the market are vertical platforms, i.e., single category platforms. Corresponding to market potential introduced in market trend (Chapter 1.1.2), most of the platforms are competing in the 3C market (11 players), luxury

market (9 players), maternal and child care market (5 players), apparel market (4 players), book (4 players), and on-campus market (5 players). Other niche categories are outdoor equipment, cosplay properties, beauty products.

Although there are less comprehensive platforms, they are occupying the most substantial number of the market share. Figure 1.2-8 shows the App download times of the first seven players ranking according to down-

load times in Apple App Store from 2017.4 to 2018.4, The two most prominent players in this market are Idle Fish and Go Shopping, both of which are comprehensive platforms. They had dozens of times of download numbers compared to others. According to the L-shape law of APP's traffic distribution, it will be hard for competitors to take away the dominant status in the short term. Thus, Paipai, as a comprehensive platform, will see Idle Fish and Go Shopping as the leading direct competitors in the long term.
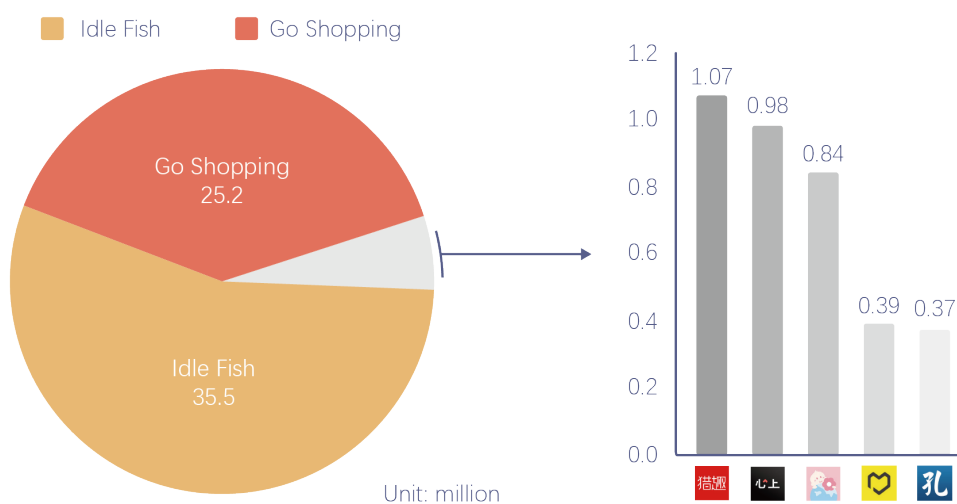
Figure 1.2-8 2017.4-2018.4 App downloads from Apple App Store

Considering the two strategic mission of Paipai mentioned in Chapter 1.2.1, Paipai is mainly competing for traffic. The traffic loss of the leading competitors shows that they did not compete with other second-hand platforms. Instead, the first-hand e-commerce server took away most of the traffic. Figure 1.2-9 shows the traffic loss of Idle Fish and Go Shopping in August 2017 (QuestMobile). The arrows mean the user uninstalling the App in August installed the pointed App in September. The conclusion could be that the main indirect competitors for Paipai are mainstream first-hand e-commerce platforms.

Besides the biggest players in the cross-category market, the rest of the first seven players are all vertical platforms, which indicates their potential. Even though

they took only a small part of the traffic, they still provide second-hand trading participants with highly similar service to Paipai. Considering the possibility of the business and the similarity of the function, Paipai sees the leading players in the vertical market as potential direct competitors.

Leasing is also part of Paipai's business. However, rental is not mainstream in China currently. The leasing providers, not many though, are all in the vertical market which means they only rent products from one category, e.g., luxuries, apparel, and furniture. It is a niche market but has the potential to grow. They are considered as the potential indirect competitors because they have the same function as Paipai.

28.8%
88.0%
11.0%
6.6%
6.2%

81.1%
25.6%
11.8%
9.4%
7.0%
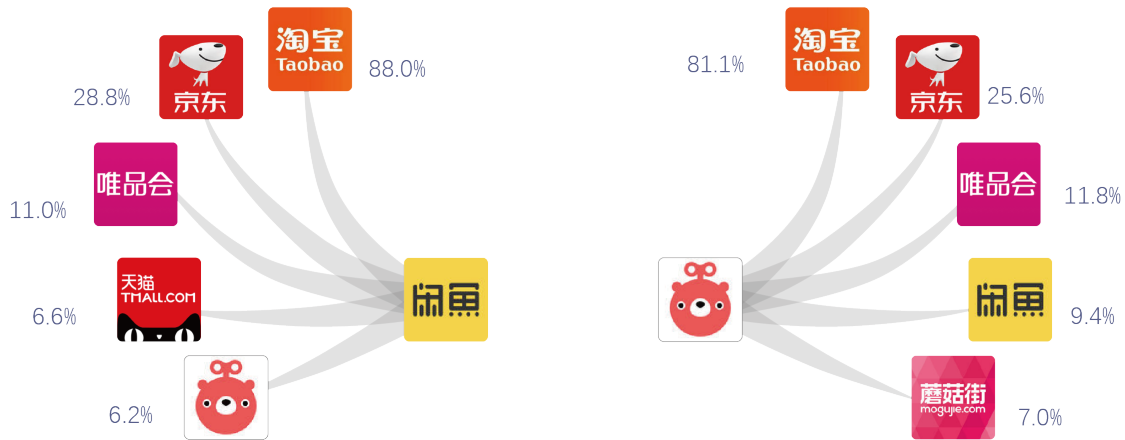
Figure 1.2-9 The traffic loss of Idle Fish and Go Shopping in 2017.8

Across-category second-hand trading platform

First-hand e-commerce

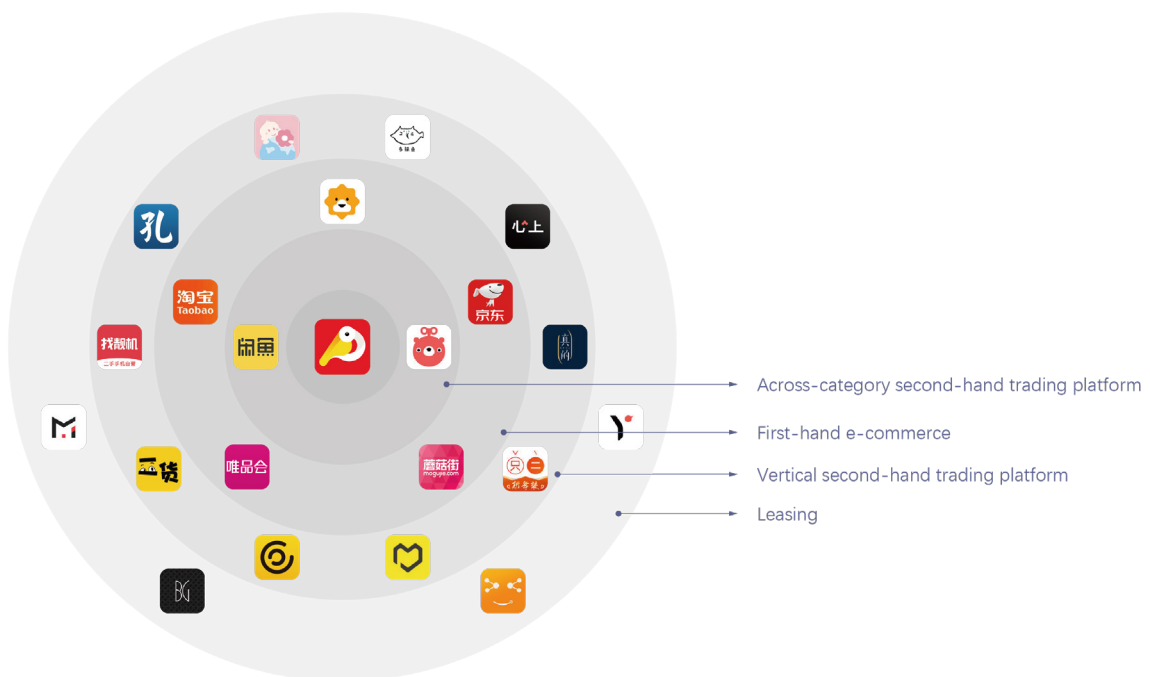Vertical second-hand trading platform

Leasing

Figure 1.2-10 Competition structure

Overall, the competition structure can be summarized in Figure 1.2-10. Since Idle Fish and Go Shopping had a dominant advantage in second-hand trading traffic over the rest of the competitors, they will be in the main consideration throughout the project.

1.3 ASSIGNMENT

Paipai set the assignment. Discussing the problems that Paipai had in branding, the author and the in-house marketing team created the design brief together.

1.3.1 Problems

Paipai Second-hand would like to have a competitive brand strategy to differentiate itself from the competition and achieve sustainable growth. However, Paipai does not have a brand strategy at present that can guide marketing activities.

Witnessing the opportunity in the second-hand market, many companies and start-ups, including Paipai, are overwhelming urge to join the game. To be understood as soon as launched, Paipai used the points of parity strategy. The strategy was working at the very beginning but soon showed the drawbacks. It led to a similar App design and a lack of clear and unique brand image. The blurry brand image was difficult for consumers to remember, recall, and spread. Meanwhile, it made employees confused. Multidisciplinary are making decisions based on their intuition rather than a guideline, leading to unaligned brand experience design, leading to a vaguer brand image. For example, the target group was not well defined, so the marketing team was not able to uncover the most effective channel for a campaign, resulting in a waste of the limited marketing budget. Meanwhile, the operation team was not sure which tone they should take in communication, and the design team could not decide the design style because they do not know who the audiences were.

1.3.2 Design goal

The purpose of the project is assisting Paipai to develop the brand strategy and brand experiences that can reflect the brand strategy.

First, a strategy for branding Paipai needs to be designed. The strategy should consider the internal resource and external competitions. The goal of the plan is to keep the customers within the JD eco-system and

attract more active users.

Then, the strategy will be used to guide brand communication. The strategy should be able to be communicated to internal teams because they are the subjects that will execute the branding strategy in practice.

1.4 STRUCTURE OF THE PROJECT

The project is about helping Paipai to fulfill its strategic value, which is keeping users within the eco-system and gain more active users outside the system. Both of the goals involve consumers' behavior changing. As Simon said in the Golden Circle, people's behavior is guided by their thought which is the externalization of they believe (Sinek, 2010). It means if we want to change someone's behavior in nature, we are supposed to change his thought, even belief. The branding strategy chosen in this project is to find out the target group with which Paipai can have resonance on the level of belief and lead the way users interpreting their belief to where it is more beneficial to the brand. It first requires an input of brand knowledge for users to check if it is accordant with their key values. Brand experience, a sequence of touchpoints which are designed to carry the effective message via proper channels in welcomed forms, could be a way to access target users and bring the purpose and benefits of the brand, i.e., brand knowledge, to them. When the target users have confirmed the consistency, they will be activated to process more information from the brand. Then, if a brand wants more positive reactions from its target users, it can improve users' brand perception by providing leading information related to their accordant belief.

From a brand perspective, everything starts with its core value, i.e., brand purpose. Brand value is like the gene of a brand, which will not quickly get an overthrow from outside in. However, the way a brand expressing its value might be influenced by users and competitors. A brand positioning including what kind of user the brand would like to target, which category

the brand belongs to, and what benefits it will provide, is where a brand put itself in the marketplace. Brand positioning is an abstract statement for users and could be difficult to perceive and identify. Brand experience, on the contrary, is tangible touchpoints which could be easier to understand. Thus, the brand experience could act as the intermedia between a brand and its users to convey brand knowledge.

This project started at the core of the brand and had a user-centered approach. Moving inside out, the brand positioning was determined after discovering the brand purpose, followed up by a new customer journey design. Alongside the whole process, six empirical studies were conducted with users to get insights from them. Brand image perception was tested afterward to see if users could get the designed message from the new brand experience and if the message would influence their using intention as favored for the brand.
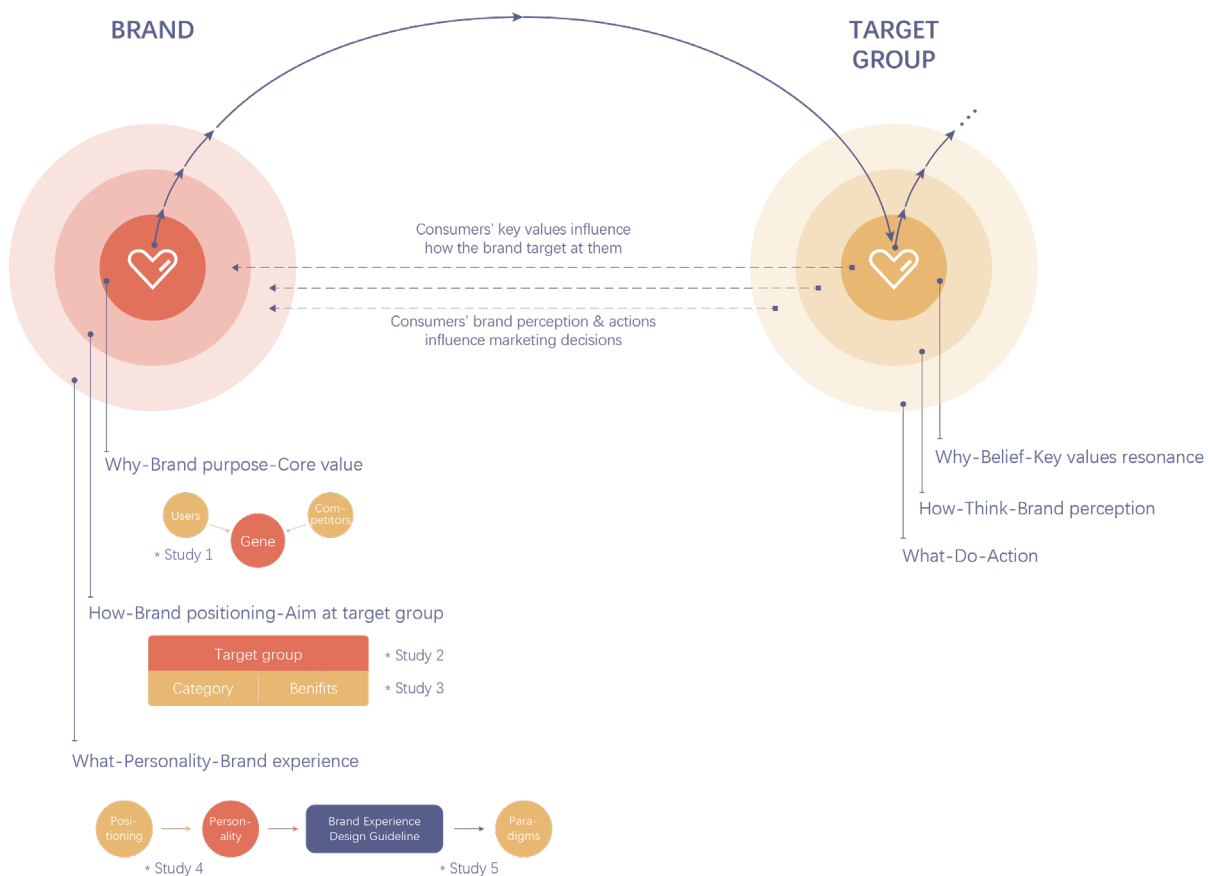
Figure 1.4-1 is the visualization of the structure.

Figure 1.4-1 The display of the mechanism

BRAND PURPOSE

Brand purpose is the core value within a brand. External factors can not influence the value itself, but competitors and customers could affect the expression of the value.

2.1 The GENE

The core value is what the organization believe inward, like the gene. In Paipai's business, it provides high-quality service and second-hand products to facilitate second-hand trading. They co-operate with various parties in the trading chain like recyclers and resellers to create standard classify criteria and re-produce process to support the product and service quality. Why did Paipai do so?

Sharing industry, especially second-hand trading, strongly reflect lemon principle. The "lemon market" resulting from information asymmetry causes either dominance of low-quality products or shrinking trade volume that leads to adverse selection participants (Kim and Lee, 2005). In traditional linear consumption, consumers purchase directly from a limited number of sellers. The system is relatively simple and more straightforward to supervise. However, in the sharing world, everyone can be a provider and a consumer, which dramatically increases the systematic complex-

ity. It is difficult to control the quality of the information generated by mass providers, leading to the higher potential of asymmetry information and lemon market emerged. Enhancing trust could be a way to counteract the lemon problem (Akerlof, 1978). All the things Paipai did and communicated was to build up trustworthiness and reduce uncertainty. In this way, Paipai could protect the industry from the lemon effect, i.e., the dominance of low-quality products or shrinking trade volume. Meanwhile, consumers could trade more at ease and benefit from the high-quality products in the trustworthy environment.

In conclusion, the core value of Paipai is enhancing trustworthiness in the industry.

2.2 CONSUMER INFLUENCE

New information about a brand can only be accepted by consumers when it matches the current state in mind (Trout & Ries, 1986). Creating a new statement, thus, requires an understanding of consumers' current

brand perception. The new expression of the brand purpose will be highly related to users' current brand perception.

Empirical study 1 Interview: learning about consumers' brand perception

objective

This study is designed for learning how consumers think about the brand, Paipai Second-hand, at present.

Brand equity is ''the differential effect of brand knowledge on consumer response to the marketing of the brand'' (Keller, 1993). According to the definition, consumers' perception of a brand, i.e., brand knowledge, will influence their reaction. The purpose of the project is about changing consumers' behavior towards Paipai, i.e., starting using Paipai and using it more often. Thus, brand equity could be the key point of the project. The factors that can influence users' overall brand perception are the drivers for brand equity. Those factors have been studied in the literature, some of which specifically related to retail brand equity. Retail brand equity can be directly and indirectly affected by brand awareness (recall and recognition), perceived quality (service and product), customer value (price image and trustworthiness), and brand personality (Figure 2.2-1) (Jara and Cliquet, 2012; Rios and Riquelme, 2008; Brodie, Whittome, and Brush, 2009; Rashmi and Dangi, 2016). Brand awareness does not influence brand equity directly. It makes differences in customer value, perceived quality, and brand personality. Customer value and perceived quality can directly affect brand equity or indirectly influence it with brand loyalty as an intermediate variable. Brand personality can change brand equity directly.

Method

Structured interviews were conducted with 25 Paipai users who had traded on Paipai at least once. The employees from Paipai helped with organizing the selection of responders and getting me to contact the responders. The study was conducted via phone calls. A short questionnaire was sent to the interviewees before the interview. During the meeting, they were required to score each question from 1 to 10 and explain why. The questionnaire is in Appendix 3.
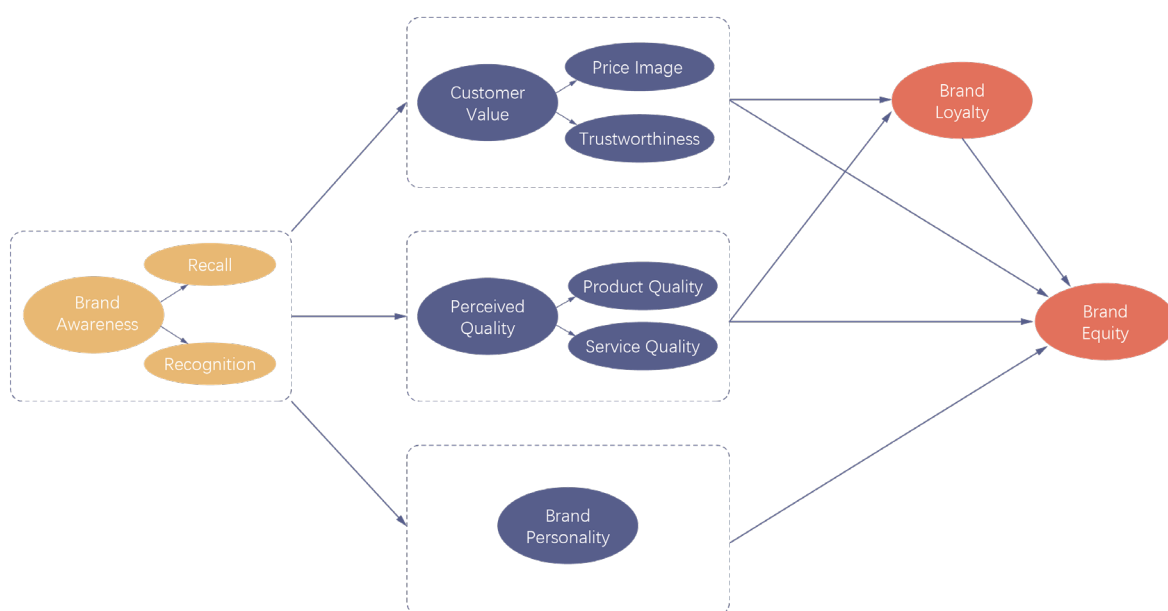

Figure 2.2-1 Affecting factors for brand equity

The questions in the questionnaire were related to brand perception. To make the factors in Figure X more relevant to Paipai, the employees and I split or combined some of the elements. From the feedback Paipai has received from its user, usability, security and trading efficiency could be different aspects of service quality, and users tend to have contradicted attitude towards them. In the end, the eight factors tested in the interview were goods quality, usability, security, efficiency, personality, popularity, trustworthiness, and price. The elements and the average score of each component were later used to draw a radar map of Paipai's brand perception.

Data

The mean for the factors goods quality, usability, security, efficiency, personality, popularity, trustworthiness, and price was 8.2, 6.3, 7.5, 6.3, 4.5, 3.3, 8.3, 5.6 respectively. Figure 2.2-2 is the radar map for Paipai's brand perception.

The scores for perceived goods quality and trustworthiness are very high, and people tend to believe the service is safe. Responders reported that the reliability is mainly inherited from its parent brand JD. An interviewee summarized her choice of Paipai as a brand that could be trusted.

"I trust Jingdong, and Paipai belongs to it. So, I think I can shop without much selection (on Paipai) just like what I did on Jingdong. They will provide me with reliable products at a fair price if not the cheapest."

Despite the reliable brand image, people thought Paipai is unfamiliar to the majority, which influences their score for trading efficiency. A polar effect is shown in the trading efficiency factor. Consumers who use the C2B and B2C service more often gave a high grade to it due to the fast and convenient delivery service. Whereas users engaged in C2C service think the trading efficiency is low, because they perceive the platform as infamous, thus, limited active users to guar-
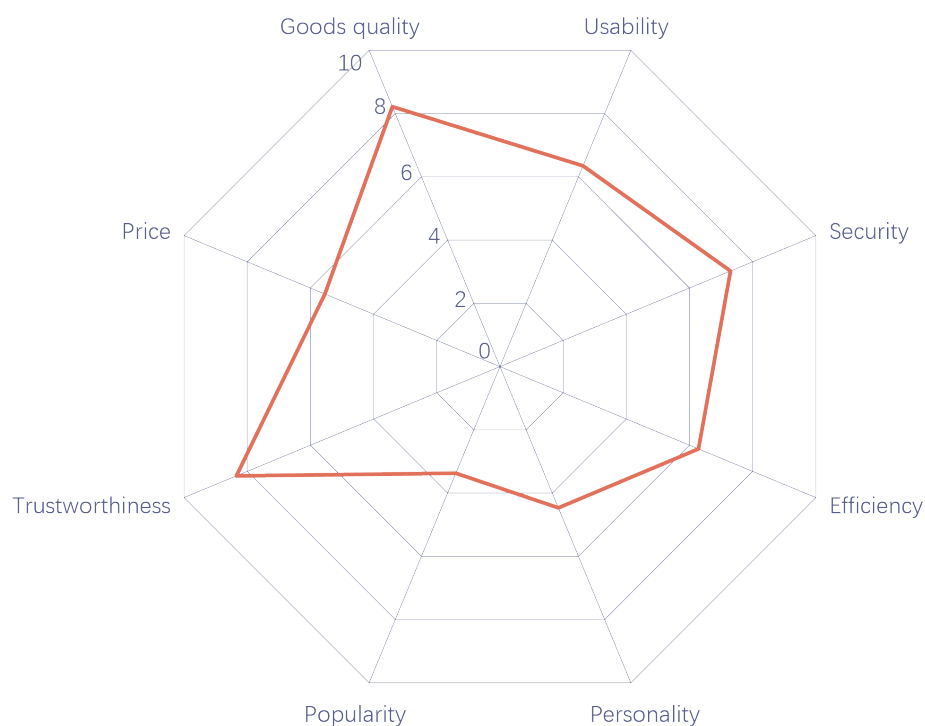
Figure 2.2-2 Perceptual map of Paipai

antee the look-to-buy rate. Besides, users cannot feel a definite personality of Paipai. The usability score is also relatively low because the user experience of the App is terrible. For instance, the loading speed is super slow and system error, like a crash, interrupted shopping flow. The price image of Paipai is not very positive. Consumers found some product was pricing a little bit higher on Paipai than on other platforms. Since second-hand trading participants are more price sensitive compared to average online shoppers (QuestMobile), the small differences in price can have a considerable influence on price image.

Result and discussion

Paipai is perceived as reliable in general with high scores on goods quality, security, and trustworthiness. This is partly because of the endorsing effect of Paipai's parent company JD. The fact can also be proved aside. Some users would like to title and describe the product as "bought from JD.com" in resell, and some trading platforms even have a special section for "JD goods resell" to enhance the reliability of reselling products. The new brand purpose should make good use of the distinct advantage of brand character- reliability, and make use of the parent brand with a specific brand hierarchy, for instance, using the JD logo.

2.3 COMPETITOR INFLUENCE

To formulate the brand purpose in a sharp and distinguish way, an exploration of the leading competitors' brand purpose is needed.

The brand purpose of Idle Fish is "Sharing for Joy". Go Shopping does not have an official brand purpose. From its slogan, "a platform helps you make money" and its marketing activity, handing out intensive bonus, it can be concluded Go Shopping is fighting through the economic enticement. Although they have some functions to enhance reliability, it is not their emphasis. In other words, Idle Fish and Go Shopping consider trustworthiness as a valuable feature, but they do not think it is the core. Instead, they see it as added value. However, Paipai put trustworthiness at heart and value it as the base of the business. (Figure 2.3-1)

Trustworthiness as added value

Trustworthiness as the base
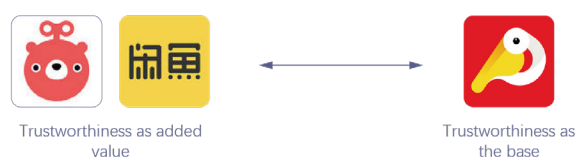
Figure 2.3-1 The meaning of trustworthiness for Paipai and its competitors

As for the scope of business, Idle Fish also saw the significant potential of sharing economy and perceive second-hand trading as part of sharing economy, while Go Shopping positioned itself as a professional send-hand trading platform. Paipai believes sharing will be the new world of consumption. It will compete with Idle Fish in this new world and leave Go Shopping in the old world.

In a word, Paipai believes

In the new world of sharing, trustworthiness is the base.

POSITIONING

Brand positioning consists of a target group, category, functional benefit, emotional benefit, and self-expression benefit (Aaker, 2012). In this part, each element will be figured out from three perspectives- Paipai, target group, and main competitors. The brand positioning reflects brand purpose on the business feature level. Thus, trustworthiness will still be the keyword.

3.1 TARGET GROUP

The current user pattern was introduced in Chapter 1.2.3. The three user patterns, main user, GMV contributors, and bargain hunting users, were not designed but naturally formed. GMV contributors and bargain hunting users have relatively low spending power and are very sensitive to promotion. However, according to the open source data (QuestMobile, Figure 3.1-1), the online spending power of second-hand trading participants is higher than overall netizens. 46.7% of second-hand traders spent more than 1000 yuan (125 euro) online per month. Thus, Paipai might be able to find new target users with higher spending power through the market user study. Besides, the critical value of Paipai is trustworthiness, but from the user data, it cannot be concluded if and who also hold trustworthiness as their key value. This study can help with figuring out who might have a key value related to trustworthiness.

Empirical study 2 Interview and questionnaire: categorizing users based on key values

According to the Golden Circle, users show a specific pattern of behavior because they have different thinking patterns, and the thoughts are guided by their belief, i.e., their fundamental values. The idea of this study was to find out what people concern about during their trading, i.e., motivation and frustration, and categorizing the concerns, then summarizing the groups of worries into key values. There are limited studies about the concerns, i.e., motivation and frustration, of second-hand buyers and sellers, and most of them were conducted outside the Chinese market. Before adopting the factors as the scales for the quantitative study, a qualitative study was conducted to test if the concerns in the literature can be adapt to the Chinese market and if there were more concerns beyond. Thus, this empirical study consists of two studies, an interview, and a questionnaire. The results of the whole
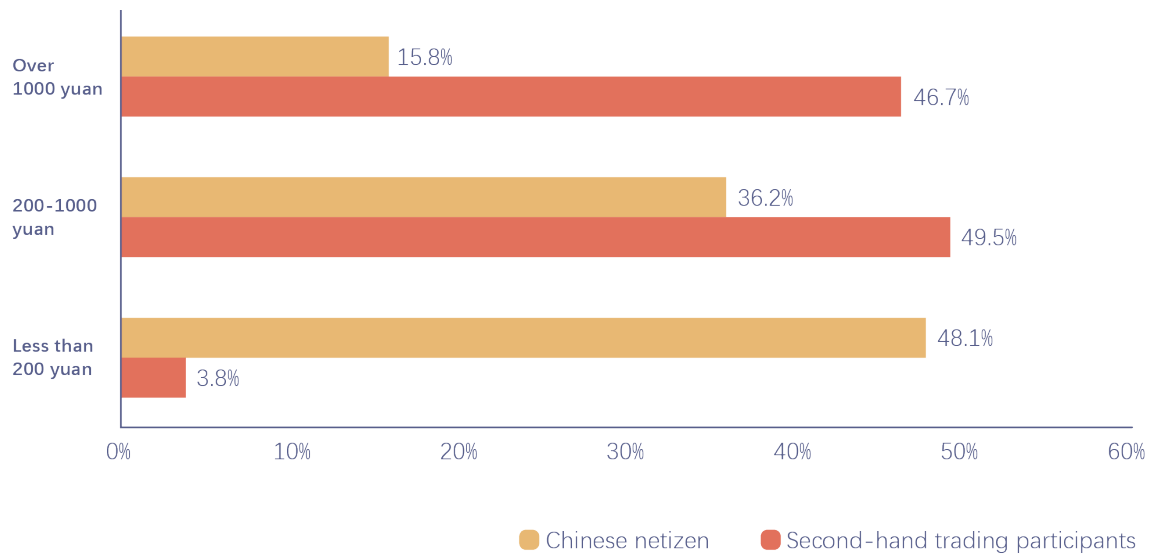
Figure 3.1-1 Spending power comparison

study were a user segmentation for the second-hand market and a scale for categorizing users.

Qualitative study: interview

Object

The study is to understand what second-hand trading participants concern about in China. Compared to the result of the literature, we would see which concern could be verified and which might be the special ones for the Chinese market. The study aimed to find out scales that could be adapted and used in the quantitative research.

Method

The semi-structured interview involved eight users who had experienced second-hand trading online as a seller or a buyer or both for at least once. The trading channel includes but not limited to Paipai Second-hand. Four of the responders were males, and the others were females. Necessary information of interviewees is in Figure 3.1-2. The employees in Paipai helped to find and contact the responders. These interviewees from all around China were interviewed through phone calls, and the conversations were recorded under their permission. Later, the interviews were transcribed and analyzed by using grounded theory. Since

the interviewees were not able to speak English, all the interviews were conducted in Chinese.

NO.	GENDER	AGE	JOB
1	F	48	teacher
2	M	25	staff
3	M	21	undergraduate
4	F	28	housewife
5	F	25	staff
6	M	29	officer
7	F	22	undergraduate
8	M	26	dealer

Figure 3.1-2 Basic information of interviewees

The interviews started with questions about their behaviors, then their concerns, and ended up with demographic issues. Taking responder No. 2 as an example, he was first asked if he had any experience in second-hand trading. Knowing that he had resold and bought for a few times, he was asked to describe his latest trading experience to get immersed in the trading situation. Then some open questions about his trading motivation were asked. Coming to the frustration part, he was asked if there was any kind of product that he would not like to trade and followed up with some open questions about frustration. Last, he was

asked about age, job, and income. If a responder was only as a seller or a buyer, the interview usually lasted for 20~25 minutes. If he/she had both experiences as a seller and a buyer, it lasted for 30~35 minutes. The length of the interview was also influenced by how experienced in trading the interviewee was. The experienced traders provided the more considerable amount and more detailed information.

Data and result

Each record of the interview was transcribed and analyzed in Chinese, and the essential quotes, the keywords and the categories were translated into English by the author. The key words were the necessary information extracted from the transcription. The words were categorized within one interview, and the categories were compared among different conversations to combined the similar information. The result was mapped in Figure 3.1-3. The dark blue post-it has in-

formational quotes on it. The light blue ones are the keywords, and the orange ones are categories.

More detailed data is in Appendix 4.

Result and discussion

The motivation for buying second-hand products was divided into three parts, economic motives, hedonic and recreational motivations, and critical motivations by Guiot and Roux (2010). The economic benefit, which is the primary driver for buyers in this study was also verified by (Edbring et al., 2016; Pierce and Paulos, 2011; Fortuna and Diyamandoglu, 2017). There are different aspects to this motivation. Hunting for a bargain and fair price (Guiot and Roux, 2010) were also motivations in this study. Pierce and Paulos (2011) uncovered that new product with a lower price is an essential motivation for casual participants, which was confirmed by most of the interviewees. Some buyers showed a
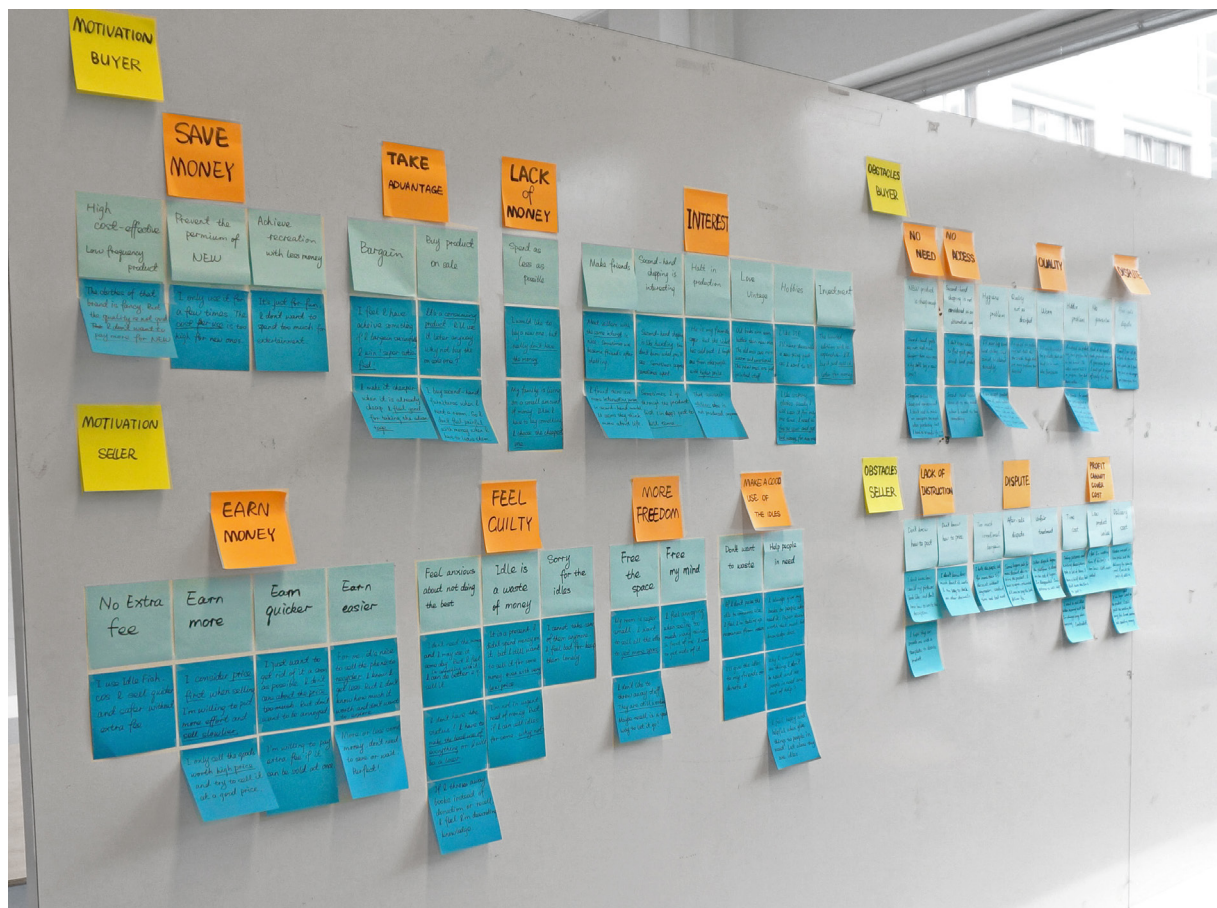

Figure 3.1-3 Result of interviews

preference for high quality used products over newly produced lower quality products, and (Edbring et al., 2016) held the same opinion. Hedonic and recreational motivation includes treasure hunting (Guiot and Roux, 2010; Pierce and Paulos, 2011); originality and uniqueness (Guiot and Roux, 2010, Pierce and Paulos, 2011; Edbring et al., 2016). Anyone in the interviews did not mention the last two. Instead, a responder reported that he used second-hand trading as a way to hunt for halt-in-production goods. The critical motivation includes ethics and ecology reasons. Environmental friendly was a reason uncovered by Pierce and Paulos (2011), and Edbring (2016). Responder No.5 proved that.

The frustration varies as well. Hygiene problem (Pierce and Paulos, 2011) like a pest(Edbring et al., 2016) is widely concerned. Quality worries (Pierce and Paulos, 2011) is another barrier. It may raise the perceived risk(Fortuna and Diyamandoglu, 2017). People worry about the reliability (Pierce and Paulos, 2011) as well, notably when lacking engagement and transparency to understand the products (Fortuna and Diyamandoglu, 2017). Besides the potential problem from the products, users also hold mental barriers. Second-hand trading takes more time than a first hand (Pierce and Paulos, 2011). The used products are usually not as standard as the new ones. So buyers need to read the description of each candidate carefully to know the depreciation condition, which is very likely to take more time. Time is such a treasure in the modern world that users may not be willing to spend it on selecting used goods. There are also people who desire for a new product (Edbring et al., 2016) or unaware of second-hand as an alternative to new products (Edbring et al., 2016).

For sellers, the motivation could be categorized from the aspects of the resell of used and unused goods (Chu and Liao, 2015). Earning some money is a necessary motivation when selling some unused goods. Getting write off, freeing space, avoiding waste, and protecting the environment are the reasons for selling used products. Besides, making friends is a potential

reason put forward by the employees.

Frustrations like the low perception of the reuse value (Fortuna and Diyamandoglu, 2017), financial compensation was not worthwhile compared to the effort involved(Edbring et al., 2016), inconvenient procedure and great attempt required(Fortuna and Diyamandoglu, 2017). Interestingly, embarrassment was proposed by the employees from Paipai as a high potential reason for rejection.

Some demographic questions were asked at the end because age, income(Guiot and Roux, 2008), and gender(Fortuna and Diyamandoglu, 2017) were potential covariant.

Quantitative study: questionnaire

Objective

To choose a target group, we first need to know what the groups are in the market. The research question for this study is to figure out the user segmentation in the second-hand Chinese market, i.e., categorizing the users. However, the value could be such a vague concept for users to summarize and report on their own that it might be more helpful if they only need to communicate their concerns. Later, the data of their interests could be analyzed and concluded into essential values by SPSS.

Method

A quantitative study was conducted with 6915 responders, among which 6525 valid responds were collected. The questionnaire (Appendix 5) was spread via channels of JD Group, for example, the push in JD.com, SMS to JD members. 60% of responders were males, which is a bit higher than the percentage of Chinese male netizens, 52.4%. As for age distribution, 86.6% were in their age of 19~39 (Figure 3.1-4). Regarding income, 38.8% of the responders had a yearly salary of less than 60 thousand yuan (7.5 thousand euro). 32.8% earned 60~100 thousand yuan (7.5~12.5 thousand euro) per year. The ones earned 100~150 and over 150 thousand yuan a year was 16.4% and 12% respectively.
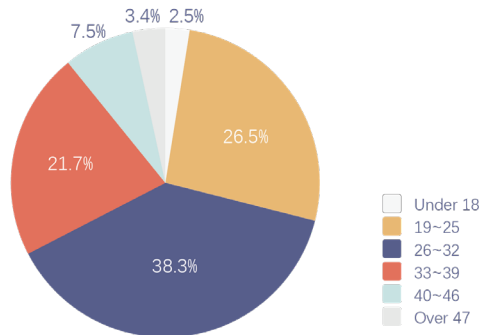
Figure 3.1-4 Age distribution

A questionnaire was designed to collect individual user's trading aim, frustration, and motivation. The questions were divided into five parts which were about warm up, buyer, seller, platform, and demographic respectively. The warm-up section includes three questions about how to deal with a specific product after use. The three products were chosen from the different categories representing products with different price, depreciation, and bulk. The question aims to immerse the responders into a second-hand trading scenario and evoke their memory of this kind of trading. The second part is the trading intention to see if the responders have traded and what they have traded. The third part is about purchasing and selling. Each of them has three questions about aims, frustrations, and motivations respectively. The scales used in these questions were from the literature review. The platform questions include three issues as well. The responders were asked the using platform, the using frequency, and the chosen reasons. The last part is demographic questions about gender, age, and income. The questionnaire was conducted in Chinese, and the translated version is in Appendix 5.

The scales used in the questionnaire were the result of the qualitative research and were verified by multiple kinds of literature.

Data and result

The detailed data of the questionnaire is in Appendix 4.

The aims, frustrations, and motivations have a lot of interaction effect. The covariant, age, income, and gender, also influence the trading pattern. With the help of Optimal Scaling, a way to reduce the dimension in SPSS, five main patterns were uncovered based on leading influencing factors (Figure 3.1-5). The aspects used in the graph were sellers' and buyers' aim, frustrations, and motivations, as well as their standard for choosing a trading platform. The interactions between those factors with demographic characters were examined in other tests. The results are in Appendix 6. The main patterns are mainstream traders, compensation seekers, quality product seekers, business service seekers, and social interaction seekers. Other atypical categories, taking less than 5% of the responders, include ease seeker with bulk idles, unused goods seeker for temporary use, and significant price difference seeker for trying out or infrequent use.

The largest group is the mainstream trader. They have a high-risk perception towards second-hand trading, including financial security worries, quality worries, and hygiene worries. When choosing the trading platform, they are profoundly influenced by the brand name and their habits towards the brand eco-system. Besides, they also care about the traffic volume which may affect their trading efficiency. As for the goods, they prefer the unused products at a fair price. Although some of them did not sell some or all of their idles, if the price could be higher somehow, e.g., the platform offers a bonus for sellers; they would like to try to sell more. None of the characters is significantly dominant, and the environment is the least influential factors among all. Most of the elements are chosen by about 30%~50% of responders so that this category can represent a primary group of consumers.

The compensation seekers are people who sell goods to write off their cost for purchasing the product. The group includes two sub-categories, which aims at earning money or cleaning space. The ones targeting at
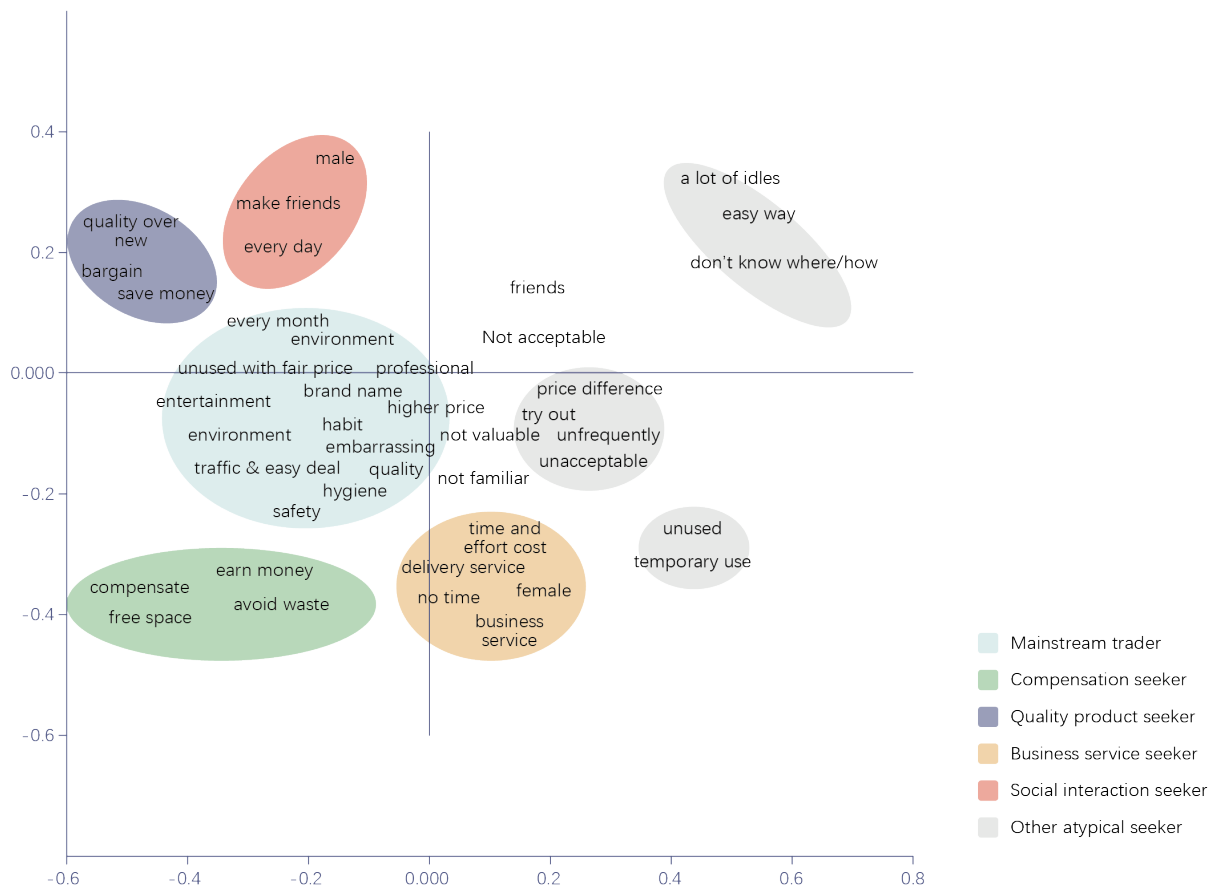
Figure 3.1-5 User patterns

money are usually males in their age of 19~25. More-over, the ones want to free space are more likely to be 26~46 years old females. Both of them do not want to waste the used goods, so they use second-hand trading as a way to dispossess instead of throwing away.

Quality products seekers prefer high quality used products over lower quality new products at the same price. They enjoy the joy of good quality products but do not have enough budget or want to save money for other enjoyment. The consumers in this category are more likely to be males in the age range of 19~32.

Business service seekers are people who prefer trading with dealers rather than individual traders. They are usually busy and have no time for C2C trading. They care about the delivery service quality, i.e., if the package can be delivered fast and accurately and if the delivery man can pick up the products at the prom-

ised time. Besides, they usually purchase more than sell compared to other categories. The demographic character of this group is 33~46 years old females with more than 150 thousand yuan (18.75 thousand euro) yearly income.

The last main group is social interaction seeker, who wants to make friends alongside trading. The second-hand transaction is not only a way to trade goods but also entertainment. They are quite active, and a large number of users in this group check the platform every day. There are significantly more males than females in the group.

Other atypical categories are less consciously involved in this alternative way of trading. Ease seekers are people looking for highly efficient channels for trading. They tend to sell because they have a lot of idles. Some of them even do not know where and how to trade.

Unused goods seekers look for unused goods to narrow the gap between second-hand trading and first-hand trading. They are more likely to conduct casual trading with a particular reason, and not consciously. The goods purchased by this group are only used temporarily. The big price difference could be a dominant motivation for another group. If the product is not frequently used, e.g., a second phone or they want to try out new products, they will consider buying second-hand.

Besides the results of the questionnaire, some insights from open source data were gathered to plump the consumer pattern. The young generation in developed regions is the main participants. Young people are more willing to accept an alternative consumption model that is more environmentally friendly and shared. From the geographical distribution, users are mainly from the first and second-tier cities. According to Go Shopping, their business has already covered

nearly 300 cities, including the first-tier cities, Beijing, Guangzhou and Shenzhen. Among them, users in first-tier cities accounted for 64%, second-tier cities accounted for 23%, and the rest 13% were from third and fourth-tier cities.

Overall, the insights can be summarized into five main categories (Figure 3.1-6).

Discussion

The questionnaire was spread via channels of JD Group. Thus, the responders were more or less related to JD, which may make the result a bit prejudiced. However, 67% of the netizens and 75% of the online shoppers in China are members of JD Group, the data generated could be representative. However, if the questionnaire can be conducted with randomly selected netizens, the result could be more convincing.

Mainstream trader

· high-risk perception (money, quality, hygiene)
· highly influenced by the brand name and their habits
· care about the traffic volume
· unused products with fair price
· motivated by higher price

Compensation seeker

· write off
· avoid waste
· 19~25 males, earn money
· 26~46 females, free space

Quality products seeker

· prefer high quality used products over lower quality new products
· limited budget
· save money for other enjoyment
· 19~32 years old
· more males

Business service seeker

· prefer dealers than individuals
· busy (physically and mentally)
· delivery service quality
· purchase more than sell
· 33~46 years old
· more females
· over 150 thousand yuan (18.75 thousand euro) annual income

Social interaction seeker

· make friends
· entertainment
· active user
· more males

Figure 3.1-6 User categories

3.1.1 Competitors' target group

Both of the leading competitors, conceivably, are targeting at the mainstream group. Besides, they both added the dealer resell and recycle function recently and fulfill the needs of the business service seekers. Each of them has their distinctive target group based on their brand purpose and resource advantages.

The purpose of Idle Fish is "Sharing for Joy". The enjoyment could come from social interaction. Seeing the

updates of Idle Fish these years, they continually improved the related social functions. The director of Idle Fish said that they believe that social connection can enhance reliability and trading efficiency. Therefore, Idle Fish is targeting the social interaction seeker group as well. The target group for Idle Fish is in Figure 3.1-7.

Go Shopping has two business focus, professionality and money-making helper (Figure 3.1-8). The marketing strategy of Go Shopping is providing a mass of bo-

Figure 3.1-7 Idle Fish target group

nus. The buyers could purchase goods at a lower price, and the sellers could earn more with the reward. The marketing campaign is appealing to price-sensitive users, e.g., the mainstream traders and compensation seekers that ahead for earning money. The professional character of Go Shopping may enhance the quality perception. The result of the questionnaire showed that quality perception is highly related to profession-

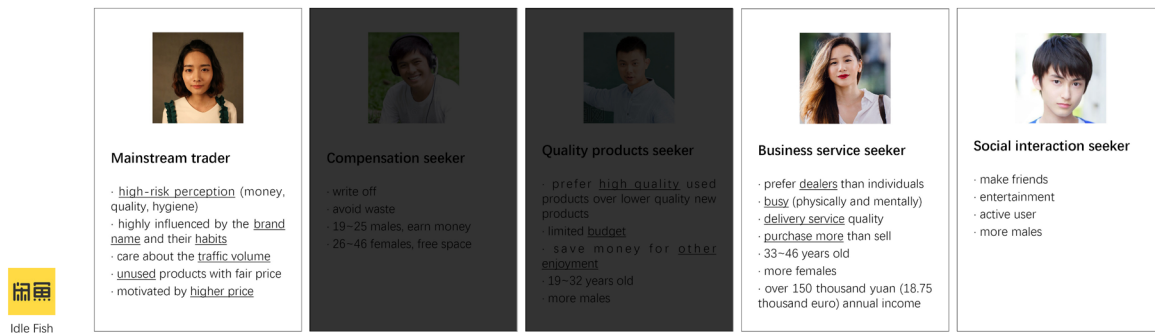ality perception. So, the professional brand image is likely to attract quality products seekers. However, in the creative session mentioned at the beginning of this chapter, participants did not perceive the platform as professional. Probably the emphasis on earning money took up all the attention from users and covered up its professional character.
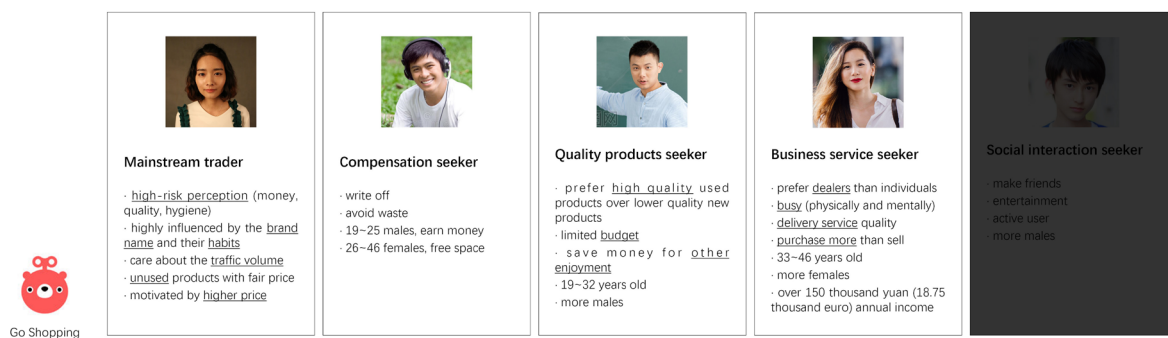
Figure 3.1-8 Go Shopping target group

3.1.2 Paipia's new target group

The strategic value of Paipai is to keep the customers within the JD eco-system and attract more active customers. Thus, the new target groups need to have users from JD eco-system and users who are engaged in second-hand trading.

The business service seekers are busy, so they prefer to trade with dealers who could provide organized and quick service rather than inexperienced individu-

al traders to save time. Paipai has the best resources for business dealers (Kanchaiwang, 2017) leading to a competitive edge in this target group. Besides, this group of users cares about delivery service. Paipai can provide the users with fast and reliable delivery service supported by JD Logistics, who has competitive logistics infrastructure and reliable delivery service. Paipai is the only player in the second-hand market that can get such high standard delivery service support. Thus, Paipai can fulfill their needs for delivery service very

well. Paipai could get this part of traffic inflow from JD.com by having entrances in JD.com, like "the same edition on Paipai" or "sell to Paipai recycler" (Figure 3.1-9). Moreover, in this way, some traffic from JD.com could be kept within the eco-system. The target group could reflect the strategic value of Paipai.

Considering the reliable brand image inherited from JD, quality product seekers could be a wise choice for target groups. Although users in this group also care about price, they give priority to quality. The reliable brand image of Paipai could be more attractive to this group of users, compared to other platforms. Besides,

Part of the product list page

Part of the bought product page

Figure 3.1-9 Paipai's entrance function in JD.com

this user group is more likely to be conscious of second-hand trading. It could be proved by their preference for high-quality used goods over lower-quality new products. Their primary concern is not whether the goods are new, but whether the quality is excellent. Thus, second-hand trading is not an alternative channel for them to buy unused goods, but a new way to find high-quality products at a lower price. For this group of users, Paipai is not highly competing with first-hand platforms but only with second-hand ones. From the traffic flow showed in competition analysis (Chapter 1.2.4), it is clear that first-hand platforms are more competitive in traffic. Choosing this target group means avoidance of those fierce competitors. Meanwhile, the reliable brand image could help Paipai build up competitive edge among second-hand platforms. The data from Study 2 showed that this group is very active- there are more people in this group use second-hand trading platforms every week, except the social interaction seeker group. Hence, the target group could reflect Paipai's strategic value- attracting more user active in second-hand trading.

Although social interaction seekers could be more active, their motivation for a second-hand transaction is not trading but making friends. Thus, they are not the active users that Paipai is looking for. Besides, Idle Fish is very eager and competitive in this category currently. It would be better if Paipai could strategically avoid targeting at this group.

The mainstream trader is the group with the most substantial user number. To survive in the competition, Paipai needs more users. Thus, the mainstream user is an essential constituent of the target group.

Compensation seeker, however, may not be an excellent choice for Paipai. The aim of reselling goods for most of the users in this group is earning money. The market campaign of Go Shopping, handing out money for new users and trading participants, could be attractive for those users, while Paipai does not have the budget to conduct such campaign, so that is not competitive in this category.

In short, Paipai should target the mainstream traders,

business service seekers, and quality product seekers (Figure 3.1-10).

The three target groups have values in common. Mainstream traders are worried about all kinds of risks, e.g., financial security, quality, and hygiene. Quality products seekers want high-quality goods. They need a platform that can provide (B2C and C2C) high-quality prod-ucts and can ensure the quality. For business service seekers, it is essential that the platform can provide reliable and worry-free service because they have no time to deal with afterclaps. All the groups are looking for a trustworthy brand that can provide reliable prod-ucts and service. They are trustworthiness seekers.
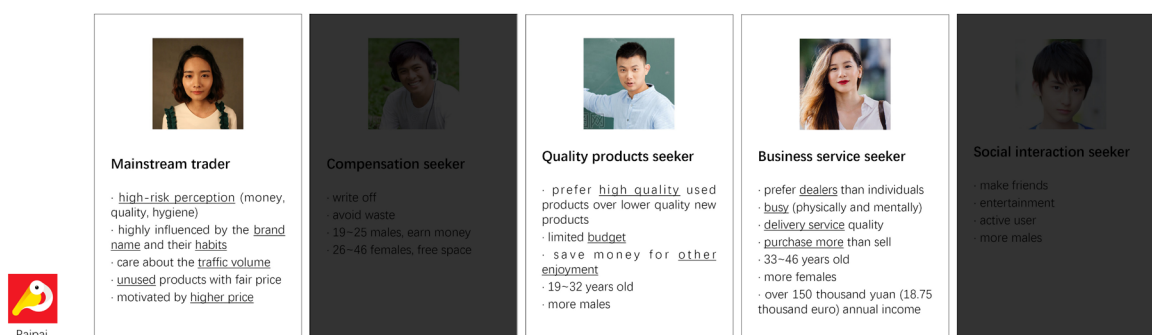

Mainstream trader
· high-risk perception (money, quality, hygiene)
· highly influenced by the brand name and their habits
· care about the traffic volume
· unused products with fair price
· motivated by higher price

Compensation seeker
· write off
· avoid waste
· 19~25 males, earn money
· 26~46 females, free space

Quality products seeker
· prefer high quality used products over lower quality new products
· limited budget
· save money for other enjoyment
· 19~32 years old
· more males

Business service seeker
· prefer dealers than individuals
· busy (physically and mentally)
· delivery service quality
· purchase more than sell
· 33~46 years old
· more females
· over 150 thousand yuan (18.75 thousand euro) annual income

Social interaction seeker
· make friends
· entertainment
· active user
· more males

Paipai

Figure 3.1-10 Paipai's new target group

3.2 CATEGORY

Although Paipai is aiming at sharing industry, for current brand positioning, it would be better for Paipai to choose second-hand trading as the business category strategically. Sharing economy is a new concept that does not have a commonly accepted definition. It would be difficult for users to have a proper association. According to Dube and Schmitt (1999), it would be better to use similarity strategy if consumers are not familiar with the category. Thus, second-hand trading could be a better choice than sharing for now.

As introduced in Chapter 1.1.2, cross-category plat-forms have more significant potential compared with vertical-category platforms. Besides, Paipai has the re-source and investment for being a cross-category plat-form. Moreover, a cross-category platform can provide more productive options for users in JD eco-system to choose, leading to more users being kept in the sys-tem. Thus, Paipai is suggested to act as a cross-catego-ry platform.

The target groups of Paipai are mainstream traders, business service seekers, and quality product seekers. They all look for trustworthiness and have various con-cerns around it. The mainstream traders have a high-risk perception toward second-hand trading. One of the concerns is the product quality. Thus, Paipai needs a way to endorse the product quality. The brand of the product could be an efficient way. People tend to be-lieve that products from famous brands usually have better quality. Same for quality product seekers, so they are also more likely to choose branded products. For business service seekers, they mainly trade with business dealers. Those dealers based on Paipai mostly trade products from famous brands, like Apple, Philips, and Herman Miller. By talking with the dealers, the au-thor learned that they only trade famous brand prod-ucts because those products have higher premium so that there is space for them to cover the expense of re-pair and a guaranteed profit when pricing. Thus, busi-ness service seekers mainly trade branded products on Paipai.

In conclusion, "branded product" could be an appeal-ing feature for all the three target groups. Hence, Pai-pai will be a comprehensive second-hand trading plat-form for branded products.

3.3 BENEFITS

The current brand positioning is "High-quality platform, creating value for second-hand users and the industry". "High quality" is a very subjective feature which is hard to be convincing. Competitors can always say they have a better quality somehow and dilute this character from Paipai. Despite the vagueness, high quality is part of trustworthiness. It could be a nice benefit character to mention but in a sharper way. "Creating value" is also too general to be evaluated and admired by consumers. In this part, Paipai's new functional, emotional, and self-expression benefits will be discussed and determined.

Empirical study 3 Creative session: finding out bipolar characters

Object

The bio-polarity positioning method from Vorst, R.R.R. van der (2017) was adopted. The main idea of the theory is to a category all competitors in one feature and put the object for branding design in a polar feature against the competitors. In this project, an ideation session was organized to find out the features relevant to trustworthiness meanwhile polar against competitors' features.

Method

The participants of the ideation session are supposed to describe their brand image perception after being exposed to collages about Idle Fish and Go Shopping. The amount of material used in the meeting and the length of the session are limited. Thus, it requires the participants to be sensitive to visual elements and can express their feeling relatively clear and precise. Moreover, that is the strength of designers. So five designers from IO, TU Delft were invited to join the ideation session.

Participants were first exposed to collages about Idle Fish (Figure 3.3-1) and Go Shopping (Figure 3.3-2). The collages contained visual and text information, e.g., screen prints of their App, slogan, mascot, and pictures

of marketing campaigns. Next, they were asked to figure out the right words to describe the competitor brands having in common and wrote it down in adjectives. Then, they came up with the polar features word against what they gave to competitors. Lastly, the polar features related to trustworthiness were picked out.

Result and conclusion

The common features of Idle Fish and Go Shopping were complicated, active, youth, cute, busy, emotional, original, stimulating, and expressive. The opposite characters were transparent, simple, understandable, steady (or consistent), mature, reliable, focus, fair, cogitative, standard, branded, qualitative, and ministrant (or facilitator). The corresponding relation is shown in Figure 3.3-3. The "trustworthy" related words chosen by participants were transparent, mature, consistent, standard, branded, and qualitative. Those words are the stock for creating benefit features of brand positioning.

3.2.1 Functional benefit

A challenge in the positioning of a service brand is that service is not predictable which means consumers will take higher risk compared to purchasing a product (Blankson and Kalafatis, 1999). The problem is more observable in the second-hand market. The industry strongly reflects lemon principle (see more details in Chapter 2.1) leading to a dominance of low-quality products or shrinking trade volume. What Paipai could do is to make the service predictable. It means once a customer had experienced the service, he will know what to expect for the next time. To achieve that, Paipai needs to provide products and service that is consistent in quality. Consistency is an absolute feature. When Paipai says its service is consistent in quality, it means the competitors are varied in quality. The benefit is expected to lower the risk perception, thus, enhancing shopping intention and multiple consumptions.

3.3.2 Emotional benefit

One of the positioning strategies is to attack and exploit competitors' weakness (Trout and Ries, 1986).

Figure 3.3-1 Idle Fish
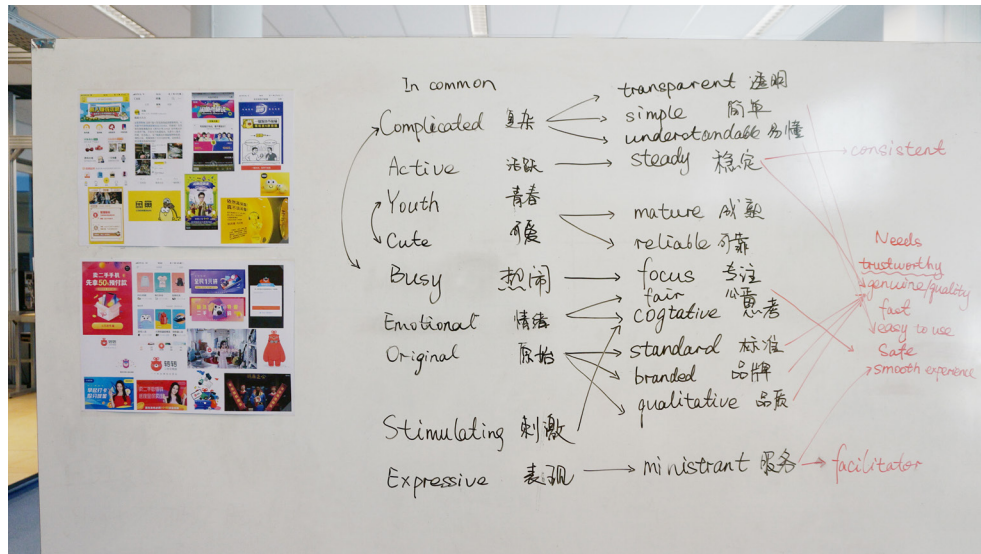

Figure 3.3-2 Go Shopping

Figure 3.3-3 the result of the creative session

Both Idle Fish and Go Shopping were complained and reported for their messy shopping experience, e.g., sexual harassment, crooked business, and even swindle. The government disciplined both the platforms for being vulgar and erotic (Legal Daily, 2017). There was negative news about such issues, for example, the government sent a cease-and-desist letter for some controversial functions in Idle Fish. In the interviews in Study 2, there were also interviewees complain that she could not find a secure platform for pure second-hand trading. "Pure" is a way to say that Paipai is focusing on facilitating safe and valid trading so that users can shopping with ease.

3.3.3 Self-expression benefit

Idle Fish and Go Shopping were perceived as young and active in the ideation session. With the colorful and lively design, they are more likely to be associated with trading for fun, so that not serious. The brands were also interpreted as childish by some participants in the session. Considering the target group of Paipai, trustworthiness, quality, business service are the keywords. They are not aiming at trading for fun, but for more severe features like quality. A platform that looks more mature could be a better choice for such target groups.

In conclusion, the new brand positioning of Paipai is

For people value trustworthiness in the second-hand marketplace, Paipai Second-hand offers a comprehensive branded product trading platform that assures quality consistency and delivers a pure shopping experience, which gives people a sense of maturity.

BRAND EXPERIENCE DESIGN

In the former sections of this project, the brand purpose and brand positioning of Paipai was determined. That is the branding strategy of the company. To make the brand perceptible, Paipai needs to communicate the strategy to consumers. The primary business of Paipai Second-hand is a service, which is strongly experiential in nature (Clatworthy, 2012). The degree to which the desired customer experience is designed will largely determine the success of the service (Clatworthy, 2012). Besides the service experience, the brand experience could also be an essential component of the holistic experience (Schmitt, 1999). Schmitt believed that in contrast to the narrow focus on functional features and benefits of traditional marketing, marketers should focus on consumers' holistic consumption experience, termed experience marketing. This project will take this approach to communicate the brand strategy to its customers.

In Paipai Second -hand, the brand strategy will be translated to brand experience for customers by cross-functional development teams. However, the internal teams may have some problem bridging this gap because a strategy is so abstract that different employees may have different interpretation leading to confused execution (Clatworthy, 2012). Clatworthy had developed a brand megaphone model to solve this problem (Figure 4-1). The model is part of the AT-ONE research project, which was designed to support the new service development process (Clatworthy, 2008). It starts with brand DNA (i.e., strategic brand identity), then transforms it into brand personality, finally turns the personality into service touch-points and behaviors (i.e., brand expression). The model mainly focuses on the very early stage of the development when the feature of the service is not even decided. However, Clatworthy did not provide any reason why the model cannot be used when the characteristic of the service has been determined, and I did not notice any contradiction point for using this model on a young but already existing brand. Since Paipai is still a quite young brand (published for about half a year) and the service is frequently iterated, I consider the model adaptable for this project.

The aim of this section of the project is assisting and structuring the transformation of brand strategy into brand expression by scoping the "target experience" for Paipai Second-hand. The outcome will be a guideline for brand experience design.

4.1 DESIRED BRAND EXPERIENCE

To assist the cross-functional team in Paipai work coordinately towards the holistic brand experience, Paipai needs a guide to instruct the development process. To
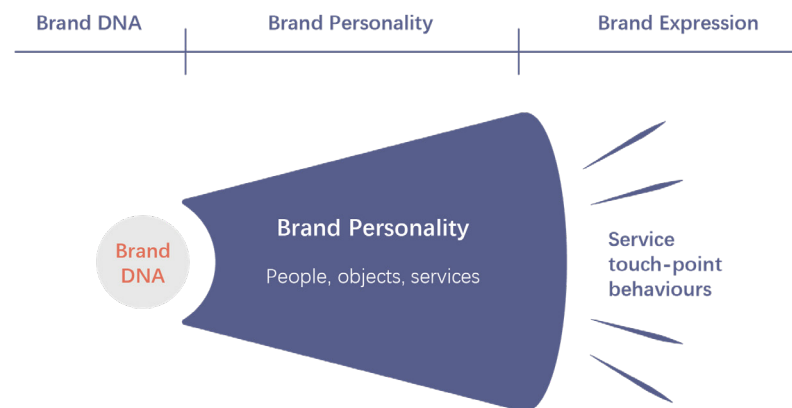
Figure 4-1 The brand megaphone model used in the AT-ONE project

deliver the desired brand customer experience, an empirical study was conducted to create the instruction together with target users.

Empirical study 4 Focus group: co-creating design guideline

Object

The focus group was designed to understand the desired brand personality and brand experience of the target group users. The outcome of the focus group will point out how the brand strategy should be experienced ideally, rather than a specific touch point or experience design. The result would be a guideline that defines the desired experiential outcome.

Method

According to Qianjia Brand Lab, the brand experience can be divided into real experience, virtual experience, and sharing experience. The sharing experience involves interaction among users. Thus, the interaction effect could be a valuable insight. To observe the interaction among the participants, the method focus group was chosen for gathering qualitative insights.

To see the interaction effect clearly, it would be better that the participants can physically be in the focus group. Hence, the participants were all employed from the Netherlands. Besides, the project is running in China, so the participants should have enough knowl-

edge about the Chinese market and culture. Thus, only Chinese people being away from China for less than two years was invited to do the pre-test. The pre-test designed based on the empirical study two was for testing if the candidate belongs to one of the target groups. See the pre-test in Appendix 7. Finally, 6 participants were employed in the focus group, three males, and three females. Detailed information about the participants is in Figure 4.1-1.

The process of the focus group reference to the target experience tool designed by Clatworthy (2012). The main differences are that 1 the target experience tool should be conducted with internal teams, while this focus group was conducted with target users; 2 the trigger used in the last step of the target experience tool is acting, while in this focus group it was some examples of existing experience.

The focus group has three steps:

1. Transforming brand DNA into a project relevant brand personality;

2. Converting the brand personality into target experience words;

3. Showing examples of potential experience as triggers based on experience words to develop, refine and describe an ideal experience

NO.	GENDER	AGE	STATUS	DURATION IN NL (year)	TARGET GROUP
1	F	22	student	1	1
2	F	27	working	1.5	2
3	F	38	working	2	3
4	M	23	student	1	1
5	M	26	working	1.5	2
6	M	24	student	1	2

*Target group 1=Mainstream trader, Target group 2=Quality product seeker, Target group 3=Business service seeker

Figure 4.1-1 Detailed information of the participants

Step 1 The brand DNA used as an input material in this focus group was the brand purpose and brand positioning which were determined in the former sections. A brief introduction about Paipai's business, core value, target group, and benefits were given at the beginning of the session. With brand DNA in mind, the participants were asked to brainstorm around the keyword "trustworthy" to warm up their mind and get immersed in relevant associations. Then the personality traits described by Aaker (1997) and brand archetypes from Mark & Pearson (2002) were provided to the participants to choose relevant words for personality. At the end of step 1, a mood board was developed together with participants to specify and visualize the brand personality that they would like Paipai to have. The result of this step is the desired brand personality in verbal and visual form.

Step 2 Having the description of Paipai's brand personality, the participants were invited to choose key experience words from a word list developed by Benedek and Miner (2002) for measuring desirability. The full list is in Appendix 9. A short brainstorm was done for every key experience word to specify the general key experience to project relevant experience words.

Step 3 There was a break between step 2 and step 3. During the break, the author prepared the material for the 3rd step based on the result of the 2nd step. An extensive range of potentially relevant documents including videos, posters, social media activities, were pre-prepared before the focus group. The ones that were most relevant according to the result of step 2 were re-organized and showed to the participants in step 3. After the break, participants were first exposed to 5 video commercials. Then they were required to discuss what they like and do not like about the videos. The discussion was guided by the brand experience scale introduced by Brakus et al. (2009). The range includes sensory, affective, behavioral and intellectual brand experience, and the discussion was attached to these four aspects. After a round discussion of each word, more static materials were provided to evoke more specific preference. The participants iterated and adjusted the experience words to describe the most desirable experience. All the experience words were sorted out and divided into sensory, affective, behavioral and intellectual brand experience at the end of the session.

The combination of experience words and corresponding reference supported by the brand personality and mood board together create a guideline for later ideal brand experience design.

Result and conclusion

Step 1

In the 1st step, each person did a short brainstorm on their own to digest the brand strategy information and prepare for group brainstorm. The result of the brainstorm is in figure 4.1-2. There were some points that most of the participants agreed with. Information transparency is one of the most important points be-

cause it can increase the sense of security. It includes several sub-issues, for example, the brand should be open and transparent in information, and instead of uncovering the information in a complicated and professional way, it should be presented as simple and understandable as possible. Besides, if there might be some risks, the brand should list them out. Always telling the truth when publishing information was also a tip to gain trustworthiness. Consistently being honest may not be distinguishable, but once a brand is reported lying to the public, it could be difficult to regain the trust-worthy brand image. They said being a liar was less acceptable than making mistakes. Besides being transparent, participants wanted personalized service or experience, which means they were treated as who they are rather than someone. They said that they trust their friends much more than strangers because they have a personal relationship. If the brand could create the feeling of a friend, they would be more likely to trust the brand. For the same reason, they thought word-of-mouth was a relatively reliable way to get recommended. Sincerely working hard for customers could also win their trust. They saw sincerity as hearing the voice of the user and making progress accordingly. Also, seeing is believing. If they can touch the product or shop in the physical store or see in person how the service runs, they would be willing to believe the brand more. Mature is another essential feature to gain trustworthiness. The participants thought mature was not age, it was a clear understanding internally and a thoughtful and reasonable decision making. Besides, a mature person could guide people around to grow up gradually, so the participants said they would like to trust and rely on this kind of person.

Figure 4.1-2 Brainstorm

Immersing in the mindset of "trustworthy" and relevant associations, the participants, started to discussed personality words. It is quite reasonable that the participant concordantly thought a trustworthy brand should have a genuine personality. This was also mentioned in the brainstorm. Moreover, they all thought honest, sincere, and friendly could be the interpretation of "sincerity".

They also believed that the brand should have competence. Sincerity is the attitude aspect of a trustworthy brand, and competence is the capability aspect that can support a brand to have trustworthy performance. In this project, competence referred to reliable, hardworking, and secure according to the participants.

Finally, they decided that the brand personality of Paipai should be honest, sincere, friendly, reliable, hardworking, and secure based on personality traits (Aaker, 1997). As for brand archetypes (Mark and Pearson, 2002), the participants said they hope the brand is a combination of caregiver and regular guy. They liked the professional knowledge that the caregivers have which could protect them from harm and were willing to be guided by the caregivers to live a better life. However, they do not like the dominant feature of caregivers; they do not want to lose the feeling of control. Meanwhile, they do not like someone who stands out and shows off. Instead, they hope the brand could connect people and develop common solid virtues. The whole set of the personality traits and brand archetypes is in Appendix 8.

Having decided the brand personality, the participants made a collage together with the author. The pictures found on the Internet were related to the keywords of the brand personality. The finished collage is in Figure 4.1-3.

The brand color was also extracted from the pictures, and the participants were satisfied with the color scheme.

"If I would like to trust someone, first of all, he should be honest to me all the time, even if when he cannot achieve to do something or did something wrong. Of course, if he is not able to do something, he should tell me beforehand. If he cannot keep his promise, I don't see him as honest and trustworthy."

"I cannot trust a dreamy guy. Trustworthy people should always stick to reality. I feel the dreamy people are too far away from me and they live in fantasy. They are like…like the girl photoshop their selfies before post it on Moment (a Chinese social media app). That's fake. How can you trust that?"

"For me, down-to-earth is an optional feature. A trustworthy brand should be honest of course, but that's from the inside out. Compare a brand to a girl; she could do some makeup before coming to the public and post the best photo to moment. Even if I know it's varnished; I prefer to see the pretty part of her life rather than the 'real' one. Life is hard already, why don't you want to see something nice? And I think she did that because she thought you are important, for me, that's a way to show respect and say you are important."

"…However, of course, if I always hear some bad news from him, it's hard for me to trust. I may say he is an honest and good guy, and I can believe him but not trust. Trust means you can rely on him, right? How could you rely on someone who always messes things up?"

Figure 4.1-3 Brand personality collage

"I really like the rabbit and person picture. That's all for sincere and trust. There must be a lot (effort) behind the picture to build up the trust. The sincerity, the care, the persistence…All the effort touched the rabbit, and the person earned the trust. I guess the person should also be moved by the trust of the rabbit."

"I would like to trust the person who works hard for me, like the guy editing the video till late at night. I don't mean that work hard have to mean work overtime, but it does make me feel he is serious about the work. Then why not try the work who had put much effort in?"

Step 2

Participants were required to choose some words from a word list developed by Benedek and Miner (2002) to describe their desired experience with Paipai based on the personality they had given to Paipai. They first chose 15 words out of the 118 words. The selected words were accessible, approachable, responsive, personal, consistent, stable, organized, clear, simplistic understandable, trustworthy, professional, reliable, secure, and controllable. Then they discussed the affiliation relation between the words and formed five categories of experience. The groups were reliable, personal, secure, professional, and clear. Finally, they had a short brainstorm about each word to generate more relevant experience words for Paipai.

A participant described reliably as honest, willing to help, fair, and competent.

Another person said he would only rely on a brand if it has excellent credit. It means the brand needs to have a good performance consistently.

The participants also expected personal experience from Paipai. They wanted to be in the center of the service and care by Paipai. This will create a sincere feeling. Moreover, they hope they would be welcomed to ask for help and get all the problems solved.

As a trading platform, it is imperative to provide a secure experience. It includes capital and personal information security. To feel safe, the participants hope the service is informative, understandable, and controllable.

The participants also agreed that the service should be professional. That is a way to show their competence. Besides, they would like the brand to be clear in information and visual. Finally, they sorted out the experience words that they thought most desirable and suitable for Paipai. The final result is in Figure 4.1-4.

"The base of reliability is honest…Besides, I want to feel the brand is willing to serve me, not like I have the service but I don't care if you like it or not. And if something bad happened, like dispute, I hope Paipai could take the responsibility to deal with the problem and be fair. Of course, Paipai needs to have the capability to deal with the challenges."

"Paipai is a service brand, right? And it's running online. So I cannot predict the quality of what I can get. In this way, I really care about the reputation (of the brand). I will use it if I feel it can always be good. Also, if I can really see what I can get or see, for example, a store of Paipai physically, probably I'll trust it more."

"I hope when I want to know something, I can get help from the assistant. I really don't like the feeling of no reply from customer service! You are online service, I can't see you (physically), and now you don't reply to me, so I can't even feel you are there. It makes me feel insecure, and won't use (your service)."

"I don't like the auto-reply customer service, especially when they reply a list of answers and let me find useful one on my own. Most of the time, I found them all useless and felt disappointed. I read the information (on the detailed page) carefully. I ask for help (from customer service) because I can't find the answer there. But they just give me a useless answer when I already feel helpless!"

"I'm always worried about my money when shopping online, especially when trading second-hand products, I need to transfer money with individuals. I hope I can always track my money. Sometimes the app did tell me where the money is, but apparently, they assume I know the app as well as them. I just don't understand (what they told me)."

"Once I sold a camera on Idle Fish when the person receives the camera he messaged me that the camera was not as good as I described and asked for some fund. I didn't agree, and he said he would send something back to me. Nothing really happened, but I was really really in fear those days. It could be horrible if someone knows your name, phone number, and address!"

GENERAL EXPERIENCE	DESIRED EXPERIENCE FOR PAIPAI
RELIABLE	honest, committed, competent, consistent, creditable, tangible, fair
PERSONAL	accessible, approachable, individual, sincere
SECURE	informative, understandable, controllable, discretional
PROFESSIONAL	knowledgeable, organized, detailed, hard-working
CLEAR	neat, simplistic, pure, transparent

Figure 4.1-4 Final result of experience words

Step 3

In the last step, some videos and pictures that might be preferred by participants were shown to them to help them specify their desired experience. All the materials are in Appendix 10. The discussion was guided by the brand experience scale, sensory, affective, behavioral and intellectual, introduced by Brakus et al. (2009). Moreover, the sense was divided into vision (sight), audition (hearing), tactile stimulation (touch), olfaction (smell), and gustation (taste).

<u>Sensory</u>

Sight The pictures in Figure 4.1-5 were liked the most, while the style of Figure 4.1-6 was disliked and perceived as low-end and childish. The first impression of Figure 4.1-5 was reported to be simple, clean, and carefully designed. Some people said they like the right one in Figure 4.1-5 better because of the casual style, and like the right one less because it is too business, while others prefer the business feeling of the right one. However, they both agree that they like the laconic style.

"I like both of the design (in Figure 4.1-5). As for Paipai, I think the left one (in Figure 4.1-5) suits more. The font really says the feeling of Paipai to me. Second-hand products are not like the new ones. They are different from one another. The casual font gives me that feeling. The right one (in Figure 4.1-5) is too formal and business for me as a second-hand brand."

High purity color is suggested be avoided, especially incitant colors like pure red and yellow. That kind of
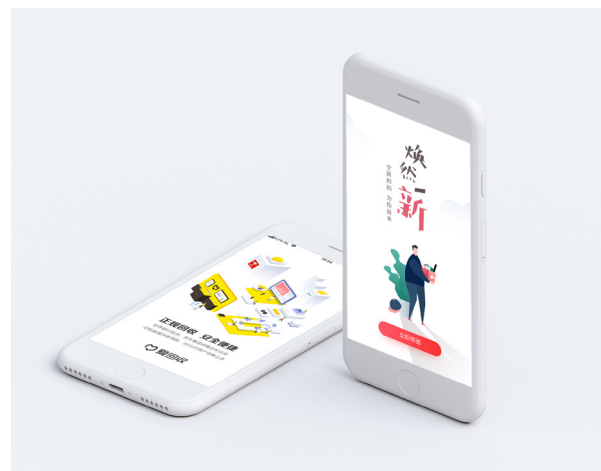

Figure 4.1-5 Visual style liked by participants

color was perceived as low-end and lack of design. The polychrome style and the warm color tone of Figure 4.1-6 enhanced the childish feeling, whereas the relatively cold color tone created the mature sense for Figure 4.1-5.

Simple might be associated with lack of design. To be well-designed and simple, the details need to be carefully designed, for example, the consistency of the icon design and the precise distance between objects. However, detail design does not have to be elaborate. Participants thought the image in Figure 4.1-7 is beautiful, but too far away from normal, for example, the stylish care, thus not a good visual example for Paipai. Adjust the curvature of a curve till the perfect match is part of the excellent design but adding turgid decorations could be elaborate.

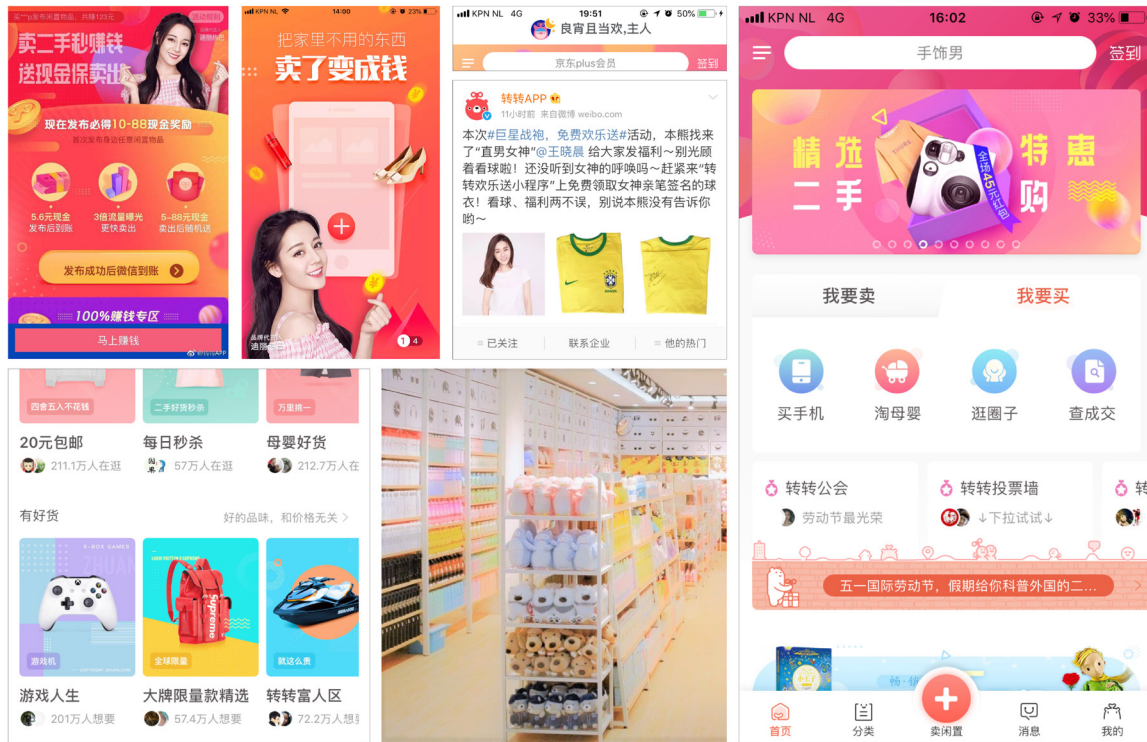A participant said MUJI might be a good example of

Figure 4.1-6 Visual style disliked by participants

visual reference (Figure 4.1-8). He thought the MUJI style was simple but just enough. The first impression of the visuals is simple, clean, and organized. The style is standout because it was carefully designed to be nor-

mal and pure in this complicated world.

Another participant added that Netease Yanxuan (an e-commerce platform) could be a good example of applying MUJI style in the Chinese market. The screen print of the App is in Figure 4.1-9.

"Do you know Yanxuan? I think they are trying to be MUJI style. I like the color and the way they show the products. Good order and less busy, making me feel
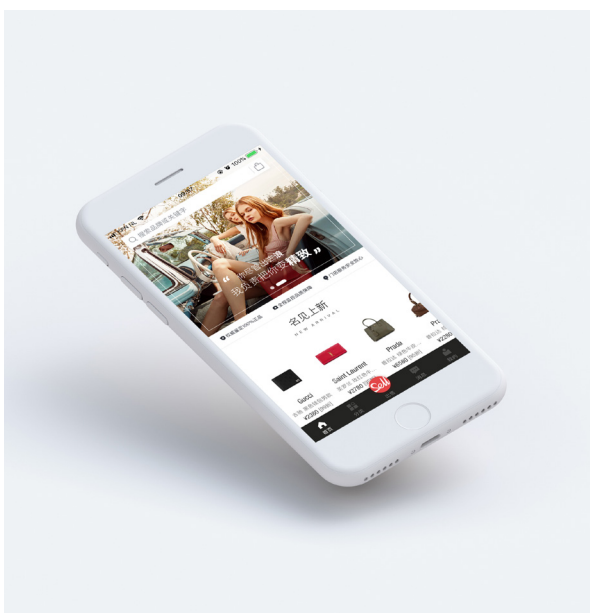

Figure 4.1-7 App page with elaborate design
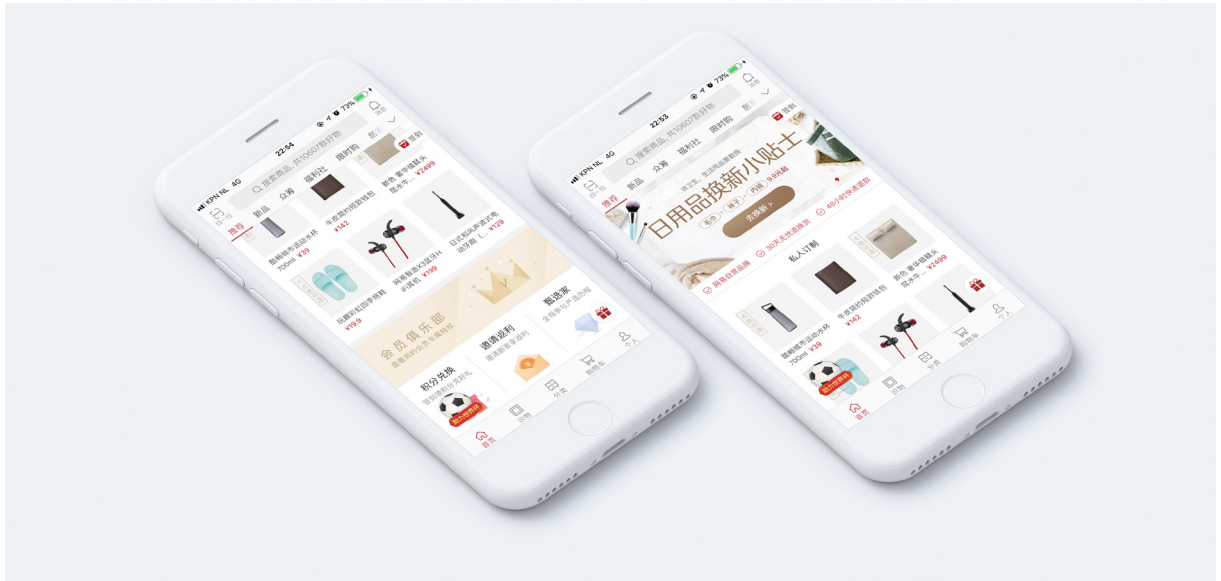

Figure 4.1-8 MUJI style

Figure 4.1-9 The screen print of Netease Yanxuan App

ease when scrolling and don't feel they are busy annoying me to buy something."

Another interesting insight is that participants thought it would be nice to have a simple and geometrical design style, but when telling a story, e.g. a video or a storyboard, they wanted more a true-life style to get empathy. How to balance between abstract and realistic and make aligned visual remains a problem for designers.

The brand needs to look like a regular guy, which means strong and radical characters may not be suitable. The visual style is expected to be simple, clean, restraining, detailed, and organized. Light and simple background with sufficient information presented clearly and neatly, like MUJI and Yanxuan, would be recommended as the primary visual reference. Leaving white space and using geometric shape could be good tips.

Hearing The sound of Paipai should be sincere and real-life rather than mincing. Most of the participants were quite negative about Idle Fish's marketing video (Figure 4.1-10) because they felt it was too acting.

"I can feel that they wanted to be closer to everyday life. But you know, people don't talk like that in daily life. It's so embarrassing that I want to skip it as soon

as possible."

"It left a deep impression on me, negative though. Is that a success? Ha-ha... I got gooseflesh when watch-
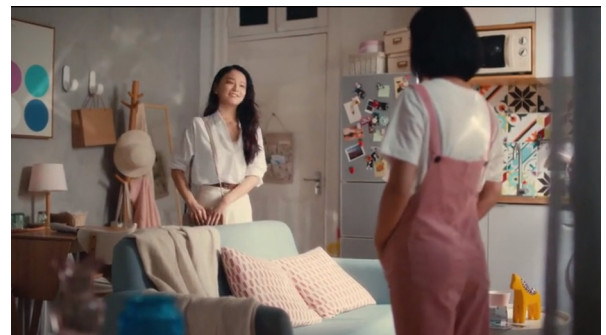
Figure 4.1-10 A screen print of Idle Fish's marketing video

ing that video. I really don't like girls talking like that. Disgusting. But I have to say I like that they have a story rather than direct advertising."

Touch It was difficult for the participant to come up with the desired touch for service because service is intangible and the sense of touch belongs to concert products. However, they had some general ideas about touch. They thought the touch should be predictable, which means when seeing the object people know what to expect for touch and there is no surprise. As

for the specific feeling of touch, it varies among people. Some said it could be supportive and warm, while others thought it might be stable and mild, like wood.

Smell and taste The expectations of the smell and taste of Paipai were quite similar, it should be moderate. They hope it could be fresh and natural because that kind of smell and taste can create the feeling of sincere and friendly. Meanwhile, there should be a good balance between nature and technology feel.

"I like perfume, and I'll use the smell of perfume to describe it. I think the citrus tone, green note, or watery tone would be perfect for Paipai. It makes people feel young, fresh, and natural. By the way, I feel those smells are favorable by majorities."

"The debonair smell could be nice. Maybe a bit more technical? Ha-ha, I don't know how technology smells, but I feel too much nature feeling makes me insecure to pay online, that kind of capability is not natural at all."

<u>Affective</u>

Most of the emotional features were inherited from the brand personality. They wanted Paipai to provide professional guidance on how to select the cost-efficient products and sell the products at a good and reasonable price. It would be nice that the service is quick and easy to use, and the users do not need to spend too much time and effort on tedious work like reading descriptions and writing post. Besides the functional and rational part, the participants also wanted the sense of mature and emotional. Emotional is not the opposite face of rational; rather it is a way to make the brand warmer and personal. The emotion is neither ardent or sentimental; it should be mature and gentle. For example, people expected Paipai to facilitate the interaction between good friends or families rather than strangers. It would be great that the emotional part can evoke a positive attitude towards life.

"The brand should connect people together...Not the social connection, but real relations, like children and parents, or good friends. I like to be connected, but not with strangers, especially (not) online. Something like
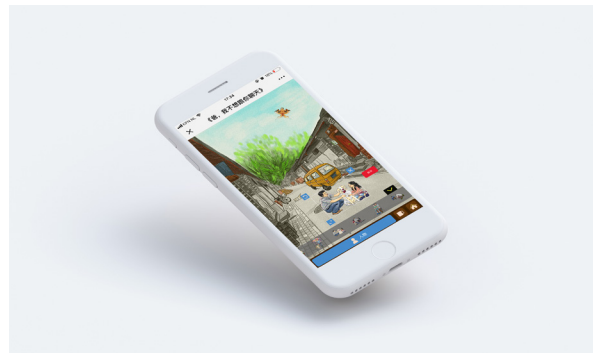

Figure 4.1-11 An example of connecting people

this (Figure 4.1-11) would be nice. You may have some stories behind stuff, right? With parents or friends. Second-hand is not only about trading but also memories and life."

Various participants mentioned the mature feeling. Some of them thought the mature feature could create a sense of security and guided, while others said it could evoke rational thinking. Both of them said the maturity of the brand could increase trustworthiness.

"I like the mature brand. (Author asked: "What kind of mature do you mean?") It has its own opinion and has a solid reason for that. Normally there are a lot of thoughts behind, and opinion is not too radical. They choose to be so because they have an entire value system based on their understanding of the world. They can clearly see through themselves. What's more, they lead me to understand what I really want rather than persuading me to do something."

Brands having their value would find the co-operator that fit them the best. Idle Fish did a good job here. Participants thought Idle Fish was a brand that had a strong and radical opinion. Its co-operator Freak Talk Show and Fight for Hip-hop were perceived as dauntless in expressing ideas. Thus, people thought their co-operation enhanced this part of Idle Fish's brand image. However, Freak Talk Show and Fight for Hip-hop will not be suitable for Paipai because Paipai was expected to express their opinion more maturely, like steadfast and gentle.

"Follow the hot issue may not be a good way to show

mature. It makes me feel they don't know or not committed to what they want. For example, it won't be a nice idea for Paipai to cooperate with Freak Talk Show and Fight for Hip-hop as Idle Fish did (Figure 4.1-12). But Idle Fish is radical and freak anyway, so that may

Figure 4.1-12 Freak Talk Show and Fight for Hip-Hop

suit, ha-ha."

Overall, the participant hoped the brand could create an affective experience by being professional, mature, sentient, and positive.

Behavioral

For behavioral experience, the participant wanted more beyond trading. First, they would like to see the products physically. Since second-hand trading is not trading standard products, and each one could be different, they would like to see what they might buy and how their life could be. The experience of wandering in a second-hand market could create positive associations.

"I went to Germany for Christmas and came across a second-hand market. Before that, when you say second-hand, used, old, dirty, those words will pop up in mind. But there were a lot of people in the market. So I thought OK, let me see why that appealing. Most of the stuff were Christmas decorations, and some of them were so beautiful and special. People were happily talking with each other like old friends. Even though I didn't understand what they were talking about, I was touched and felt happy as well. There were also people selling food and a kind of warm wine. I felt it's more

like a festival party than a market! And it changed my impression on second-hand."

"There is a second-hand shop in Delft, you know? Not far away from Roland Holstlaan. I bought some stuff there but didn't really thought about that; it's just cheap. I saw elderlies shopping there. But recently the shop changed its layout and decoration. I was surprised when passing by. Is that still a second-hand store? It's nice and cool! Now I go there more often, not for buying, just wandering with friends, but usually with something in hands going out." (Figure 4.1-13)

Second, they wanted to have more relevant experience around used products. Some used products are not highly acceptable and profitable to be traded, for example, clothes and shoes. Paipai already organized some activities for donation. However, a participant said the information about the event was not precise, so he did not want to join. However, he wanted to have

OLD

NEW

Figure 4.1-13 Old second-hand shop and new second-hand shop

that kind of channel to donate. Hence, Paipai can improve the information transparency of such activities.

In short, Paipai was expected to provide more physical experience to build up brand image and improve reliability.

<u>Intellectual</u>

The participants came to an agreement that Paipai should be a brand that can evoke rational thinking. It could be reflections on materialism, ownership, or relationship. Why is the product needed? Why ownership, not the right to use? What is the relationship between people with the product and people with people?

"I felt happy when I bought it because I finally owned it. But then? Why do I need it? I didn't really use it as I expected. But I don't bear to get rid of it. I have tried the Super Clean Up (a kind of clean up skill from Japan that teaching how to pick out the useless thing and throw it away), the neat room lasted for a few days, but I can't help buy new things. You can imagine after a month...I think I need to think through before taking actions."

Conclusion and discussion

From the focus group, it can be concluded that the participant wanted the brand to be a regular man who is honest, sincere, and friendly. Meanwhile, it was expected to have the ability to provide reliable and secure help when needed. The reliability would be judged based on the effort level, i.e., hard-working. The holistic brand experience is desired to be reliable, personal, secure, professional, and clear. The visual style is expected to be simple, clean, restraining, detailed, and organized. The sound of Paipai is supposed to be sincere and real-life rather than mincing. The exact feeling of touch was not defined, but participants wanted to have consistency in visual and physical touching experience. Moreover, their expectations of the smell and taste of Paipai was fresh and natural. The participant also hoped the brand could create desired affective experience by being professional, mature, sentient, and positive. Finally, Paipai was expected to evoke rational thinking and provide a more physical experience that

could engage users.

The conclusion is based on the insights from the participants of the focus group. The session was well conducted, but there are some limitations on the participants. Since the author was physically in the Netherlands and the meeting needs to be run face-to-face, the participants were recruited from the Netherlands. However, the number of Chinese people that the author can get in contact with was quite limited. Most of the participant was studying in TU Delft or graduated from TU Delft. They had a relatively high education level and shared relatively similar life pattern compared to the majority of users in China. Thus, the participants were not the best at representativeness. It would be more informative if the session could be conducted in China and the sample could be selected from a more massive amount of people with richer various.

4.2 DESIGN GUIDELINE

Many exciting insights were discovered from the business analysis and the 1 to 4 studies. The brand experience design guideline for Paipai was designed based on those insights. The guideline will not only be used by the design team but also guide the decision making of other teams, e.g., marketing team and operation team, to build up a holistic brand experience. The main insights were sorted out and summarized in the chart below (Figure 4.2-1).

Study 1 Current brand perception

Reliable brand image inherited from the parent company, JD	Perceived as unpopular, thus has a low perceived look-to-buy rate
Positive user experience with the business dealers, and negative experience with individual traders	High price perception, partly because of the high perceived product quality
Bad App usability leading to user loss	No clear personality

Study 2 Target group

High-risk perception (financial, hygiene, product and service quality)	Care about traffic volume and believe that may influence the trading efficiency
Want products with high-quality	Want care-free and convenient service
High-risk perception (financial, hygiene, product and service quality)	Care about traffic volume and believe that may influence the trading efficiency
Want products with high-quality	Want care-free and convenient service
Avoid risk by using standard service like trading with business dealers	Good delivery service could add value

Study 3

Transparent	Mature	Consistent
Standard	Branded	High quality

Brand Positioning

Trustworthy	Branded product
Consistent in quality	Sense of maturity
Pure shopping experience	

Brand Positioning

Reliable: honest, committed, competent, consistent, credible, tangible, fair	Personal: accessible, approachable, individual, sincere, friendly
Secure: informative, understandable, controllable, discretional	Professional: knowledgeable, organized, detailed, hard-working
Clear: neat, simplistic, pure, transparent	A mix of caregiver and regular guy
Visual: simple, clean, restraining, detailed, and organized	Sound: sincere and real-life
Touch: consistency in visual and physical touching experience	Smell and taste: fresh and natural
Affective experience: sentient and positive	Evoke rational thinking
More physical experience beyond trading for meaningful association and trustworthiness	

Figure 4.2-1 Summary of the insights

The insights above provide rich support for defining Paipai's design guideline. Combining all the analysis, the author determined that the keywords of the guideline should be reliable, mature, quality, pure, personal, caregiver, secure, and professional. For each item, there are some supportive sub-issues. The entire design guideline is shown below.

Brand Experience Design Guideline

A. Reliable

A.1 Creditable and reliable. People tend to trust the credible brand, and the credit can be established by consistently acting honestly. For example, the operation team needs to, in some way, check and guarantee the authenticity of the product description, and the marketing team needs to keep the promise made in the campaign.

A.2 JD endorsement. As a new brand, the trustworthiness brand image of Paipai was mainly inherited from its parent brand JD. It would be helpful to mention the parent brand and making good use of the resource within the eco-system, for example, JD Logistic which is famous for it fast speed and high-quality service.

A.3 Tangible brand experience. Tangible experience can increase the trustworthiness and convey the idea of the brand in multi-sense. Delivery service is the only certain tangible experience in the whole brand experience currently. Thus, it is suggested to make good use of the touch-point to increase reliability. Besides, off-line campaigns, exhibitions, physical markets, and space could also be high-potential touch points to develop.

B. Mature

B.1 Restraining and unwavering. Being restraining is one of the crucial differences that Paipai has compared to the competitors. It could be reflected in all aspects. For example, the brand color of Paipai should not be irritating, and the font on posters should not be too big and fancy like yelling aloud. However, being restraining does not mean Paipai cannot has its unique opinion. Conversely, Paipai should have thoughtful ideas and stick to it. It means Paipai should not follow all the trends no matter fit or not. For example, some brands always cooperate with whoever got the hot spot, but that would not be a good strategy for Paipai. Instead, Paipai should find the most suitable partners to collaborate.

B.2 Guiding and discretional. Paipai is expected to conduct and take care of its users. Meanwhile, the users do not want to be controlled by strict rules. Hence, customers want to have the rights to decide on in a position of authority.

B.3 Rational thinking, growing, and maturity. Paipai is expected to be mature, and the capability to reason is a way to show the maturity. Ideally, customers hope the Paipai can guide them in reasoning and provide the feeling of growing up and become mature. Thus, Paipai needs to behave logically and avoid being opinionated.

C. Quality

C.1 Committed service quality. Consumers are more likely to have a high-risk perception towards service than products because service cannot be pre-produced and stored that it is not possible to check the quality before purchase. The strategy for this is to provide service in committed quality, so customers know what to expect for the next time once they have experienced. One of the possible ways is to standardize the service. In addition, aligning brand visual may enhance the feeling of committing.

C.2 Assured product quality. Second-hand products usually are not as standard as first-hand ones. Thus, customers tend to doubt the product quality, e.g., worn and hiding problems. Paipai could use endorsement and authentication to assure the product quality. For instance, products from big brands are more likely to be perceived as good quality even in the second-hand market. Hence, frequently referring to big brand names may enhance the product quality perception in the long term.

C.3 Detailed and casual. Detailing enhances quality and professionalism perception. However, the rich details do not have to mean an elaborate design. Having a "regular man" brand archetype, Paipai should balance between being detailed and casual.

D. Pure

D.1 Pure experience. Providing pure experience is another crucial difference that Paipai has compared to the competitors. More precise, the visualization principle of Paipai should be "less is more", functions of the service should be clear and focused, and the service environment (online and offline) should be clean and safe. For example, the rules of campaigns should not be tricky.

D.2 Pure, organized and alive. Consumers want both pure experience and alive experience, but they are sometimes contradicted. For example, the interface of Paipai App is expected to be clear and organized, but that may create a feeling of desolate and hurt users' look-to-buy rate perception. That is one of the crucial clues for mainstream users to decide whether to choose a trading platform. Thus, it is essential to find the balance between being pure and alive.

E. Personal

E.1 Sincere. It could be concluded from the insights that consumers would like the brand to act sincerely which means using the elements from real life in the brand experience. For example, the human voice from a video is expected to be natural rather than artificial. Besides, customers prefer the realistic style rather than cartoon style because they can get empathy more easily.

E.2 Friendly and personalized. Paipai should be sympathetic to users from both the functional and the affective perspective. It would be better if the friendliness could be personalized, for example, mentioning the users' name when offering a service to make the users feel the kindness is specially prepared for him/her.

E.3 Encouraging sharing in word-of-mouth. Consumers tend to trust their friends' recommendation rather than advertisements. Thus, it could be more cost-effective to improve sharing experience, for example, launching marketing campaigns that could drive sharing behavior. When designing sharing experience, it could be helpful to think about to whom the users would like to share with and what drives the users to share.

F. Caregiver

F.1 Standard, sentient, and connected. Although the service needs to be standard, it should not be cold. If users only interact with the pre-set App, even though the interaction is user-friendly, they may feel being isolated. See-

ing or feeling other users are using the service at the same time could increase the feeling of being connected.

F.2 Accessible and helpful. Consumers want Paipai to be accessible, and from Paipai's perspective channels for approaching users need to be cost-efficient. Thus, it is a strategic choice for Paipai to tightly stick to its target groups and discover the most suitable channel for the groups. Being accessed, users expect Paipai not only convey the messages for promotion but also provide help that they need.

G. Secure

G.1 Informative, honest and understandable. To be trustworthy, Paipai should increase the brand transparency by providing customers with sufficient information, so that they could judge the trustworthiness. Besides the amount of the information, the content of the information should be honest (which could refer to the 1 article of the general guideline) and the presentation of the information should be understandable.

G.2 Informative and controllable. Providing adequate information is one of the effective ways to give users a sense of security. Besides being informed, consumers would like to have the ability and the freedom to control as well. For example, the users could be able to decide to what extent to expose their information to other users.

G.3 Fair judgment. Second-hand trading could involve consumers from two parts, as sellers and buyers. It is vital to protect these two parts fairly, especially in disputes. For operation, there should be rules and protections for both parts. As for marketing activities, the message could be the interests of both parties will be equally protected.

H. Professional

H.1 Professional and understandable. As a second-hand trading platform that values quality, Paipai should show the professionalism. Meanwhile, expert knowledge should be presented in a way that users can understand.

H.2 Hard-working and user-centered. The hard-working brand image may enhance the positive brand image, but that happens only if the improvements are perceived as helpful by users. In other words, if the design of the brand experience is not user-centered, then all the hard work is in vain. Thus, Paipai should listen to users voice while working hard.

DESIGN GUIDELINE IMPLEMENTATION

5.1 CURRENT BRAND EXPERIENCE

To provide the desired brand experience, Paipai needs to design desired touch points and make them together with a holistic experience. It means that Paipai may improve or even give up the disliked touch points, enhance the favored ones, and create new ones. The strategy used in this part is understanding the current brand experience first, then finding the opportunities, finally implementing the design guideline on touch points design.

Empirical study 5 Interview: learning about the current brand experience

Object

The purpose of this study is to understand the current brand experience of Paipai from a user perspective and find opportunities for future design.

Method

The experience was studied from the users' point of view; thus, users were engaged in the study. Moreover, the result of the survey will be used as the starting point for a new brand experience design for the target groups of Paipai. To make the result more meaningful for further design, the feedback needs to be highly relevant for the target users. Hence, people belong to the three target groups were recruited. To pick out target users from candidate participants, the questionnaire (Appendix 7) for screening target user in study four was used again. The employees of Paipai helped to screen the participants and build up contact between the participants and the author.

Interview method was chosen as the way to gather information because the author wanted to collect qualitative insights about users' preference towards the touch points. Since the participants were selected in China, the interviews were conducted online and were recorded under permission. Two participants for each target group, mainstream trader, quality products seeker and business service seeker were invited, adding up to 6 people.

The semi-structured interview was about what the participants did, thought, and felt during their trading process. Each open question was followed up by some relevant issues for more details. Research has shown that

experiences occur when consumers search for products when they shop for them and receive service, and when they consume them (Arnould et al., 2002; Brakus et al., 2008; Holbrook, 2000). In Paipai's case, experiences may occur when users search for the platform or come across to information about Paipai, when they resell and buy a second-hand product on the platform when they receive the product or payment, and when they go through after-sale service. Those experiences were the main line of the interview questions. The information gathered during the interview was finally summarized in the format of the customer journey.

Data and result

The interviewees were from China, and they could not interview in English, so the interviews were conducted in Chinese. Each of the meetings was translated into a simple journey map. The six maps showed a clear 5 step process, accessed, interest, decision, action, and share.

The "accessed" phase is when the users have exposed to Paipai related information. Some users got to know Paipai by searching information about second-hand trading in the searching engine. A user came across to Paipai when he read the news. One of the participants was an undergraduate student; she said that she saw Paipai running a campaign on campus, later she also saw that she could do one-click resell (resell products bought on JD.com) when shopping on JD.com. Another interviewee said he knew Paipai from his friend.

"I didn't think about reselling (before I saw my friend did it). One day I saw that my friend shared a page (Figure 5.1-1) saying that he was reselling on Paipai for a volunteer activity, feeding homeless bog, organized by Paipai Second-hand. Doing a good thing while earning money, why not? Then download the App."

The first time the users get accessed by Paipai, the ideal reaction from the user is downloading. Most of the users were led by the download instruction page design by Paipai. There were also two users searched the App in App Store on their own. One of the interviewees

Figure 5.1-1 "Resell used product, we will feed homeless dog" activity

reported that the materials in different channels were confusing because of the lack of consistency. The author went through the process from a marketing poster to downloading and then using as described by the interviewee. The screen prints are in Figure 5.1-2. The pictures show a clear inconsistency among channels. It would be difficult for users to form a brand image of Paipai when exposed to such different style information. "I didn't know what to expect, nothing left in my mind." That's how the interviewee described his feeling towards the brand.

The "accessed" phase not only includes the first access but also contains accessing the "already download users" to get them back to use the App again. Sending pushes to users was mentioned as the most frequent way to do the job. The information of the pushes could be coupons or interesting activities. Some interviewees said they used the App again when they had some second-hand product to resell or purchase. Interestingly, an interviewee mentioned off-line channels for accessing.

"Do you know the Idle Fish exhibition in metro station (Figure 5.1-3)? It was interesting! I remember their name because of the exhibition. I'm also interested in the MUJI and IKEA hotel and would like to visit someday. I think I like to physical experience more than online."

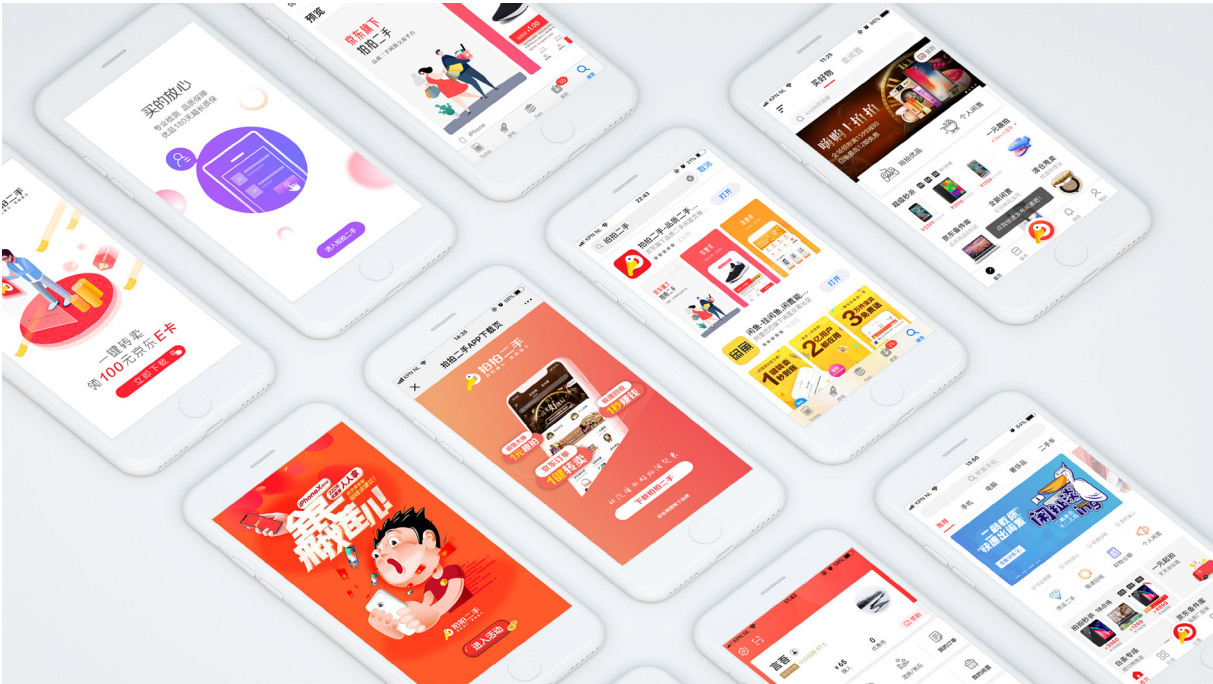The "interest" phase is when users start to use the

Figure 5.1-2 Screenprints

Figure 5.1-3 Idle Fish metro station exhibition

App and show interest towards trading, for example, when they post products for reselling or browse the product list to find a suitable product. The first time the users opened the app, they were supposed to read an instruction about how to resell and purchase. They complained that the guidebook was tedious, and they lose patient after a while. Not able to finish reading the instruction made them feel uncertain about making deals, for example, a security problem.

"I still remember the page was red and there was a cartoon bird (Figure 5.1-4). I was excited and couldn't wait to explore the new world. The complicated guidebook asked for too much patient which I didn't have at that time. I thought who cares! I didn't finish the page, and happily stared browsing the products. But I got worried when I managed to do the first deal; I knew I didn't finish reading and was afraid I might do something wrong and lost my money. Luckily, nothing bad happened. But I was nervous until I received the stuff and everything was fine."

The interviewees said when they had a keen interest in a product; they usually chat with the seller for more details like the fee for delivery or detailed information about wear. This is the "decision" phase. Consumers gathered more information about the deal to make the final decision. It is a two-way decision making, i.e., the buyer will decide if he/she want this product and the seller want to sell to this buyer. The interviewees reported that they gather information by chatting and checking official credit score. Paipai gives the rating based on the users' credit in JD Finance system and the historical trading grade scored by other dealers. The experience of the interviewees varied a lot during this phase. The ones who trade with business dealers like recyclers and resellers had very positive experiences.

"I tried to sell my old phone but didn't know how much it should be. So I thought maybe I could sell it to resellers rather than individual buyers because they should know the reasonable price. I didn't know how I could describe the wear of my phone and was worried about if they will provide me a fair price. When I clicked
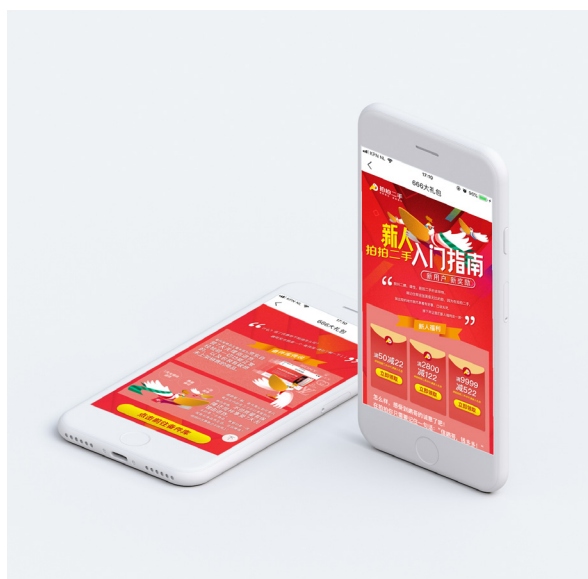

Figure 5.1-4 The instruction page

resell, I found I just need to answer some simple multiple choice questions; then the recycle price is there. I could know clearly from which dimension they decide the price. That made me feel at ease. The next day the delivery man came up and pick the phone. And after 3 days I got my money! Easy and quick!"

However, the ones traded with individuals tend to have more trouble. Unlike on business dealers, Paipai has little binding on individual users, which means Paipai can only give advice rather than making rules. Thus, the experience of trading with individuals is hard to control in this phase. Most of the disputes were about pricing and attitude.

"The shelf was almost new, and I offered a 50% discount, that's already a lot! But the buyer asked for an extra 50% discount without any reason. I was not happy and replied no. The buyer swore to me! I was shocked and disappointed. I can't understand why he did so…"

Once the traders decided to make the deal, they would take actions to pay or to send and then wait for the product or payment. When the transaction was completed, the traders were kindly asked to grade each other. The score will provide decision-making reference, creditability, for later traders. This part was

named "action" phase. If the product had some problem, the buyer would ask for after sale service. Similar to "decision" phase, if the user bought the product from a business reseller, they got the after-sale service relatively easily. However, if the seller was an individual, he/she was more likely to refuse to provide after-sale service. Luckily, only two interviewees had got a product with the problem for once. However, all of them complained that they felt out of control in this phase. The buyer had paid, but the product was on the way, and the seller had delivered the product but have not received the payment. Both of them were going through a loss of control of their money and product, and they did not feel they could terminate the trade without any loss. Both the buyer and the seller got anxious in this step, and it was mainly because of the lack of sufficient information, especially when the product and the payment did not arrive as expected.

"It was about spring festival (logistics is usually much slower during that period), I sent the parcel the next day I saw the buyer made the payment. But after 3 days, normally it should be 1~2 days, the buyer still didn't receive the parcel. He thought I didn't send and complained a lot. I didn't know how to explain; I didn't know what happened either. Moreover, it's none of my business, right? I had sent it on time. It's a problem of the logistics company, and I'm not responsible for that."

For new users, they may not know where to get information from the App. The problems caused by that may leave negative associations to users and destroy the first impression.

"When I sold the first stuff, it's a mess. A buyer had paid already, but I didn't know. ("there should be a notification from Paipai, did you see it?") I closed the notification of the App as usual. Someday, I was checking my posts and found the thing has been sold! Later I could know it if I check my message box. Anyway, at that time I didn't know and sent the parcel almost a week after the buyer paid. In the message box, I saw a few messages from the buyer that asked why I didn't send the stuff. I felt guilty and grievance. I did not do

it on purpose! You can imagine, the buyer didn't confirm the trade after receiving. I got the money when the receiving time ended automatically (if receivers do not click confirm or refund, the payment will go to sellers account automatically after 20 days). Although the stuff was sold, I felt disappointed about Paipai."

Another insight from interviewees was that their first-time experience in receiving the product or the payment could largely determine their attitude toward the brand. If the product was nice or the payment was easily tracked, users tend to have a more positive attitude towards Paipai.

"I don't really remember how did I find and chose the product, but I remember when I got the parcel, it was out of my expectation. I bought a pair of earphone. You know, used products, you always feel it's not new and not carefully treated. However, when I open the parcel, I found the earphone was carefully packaged in a beautiful box. There was even a hand-written card said she was sorry for keeping me waiting because she was too busy to ask for a delivery service. At that moment, my mind changed, I had the feeling that second-hand stuff could be as treasurable as a new one or even more."

Besides, as the only off-line touch point within the primary service, delivery service could be crucial for building up trust.

"Everything was done online, searching, chatting, paying. I was even wondering if I would receive the thing. But I trust JD; I think if I couldn't, I can get a refund. So I decided to try it. When the delivery man told me I have a parcel and he would get my place soon, I almost forgot I had bought something. When I saw the delivery man wearing JD logistic T-shirt with my box, I thought OK, that's a real deal; I can really receive the stuff. By the way, I didn't like the packaging. It was a milk packaging box, so casual and original, not serious."

Users may share Paipai with friends or on social media when they were satisfied by Paipai's service, and something is interesting to be shared. Those two conditions were necessary at the same time for sharing behavior.

"I didn't share (Paipai) with others. Why should I do? …I'm Ok with Paipai, and I think I'll use it again when needed. But what should I share? Maybe (I'll share) when someone asks me. Or maybe when there is something cool or topical about the brand."

Conclusion and discussion

The overall result was first summarized into two customer journeys, from the buyers' perspective and sellers' perspective respectively. However, later it was found that their experience had a lot in common especially in the "accessed" and "share" phase. Besides, their behavior related to each other during the "interest", "decision", and "action" phase, for example, the seller will only ask for delivery service after the buyer finish payment. Thus, the two journeys ended up in one as shown in Figure 5.1-5.

The insights gathered from the interviews show that there are lots of opportunities for improvement.

In the "accessed" part, Paipai is supposed to improve the consistency of brand image across channels, for example, using similar drawing style, using the same color brand scheme, and sticking to one main visual reference at one time. Idle Fish did an excellent job in color consistency. The pictures in Figure 5.1-6 are all from Idle Fish. The bright yellow color is very irritative and distinguishable. Go shopping was loyal to its main visual reference in the last few months and made good use of the fame of its endorser (Figure 5.1-7).
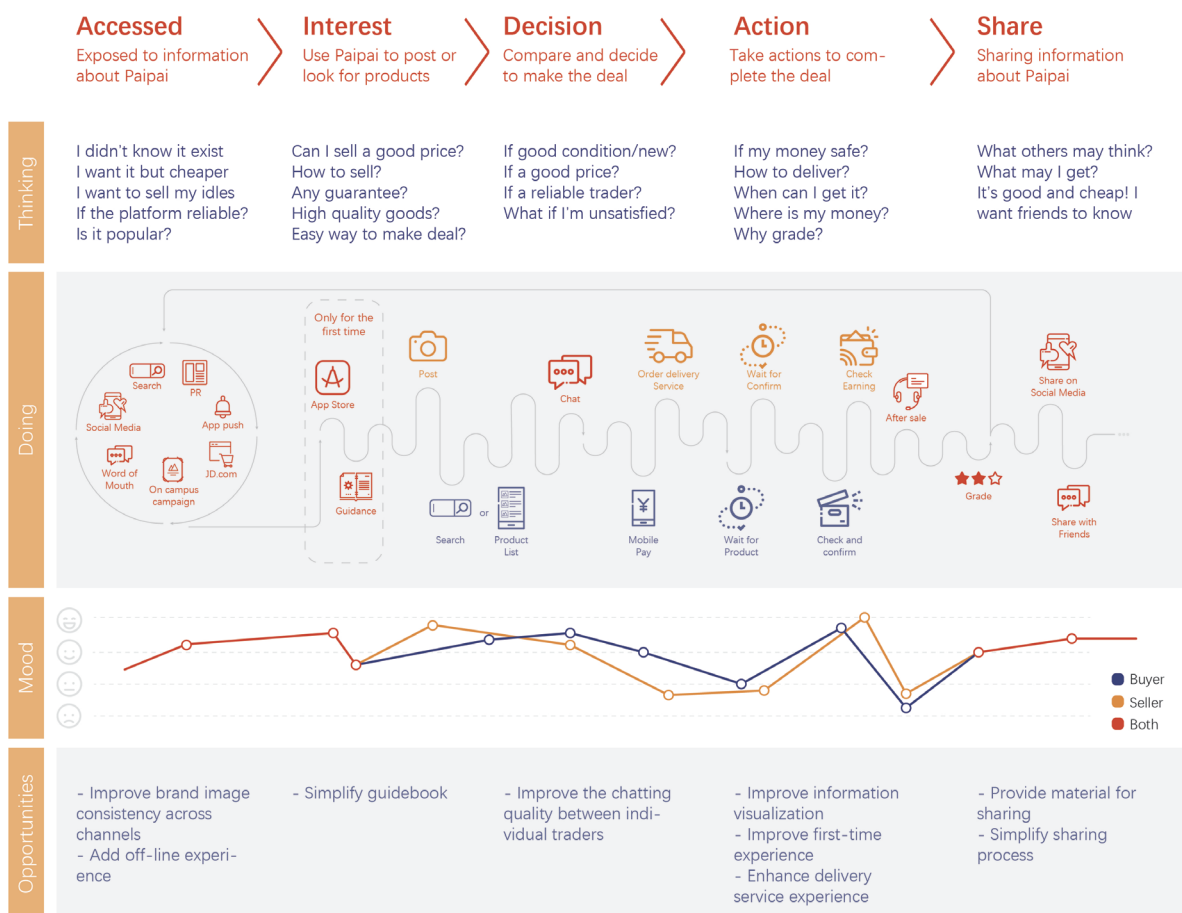

	Accessed — Exposed to information about Paipai	Interest — Use Paipai to post or look for products	Decision — Compare and decide to make the deal	Action — Take actions to complete the deal	Share — Sharing information about Paipai
Thinking	I didn't know it exist / I want it but cheaper / I want to sell my idles / If the platform reliable? / Is it popular?	Can I sell a good price? / How to sell? / Any guarantee? / High quality goods? / Easy way to make deal?	If good condition/new? / If a good price? / If a reliable trader? / What if I'm unsatisfied?	If my money safe? / How to deliver? / When can I get it? / Where is my money? / Why grade?	What others may think? / What may I get? / It's good and cheap! I want friends to know
Opportunities	- Improve brand image consistency across channels / - Add off-line experience	- Simplify guidebook	- Improve the chatting quality between individual traders	- Improve information visualization / - Improve first-time experience / - Enhance delivery service experience	- Provide material for sharing / - Simplify sharing process

Ads online   Ads offline   Peripheral toys

Homepage   Campain Page   App Store download page

Figure 5.1-6 Pictures from Idle Fish

App Store download page   Commercial video
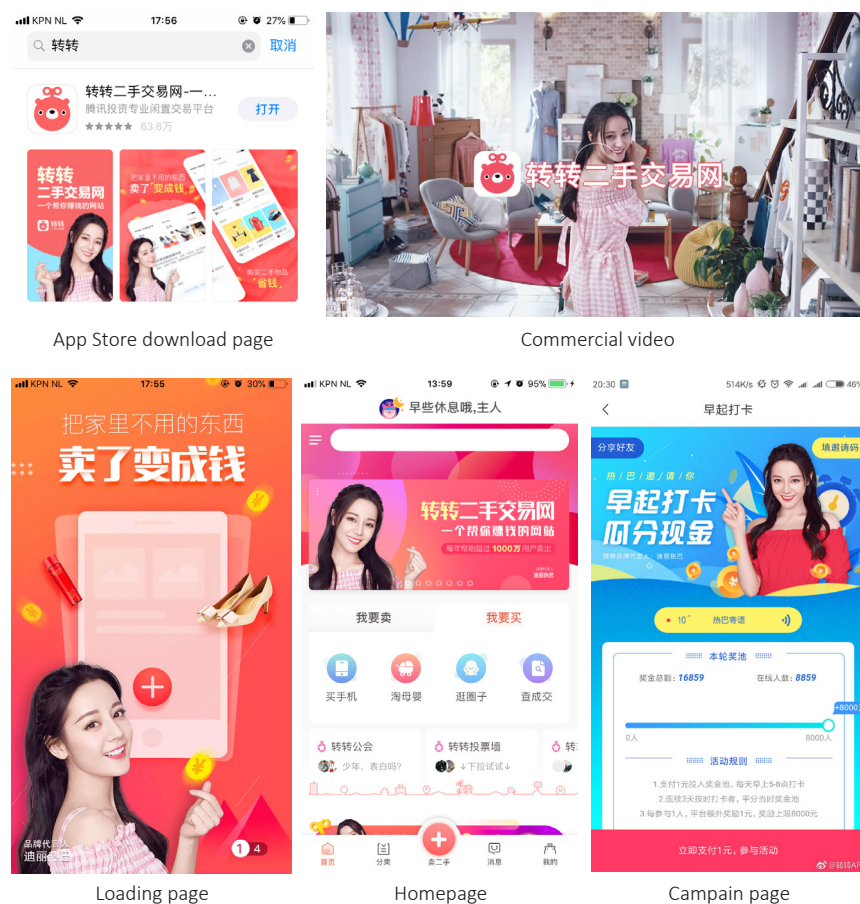

Loading page   Homepage   Campain page

Figure 5.1-7 Pictures from Go Shopping

Besides, adding some off-line touch points could be useful for building up trustworthiness according to the interviews. Paipai could continue with it on campus activity campaign. An interviewee reported she got to know and started to use Paipai because of the activity, which means the campaign could perform. However, Paipai could align the visual of the event more with the primary visual design. The pictures of the on-campus events are in Figure 5.1-8.

Figure 5.1-8 Pictures of Paipai's on-campus activities

As for the "interest" phase, Paipai could simplify the guidebook. Alternatively, change the way to educate new users. Besides, a customer service button could foal on top of App page. So whenever users have doubts about the App or trading, they know where to get help from. A user inspires this said he felt helpless the first time to make a deal.

The interaction experience between individual trader was a big problem as complained. How to lead individuals to communicate appropriately and clearly is an issue to be discussed. Dispute and the perceived dispute could be a significant obstacle for potential users; the interviews in study 2 also proved this.

"Action" phase is special among the whole experience and has lots of opportunities. Delivery service in this part is the only step that every user needs to go through off-line. Since physical experience could contribute to reliability (Study 2, Study 5), the delivery experience is expected to be carefully designed to enhance reliability. In addition, as mentioned by the interviewees, their first experience in this phase has a big influence on their brand perception, which leaves an opportunity for a "cost-efficient" experience design related to branding. Thus, it would be helpful to think through how to make good use of the first-time experience.

After finishing the trading process, the satisfied users may have the intention to share. However, Paipai did not prepare desired material for users to share and did not design special experience to encourage users to share. Go shopping has a good example of encouraging sharing. The screen print of the interaction is in Figure 5.1-9.

In the next part, the author will show how to use the design guideline from Chapter 4 to design the desired brand experience for the opportunities recognized in Chapter 5.1. Some examples of how to develop for Paipai's brand experience will be given.

Icons for sharing

Encourage sharing

Click screenprint

Share the product
Share the screenprint

Figure 5.1-9 Screen print of "sharing" interaction from Go Shopping

5.2 IMPROVING CURRENT BRAND EXPERIENCE

The possibilities for improving Paipai's brand experience was studied in Chapter 5.1, and the design guideline that can lead improvement was created in Chapter 4. In this part, the author will show how to use the guideline in practice.

Not all the touch points mentioned in Chapter 5.1 were redesigned in this part because this is an example showing how to use the guideline rather than an entire brand experience design. Multidisciplinary from Paipai will learn the usage from these paradigms.

5.2.1 Brand Identity

A brand experience element that can be applied across touch points is the brand identity. Consumers reported that the visualization of Paipai was lack of consistency. This problem is easily perceived by users and has a negative impact, but it could be quickly resolved. Thus, redesigning a clear central vision and applying it to different touch points will serve as an example of the visual representation of the design guideline.

To align the visual style cross-media, Paipai needs to redesign a clear brand identity first. It includes brand color, logo, icon, font, and secondary pattern. Then, there will be some examples showing how to use the brand identity on different media to create a holistic brand experience with aligned visual elements.

Brand color

The old brand color was bright red and yellow (Figure 5.2-1). The preference for bright color was inherited from JD. The bright red is the primary brand color of JD Group. It would be helpful that users could recognize that Paipai relates to JD because JD is a good endorser in trustworthiness (Guideline A.2). However, Paipai is working in a different field, second-hand trading, and has a different brand positioning compared with JD. Thus, it would be practical that Paipai has a reddish brand color that can be used when emphasizing the affiliation and has other colors that fit Paipai's character as main brand color. Besides, high saturation and purity color could be perceived as childish and fashion, rather than mature and sincere by users (for more details, see Study 1). Hence, Paipai should use soft colors rather than irritant colors in its main visuals (Guideline B.1).

The new brand colors have relatively lower saturation and purity which reflect restraint (Guideline B.1) (Figure 5.2-2). The one on the right is a gradient color that represents JD (Guideline A.2). The other two colors were extracted from the Paipai brand personality mood board made in Study 4. Besides the primary brand colors, some auxiliary colors were also extracted from the brand personality mood board (Figure 5.2-3).

Logo

Figure 5.2-4 implemented the new brand color on the logo. The left one is the original logo, and the right one
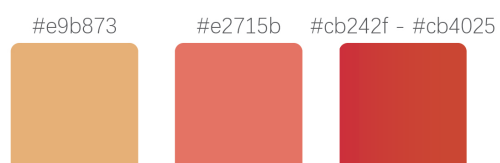
#e9d02e   #cb242f

Figure 5.2-1 Old brand color

#e9b873   #e2715b   #cb242f - #cb4025

Figure 5.2-2 New brand color

#e7e8e8   #c7e3e2   #585e8b
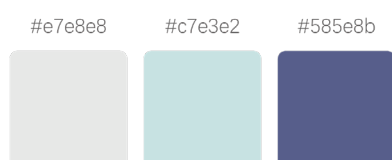
Figure 5.2-3 Auxiliary colors

As-is   To-be

Figure 5.2-4 Paipai's logo

Figure 5.2-5 Icons for big space

is suggested to be the new logo. The new logo uses the JD red in the gradient background color to indicate the inheritance relationship between JD and Paipai. Besides, the shadow on pelican's neck in the old logo was removed to increase purity (Guideline D.1).

Icon

Icons are one of the brand elements that users will naturally interact within service, especially when mobile App is the intermedia. Consistent use of the same icons helps users to recognize brand attributes easier and could contribute to a holistic brand image (Guideline C.1). Two sets of the icon with different complexity were designed as a paradigm. The set in Figure 5.2-5 will be used when there is a bigger space and the set in Figure 5.2-6 will be used for tiny space. The outline style icons leaving white space could enhance the sense of purity in visualization (Guideline D.1). The little shadow added more details to the icons but did not destroy the simplicity style (Guideline C.3).

Font

A neutral font that provides a feeling of reliable could be the best choice as the new brand font applied to various touch points. DengXian font in Figure 5.2-7 could be a good choice. The font has excellent readability even if in small size. The similar thickness of every part makes the font look stable (Guideline D.2). Meanwhile, it has details on both sides of each stroke that prevent the font from being stuffy (Guideline D.2). It is a family font has a various type so that can be applied to multiple touch points.

Secondary pattern

The secondary pattern could serve as an element to richer visualization. Meanwhile, using a series of secondary pattern across media can enhance the sense of unity and strengthen the brand image (Guideline C.1). The secondary pattern of Paipai is a combination of lines and faces. Rhythmic lines can bring a sense of order, while white space increases the transparency of the pattern, creating a sense of purity and organization (Guideline D.2).

Brand identity implementation

The brand identity will be used on all the touch points of Paipai. The author designed some examples of applying the elements, for example, on posters, App interface, and packaging. The basic design rule is to leave enough white space and order the elements to create a pure and organized feeling (Guideline D.1). Besides, the primary information of the screen should be clear, but not in an aggressive way (Guideline B.1). Moreover, vital information should be passed on to users honestly and understandably (Guideline G.1). The images below in Figure 5.2-9 are paradigm rather than the final version design. In actual work, different departments will design various touch points according to specific needs and refer to the design guidelines.

5.2.2 Delivery service

As the only certain physical touch point in current experience, delivery service could be an essential experience to build up the trust (Guideline A.3). The leading competitors did not have a good solution for delivery service, which means there is a space for Paipai to stand out. Besides, Paipai could make good use of the quality logistic resources from JD Logistic (Guideline A.2). Based on the design guideline and the resource advantages of Paipai, the author redesigned the delivery service process (Figure 5.2-10). The touch point designs shown in Figure 5.2-10 demonstrate the application of the design guideline in service design.

Figure 5.2-10 tells the whole story in C2C trading delivery service. When a seller was paid for the second-hand product, she could order a delivery service within the Paipai App. A courier will come with a toolkit to pick up the parcel as ordered. The couriers should wear the uniform from JD Logistic and have Paipai's badges with them. Then the package will be on its way to the buyer. During the trip, the buyer will receive notifications that inform the progress from Paipai. Finally, a courier will deliver the parcel to the buyer. The courier will also wear the JD Logistic uniform with a Paipai's badge on it. Inside the parcel, there will be a thanks card from Paipai next to the well-packaged goods.

Figure 5.2-6 Icons for tiny space

Chinese

等线

English

DengXian

Chinese Typography

拍拍二手,
大品牌 小价格

对于期待诚信的人而言，拍拍二手是最合适的综合品类二手交易电商平台。我们主营品牌商品的二手交易，旨在提供品质稳定的商品及服务，力求为用户提供最纯净的交易体验。二手交易，成熟的生活方式。

English Typography

Paipai Second-hand,
big brand small price

For people seeking for trustworthiness, Paipai second-hand offers a comprehensive category second-hand e-trading platform for branded products that is consistent in quality, which delivers pure shopping experience and gives people a sense of maturity.
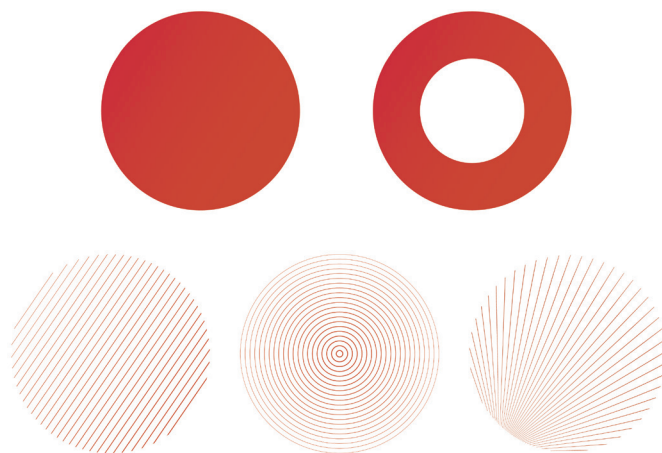
Figure 5.2-7 New brand font

Figure 5.2-8 Secondary pattern

Figure 5.2-9 Implementation of brand identity

Figure 5.2-10 Delivery service design

When the buyer has paid, the seller will see the item in his/her "sold idles" page. In the new version, the state of the product is visualized by icons, so that the seller can track the product state easily. Once a step has been finished, the background of the icon will change from gray to red. Besides, the most suggested action of each item is marked in a red button. There are also controllable actions that users can take, e.g., cancel the deal (Guideline G.2). Overall, the page is informative, and the information importance is apparent at first glance (Guideline G.1).
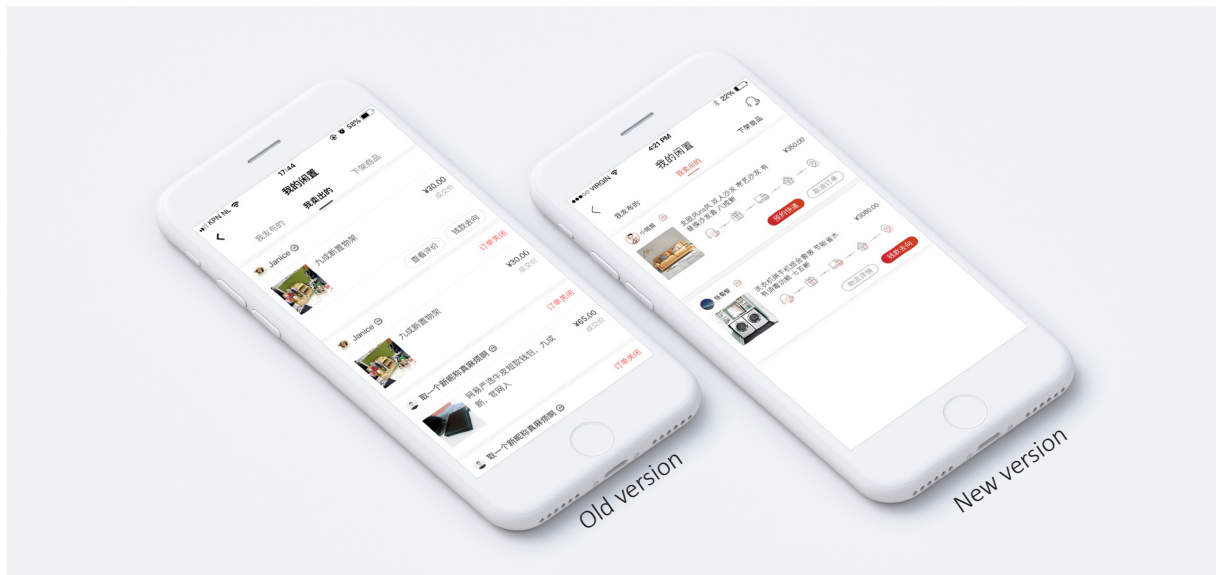

Old version   New version

Figure 5.2-11 "Sold idles" page in the Paipai App

When sellers click the "order delivery service" button, they will see the page in Figure 5.2-12. In the first part, users need to book a service time, choose a logistics company, and fill in the dimension of the product. The accurate service time is to assure that couriers can show up at the most suitable time for users. As for the logistics company, it is suggested with the red text that JD Logistic would be a reliable and secure choice. However, users can still choose to order service from other companies (Guideline B.2). The estimated dimension of the product could provide clues for couriers about the box size. There is a special feature that users can measure the size of products through the mobile phone camera and AI technic by clicking the red text "open the measuring tool". In this way, users can measure the dimension with no ruler by hand. The function shows the professionality of Paipai and the user-centered approach (Guideline H.1 & H.2). In the second part, sellers need to fill in where they would like to meet the couriers, and they can see where the destination of the parcel is. The unique feature in this part is that the sellers can choose not to show the whole address to the buyer so that the information privacy will be carefully protected. Similarly, the seller cannot see the whole address of the buyer. However, the province and the city are visible because the delivery fee is determined by the distance between the origin city and destination city and the sellers have the right to know the detail of the delivery fee. Overall, the delivery service is informative, controllable, and secure (Guideline G.1 & G.2).
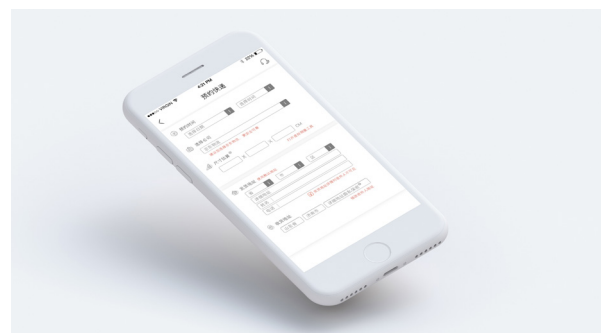

Figure 5.2-12 "Order delivery service" page in the Paipai App

When couriers come up to sellers, they will have a Paipai toolkit with them. The kit contains a box for packaging, Paipai's customized tape, a Paipai's logo sticker, a recycle sign sticker, a thanks card and some wrapping material. The packaging is not fully customized, i.e., the logo and the patterns are not pre-printed on boxes, because couriers usually have limited space to store packaging material and customized boxes would take away space from standard boxes. Whereas small customized tools like stickers and tapes do not take much space and they can add brand elements to standard boxes (Figure 5.2-13). Thus, the toolkit is feasible and help Paipai to keep recognizable. Besides, the aligned brand elements also indicate the consistent brand quality (Guideline C.1).

Figure 5.2-13 Packaging tools in delivery service

When buyers receive the package, they will first see the special tape with Paipai's logo, pattern, slogan, and a QR code. The QR code contains information about the address of the seller and the buyer. Without special permission, only necessary people like couriers can read the information with a QR code scanner. The feature is for protecting user privacy (Guideline G.2). Together with the package, users will receive a thanks card from Paipai. The card with content is prepared in the toolkit. The seller only needs to write down the name of the buyer and signed his/her name or nickname as he/she like. Ideally, the card will enhance the sense of sincerity (Guideline E.1).

Figure 5.2-14 Paipai customized tape

Figure 5.2-15 Paipai's thanks card

5.3 FURTHER DEVELOPMENT

The study and the relevant analysis showed that there are many opportunities for improving Paipai's brand experience. These activities may involve different teams and resource. Thus, the author would like to suggest that Paipai should create a roadmap for developing the experiences. Since there is limited time available for this project and the roadmap design needs to be supported by more research, the roadmap design will not be covered by this project. Instead, the author will suggest some directions for further development.

1. To be credible, Paipai should keep its promise in operation (Guideline A.1). For example, there is a section called "exotic product", but the product list is full of ordinary commodities. Moreover, in the individual trading part, apparently, some business dealers are selling low-quality product cheaply. That will influence the pure shopping environment and destroy the credible brand image (Guideline D.1).

2. There could be more physical touch points like exhibitions and physical stores to enhance reliability and build up a more full-fledged brand image (Guideline A.3). When designing the new touch points, it would be essential to keep the visual style align across media (Guideline C.1).

3. Paipai could cooperate more with big brands, for example, big product brands that can endorse product quality or hot brands that can bring more traffic and popularity. However, Paipai needs to choose the partner very carefully and only pick the ones that perfectly match with Paipai's brand image. It would not be a wise choice to always follow the hot spot (Guideline B.1 & C.2).

4. The expression of a brand with its user is also an integral part of the brand experience. Paipai as a mature brand should communicate with users rationally and logically, including but not limited to the wording of marketing activities to convey messages, the way of talking and chatting on Weibo and WeChat, and so on. (Guideline B.3).

5. Paipai users are looking forward to growing up in the process of interacting with the brand (Guideline B.3). Therefore, Paipai should respond to the user's behavior and let the user experience self-growth. For example, the user is encouraged to donate old clothes, and Paipai could reward the user for the contribution with the user-level upgrade.

6. Paipai users trust word-of-mouth recommendation more than advertisements (Guideline E.3). Hence, compared with investigating money in mess campaign, Paipai could concentrate more on improve sharing experience, including the sharing interaction and sharing content. It might be helpful to think about to whom the users could share the message and what message they would like to share the most concerning self-expression.

7. Paipai is expected to be a rational brand providing standard service, but users also want Paipai to be a sentient brand that can connect people. In the studies, it was found that Paipai users prefer to interact with families and friends rather than strangers. Thus, Paipai could provide some experience to evoke or strengthen that kind of relationships (Guideline F.1).

8. After-sale is a pain point of the second-hand industry. Users are afraid of potential disputes mainly because of the lack of fair judgment (Guideline G.3). Paipai may enhance the sense of security by offering credible and fair assistant.

EVALUATION

To understand how do customers perceive the new brand experience, the author has conducted a study about compared evaluation.

Object

Some new touch points were designed in Chapter 5.2 to improve Paipai's brand experience. Those touch points are paradigms to show how to implement the design guideline in practice. But whether users will perceive the designs as a good reflection of the guidelines remains a question. This research is for evaluating if the brand experience designs successfully reflect on the design guidelines and if the customers like the experience.

Method

Some potential users were invited to evaluate the design via an evaluation form with an interview. There are two parts to the evaluation form. The first and second part is for evaluating the old experience and the new experience respectively. There are 16 questions for each part, and the questions for both parts are the same. The questioning is about how the users would like to score the experience on a specific part of the design guideline. The full evaluation form is in Appendix 11. Before starting each part, the participant will see some pictures of the experience. The visual materials used in the research is in Appendix 12. There were four responders participated in the study.

Result and conclusion

The participants evaluated both the old and the new experience on reliable, competent, sincere, personal, honest, friendly, secure, quality, professional, hardworking, pure, mature, thoughtful, transparent, and carefree. The author compared the score of the old experience and the new experience of each participant and found the new experience had a higher score on all features except sincere, honest, hardworking, thoughtful, transparent, and carefree. They said it was mostly because the material was insufficient. There was the only limited amount of materials presented only in the visual form. Thus, the features that need to be evaluated as time pass or needs other forms of the presentation was not adequately demonstrated, resulting in insufficient evidence for responders to work on. The distinguishing features (scored 6 or 7) of the new experience are reliable, competent, friendly, high-quality,

professional, and mature. Although the features personal, secure, and pure have a relatively high score, there is some place for improvement. Besides, all the participants would like to and preferred to recommend the new Paipai to friends.

In conclusion, the new touch point designs can reflect on most of the static characteristics, i.e., the features that do not need much evidence over time, and users liked and preferred Paipai's new brand experience.

For further research, I would recommend Paipai to design a roadmap for entirely developing the brand experience according to the design guideline. Creating brand experience is not the mission of any single department. Different divisions need to coordinate with each other. A roadmap could be an efficient to guide the cooperation. Besides, it would be helpful to regularly invite users to evaluate the brand experience and adjust it accordingly. Keeping users in the center of design is the essence of this project.

REFLECTION

This is the first project that I have completely managed on my own, and it will be a treasure for my future professional work.

Although I have encountered many difficulties during the whole process, I am delighted with the final result. This project is mainly divided into planning, market research, user research, and academic writing. Overall, the initial plan of the project is clear and feasible. From the start to the complement, the project's goals are always consistent, indicating that I have an accurate grasp of user needs during the initial phase of the project. Before the mid-term, the project was implemented in strict accordance with the plan. After the mid-term, due to the difficulties in user research analysis and academic writing, the planned deliverable, roadmap, was not implemented. But it did not significantly affect the integrity of the project. Here is my reflection on the project process.

I collected a lot of important information when doing market analysis. But in the process, I fell into the excessive pursuit of certainty in the market environment, forgetting the designer's ability to deal with uncertainty. With the guidance of my supervisory team, Erick and Femke, I quickly adjusted my direction, no longer entangled in collecting more information, instead, invested in the analysis of the data and looking for available insights. Thus, I successfully pass the first bottleneck of the project and continued to advance the project.

User research is the most satisfying part of this project. I have conducted six studies in total, and each time I have gained valuable insights. After these experiments, I have made great progress in doing user research and analyzing the data. The most difficult one is the quantitative part of Study 2, in which I have collected 6525 responds to a questionnaire. I have not used SPSS to analyze qualitative data before. Also, I did not plan to use SPSS as the analyzing tool when designed the quiz, so the results of the questionnaire itself are not very suitable for analysis with SPSS. When Erik suggested that, I knew that it would bring many difficulties, but I still decided to take the challenge. It turns out that the actual difficulties are more than expected and the time spent is much longer. It took more than 20 days to process the data and find the right way to analyze the data, resulting in a delay of the whole process. But I think these costs are worthwhile, and I have got a lot from it.

The time it takes to write a report is much longer than expected. When taking courses, the projects have always been undertaken in the form of a group. I have not written a complete project report independently, so the time it takes to write a report is underestimated. Failed to manage to write the report till where I had

done before mid-term made me realize the shortcoming of the project plan. Therefore, after the mid-term meeting, I adjusted the project plan and reserved more time for the report writing.

Besides, it is essential to balance the university's requirements for academic research and the company's needs for practicality. The company is results-oriented and hopes that I will continually produce results and push the project forward. The academic approach focused more on the process and required have solid support for my results. How to allocate time becomes very important at this time. Since this project is my graduation project, I chose to deal with the practical project in the form of academic research. Although this will affect the speed of the project, it will help me to understand and digest more deeply what I have learned during these two years. In this way, the graduation project has realized the greatest value of my personal growth.

This graduation project has been supported by various people and organizations, and they need to be lauded. A very special thanks is made to my chair, Prof. dr. Hultink, H.J., and mentor, Jonge, F.M. de. Without their help, I cannot finish my complex project. I am also indebted to the company, Paipai Second-hand, who offered the exciting and challenging project to me. I am also grateful to the Industrial Design Engineering faculty of TU Delft for assisting me in many different ways. I would like to thank all whose direct and indirect support helped me to complete my graduation project on time.

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APPENDIX

Appendix 1 – Vertical market analysis

The vertical markets of the following popular second-hand transaction categories may have the potential to reach one-hundred-billion-yuan market scale.

The mobile phone is the hottest trading category these days. People update their mobile phones more often, which means a lot of half-new mobile phones are replaced. According to IDC, the turnover of the smartphone industry in China reached 434.1 million units in 2015. Except for the new users and users of multiple mobile phones, the scale of idle smartphones could reach hundreds of millions unit. Considering mobile phones have more measurable parameters, it is easier for sellers/resellers and buyers/recyclers to get to the agreement on the grade of an old phone. Thus, the mobile phone category has the potential to boom even when the credit system is incomplete.

Apparel is another popular category. The development of second-hand transaction is related to the booming online shopping. According to iResearch, the volume of Chinese online shopping was 3.8 trillion yuan in 2015. The apparel category accounted for 21.1% of the turnover, reaching a scale of 80.1 billion yuan. Besides, according to the disclosure data of Idle Fish, apparel accounts for nearly 20% of the 170 million items in circulation, including 25.62 million clothes and 5.18 million bags. The evidence indicates the potential of apparel in second-hand trading.

Maternal and child care is also a promising category. According to the Roland Berger report, the overall market size of maternal and child care in China will grow from 1.8 trillion yuan in 2015 to nearly 3.6 trillion yuan in 2020 and will maintain an annual growth rate of 15% in the next five years. The baby clothing, an available type of product for second-hand transactions, had a market scale of more than 300 billion yuan in 2015. Other durable types, such as furniture, toys, and cars,

are also available for second-hand transactions. The buyers in Chinese second-hand market have a preference for the new idle goods. Some of the maternal and child care product has a characteristic of timeliness, for example, a T-shirt for a three-month baby will be idle when the baby is four months old because the clothes will be too small to wear. These new products are no longer stocks. Instead, they are idling. Therefore, sellers are more likely to have unused idles in this category.

The trading of second-hand luxuries has become a new trend in China. Luxury goods have high value and value preservation, which are important drivers in second-hand trading. According to Bain's report, the Chinese luxury goods market was approximately 113 billion yuan in 2015. Excluding the cosmetics, fragrances and other hard-to-trade categories, the other categories like apparel and bags account for more than 60% of the luxury market. The market scale for second-hand transactions is nearly 100 billion yuan.

A university student in China usually spends four years on campus for a bachelor degree. Most of the students study as well as life on campus. An undergraduate student could have more than 10,000 yuan of idle assets (including mobile phones, computers, tablet computers, bicycles, clothing, and household items, etc.) during the four years. Moreover, there are tens of millions of college students in the country. Theoretically, the campus market is also a hundred-billion market. The transaction data from Go Shopping and Idle fish has confirmed the inference from the side. During the graduation season, the daily transaction volume and the daily unit volume show a clear trading peak.

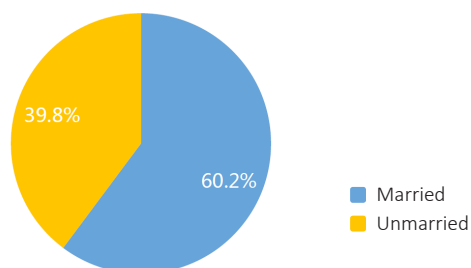## Appendix 2 User information of current Paipai users

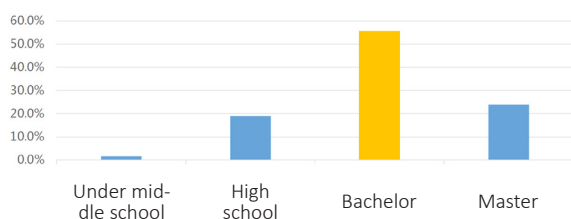1. Age: Most of Paipai's users are under 35 years old (81.1%)
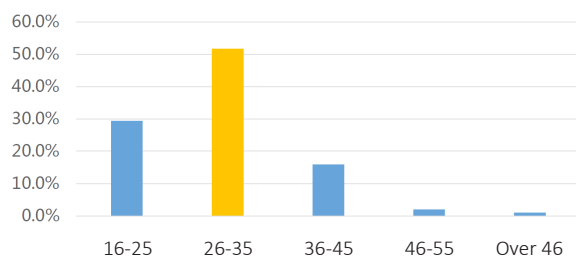
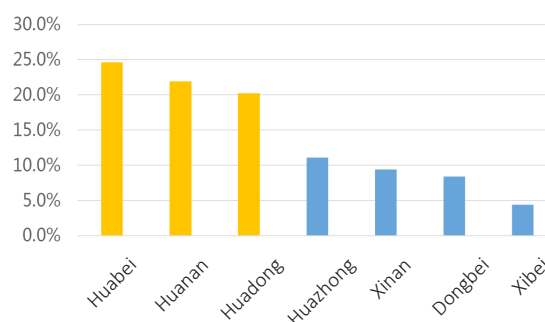2. Gender: Most of Paipai's users are males (83.5%)
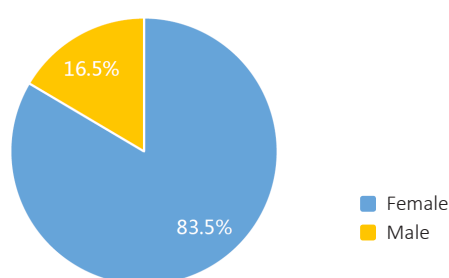
3. Marital status: Most of Paipai's users are married.
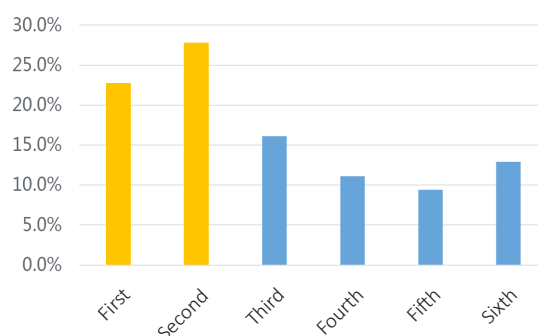

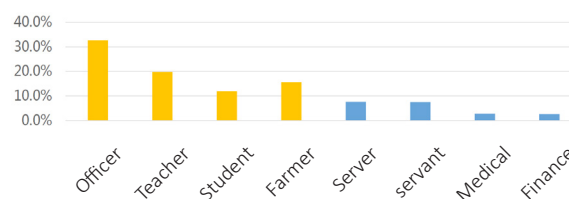4. Education background: Most of Paipai's users have more than bachelor level (79.5%)

5. Region: Most of Paipai's users locate at Huabei, Huanan, and Huadong (66.7%)

6. City level: Most of Paipai's users locate at first and second tier cities (50.5%)

7. Career: Most of Paipai's users are officers, teachers, students, and farmers

8. Purchasing power: Paipai's users have a relatively low purchasing power

9. Promotion sensitive level: Paipai's users have a relatively high promotion sensitive level

10. Top 7 most bought category: Paipai's users bought relatively more beverage and food, and mobile phone
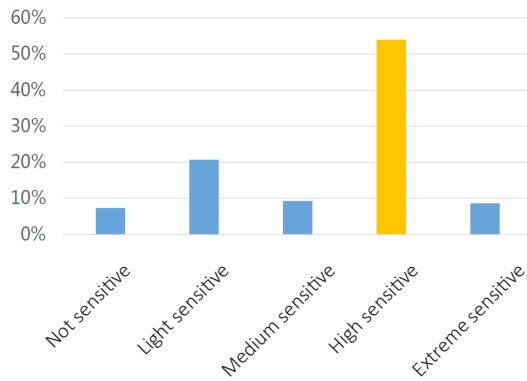
10. Shopping habit: A high percentage of Paipai's users are diamond member of JD (40.1%). Users tend to have JD's shopping habits
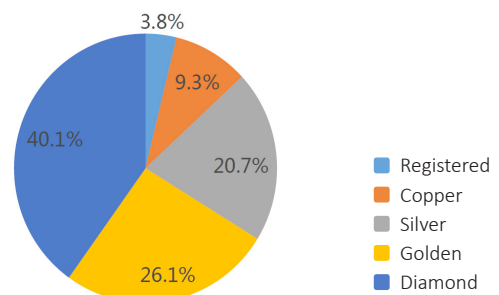
Appendix 3 – Questionnaire for current brand perception

1. How do you like the goods quality of Paipai?

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

2. How do you like the usability of Paipai?

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

3. How do you like the security of Paipai?

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

4. How do you like the trading efficiency of Paipai?

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

5. How do you like the personality of Paipai?

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

6. How do you like the popularity of Paipai?

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

7. How do you like the trustworthiness of Paipai?

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

8. How do you like the price of Paipai?

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Appendix 4 – Data from Study 2

<u>Qualitative research data</u>

Economic reasons could motivate buyers. One of the most often mentioned reason was buying new products at a fair price. Those users tried to a minimum the difference between first-hand and second-hand purchasing. Second-hand is an alternative way for them to buy new goods "on sale". Another frequently mentioned reason was that users wanted high cost-efficient products, especially when the products would be not used frequently. Consumers thought some products are expensive just because they are new. They bought a second-hand product to avoid the premium of "new". Some users did not care about what they bought; they enjoyed the feeling of getting a discount.

"I bought a pair of Nike running shoe in very good condition with a small price. I was happy for the whole day. I felt I was so smart that I could find such a good deal, although I seldom do exercise, haha…"

The economic motivations could be summarized as saving money, taking advantage, and lacking money. Besides, the recreational benefit is also a significant driver, for example, making friends and hunting for treasure.

The buyers had many hesitations as well. The most frequently mentioned frustration was quality worries, including hygiene problem, information asymmetry, worn out, hidden problem, and lack of guarantee. Hygiene problem is the biggest worry of all.

"I never buy second-hand things that cannot be thoroughly cleaned, and dirt can be absorbed by the material, like fabric sofa or clothes."

Other problems mentioned were no access to the trading platforms, no need for second-hand products, and afraid of vicious dispute.

Motivations for sellers included earning money, getting space free, avoiding waste, and feeling guilty for having idle. The first three were mainstream reasons, with one reason as dominance and other two accompanied. For example, some users want to free space; they chose to resell as the dispossession way because they do not want to waste the value of the product, earning is an extra benefit that motivated.

"I'm addicted to online-shopping….. I don't have any more space for what I really need, and I cannot find what I need among so many stuff. I realized I need to get rid of some. But I don't want to throw them away; they are still pretty new. And I can get some money back (in resell)….. Price is not that important, better than nothing."

None of the interviewees said he/she did not accept to sell second-hand goods, but not all of them resold. The biggest problem was that they felt the profit cannot cover the time and effort cost.

"I wanted to (resell the idles). But the stuff like clothes are cheap; I don't want to spend time on taking photos, writing descriptions, and chatting with different buyers blabla. After a few times lazy to do, I already had too much to sell, and I didn't know where to start. I always think I should sell them but cannot get a start."

For the high price goods, users tended to have stronger intention to resell. But they might not know where and how to do it.

Quantitative research data

Regarding trading behavior, 13.1% of response only sold second-hand products, while 23.5% only bought. 49.8% of them both purchased and sold. Only 13.6% did neither. According to the market penetration of second-hand trading (QuestMobile), the responders had a higher involved rate than average. Although the distribution did not entirely represent the penetration, the experienced responders are more likely to provide insightful information about their considerations. Most of the experienced shoppers are in their age of 19~39, accounting for 88.2% of the experienced participants (Figure 3.1-5). The result is consistent with the number from other reports showed that the younger generation under the age of 30 is the mainstream. According to Idle Fish, students and white-collar worker aged 19-30 are the main force of second-hand transactions. 80% of Go Shopping users are under 32 years old.

		under 18		19~25		26~32		33~39		40~46		47~53		7		Total	
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
experience	don't have experience	46a	5.2%	237b	26.8%	278b	31.4%	162b	18.3%	98a	11.1%	46a	5.2%	18a	2.0%	885	100.0%
	had experience	119a	2.1%	1492b	26.5%	2224b	39.4%	1257b	22.3%	394a	7.0%	108a	1.9%	46a	0.8%	5640	100.0%
	Total	165	2.5%	1729	26.5%	2502	38.3%	1419	21.7%	492	7.5%	154	2.4%	64	1.0%	6525	100.0%

Note: Values in the same row and subtable not sharing the same subscript are significantly different at p< .05 in the two-sided test of equality for column proportions. Cells with no subscript are not included in the test. Tests assume equal variances.[1]

1. Tests are adjusted for all pairwise comparisons within a row of each innermost subtable using the Bonferroni correction.

Figure 3.1-5 The interaction between age and second-hand shopping experience

As for the aim of purchasing, the most frequently chosen ones are hunting for a bargain and buying high quality used products over lower quality new products at the same price. Saving money for other stuff ranks the third. There are also people looking for unused goods with fair price and entertainment. Sadly, the environment is the least considered reason. (Figure 3.1-5)
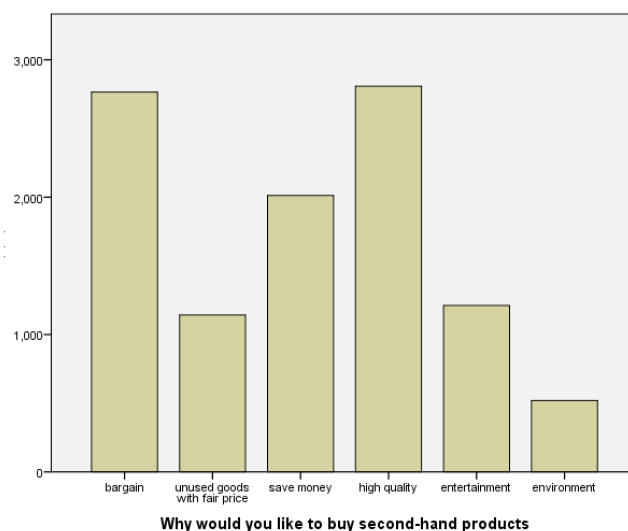

Why would you like to buy second-hand products

Figure 3.1-5

Being asked why they did no buy some or all second-hand products, most responses reported that they worried about hygiene. Quality, familiarity, and time and effort cost were also reasons that stop the buyers. There were also 9.4% of respondents said they don't want to use the second-hand product. (Figure 3.1-6)

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Why you didn't buy some/all second-hand products
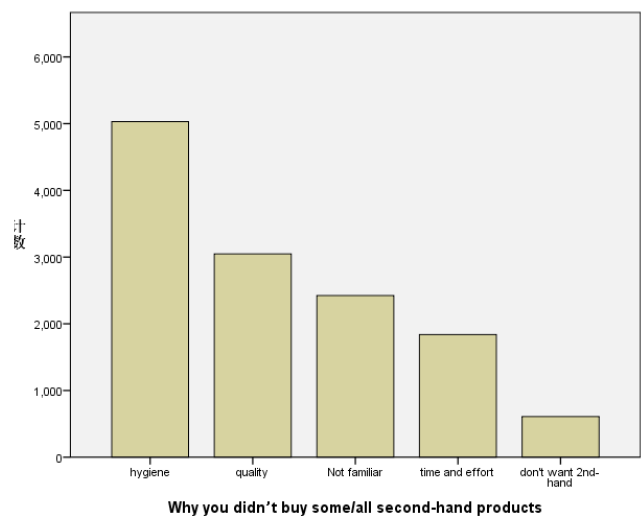
Figure 3.1-6

The most powerful motivation for encouraging purchase is the unused character of the goods. People were more likely to buy second-hand products if they only want to use it temperately or infrequently. The big price difference and the desire to try out something also made differences but not very influential. (Figure 3.1-7)

What may motivate you to buy second-hand products
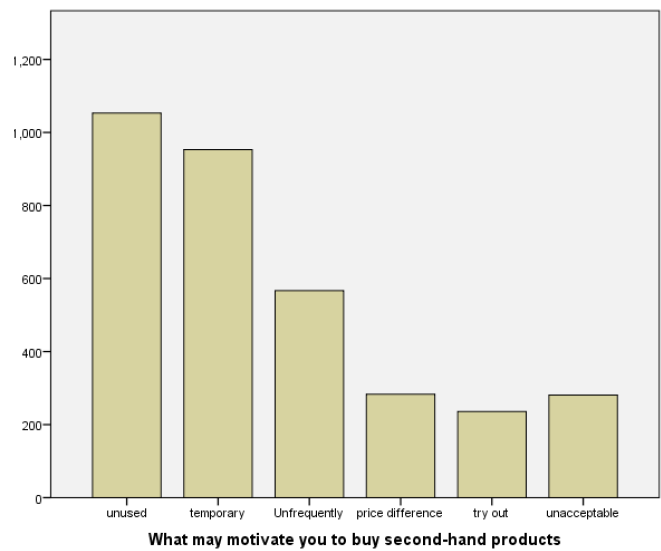
Figure 3.1-7

The most chosen reason for selling was earning money, get some write-off, and free space. Avoiding waste is also a considerable aim. More people were aware of the environment influence and cared about it when selling compared to buying. 435 responds said they want to make friends in second-hand trading. (Figure 3.1-8)
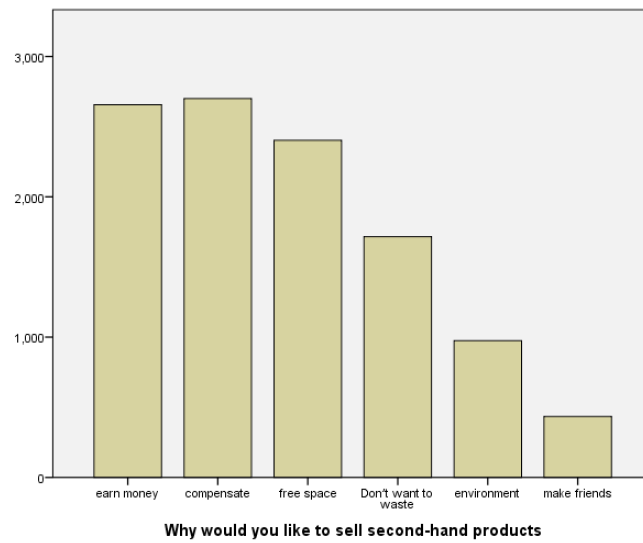
Figure 3.1-8

Most of the responses did not sell some or all of the idles because they felt the financial compensation was not worthwhile compared to the effort involved. Embarrassment was chosen 2149 times, which means it may influence one-third of the consumers. (Figure 3.1-9)
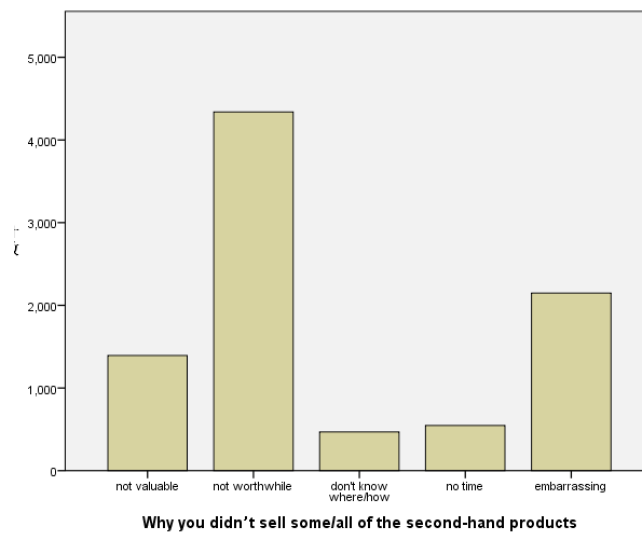
Figure 3.1-9

The most strong motivations for sellers were the amount of the idles, the degree of the easiness, and the higher selling price. The behavior of friends can only make a little difference. (Figure 3.1-10)

Figure 3.1-10

Appendix 5 – Questionnaire

The logic of the questionnaire is that all the responders need to answer the warm-up questions (Part 1) and demographic questions (Part 6), as for other question it depends on their answer of question 2.1. People had sold and bought need to answer Part 3 and Part 4 questions respectively. Responders had both sold and purchased need to respond both Part 3 and Part 4. All the people with trading experience need to answer question 2.2 and question Part 5.

Part 1 Warm-up questions

1.1 How are you going to deal with the product below:
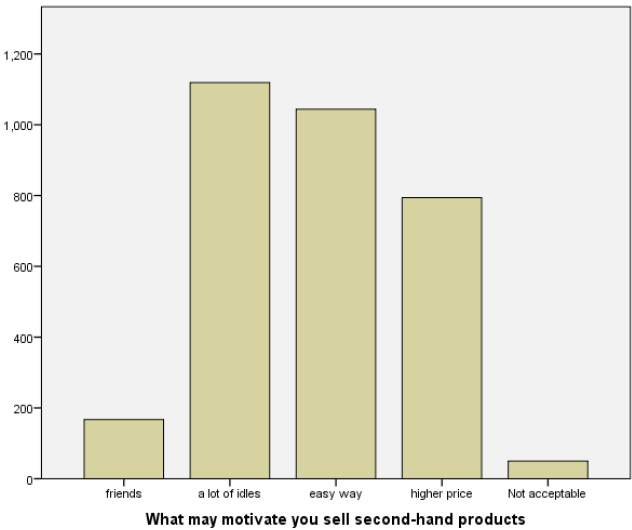
Replaced iPhone5s, 64G, 80% new, used for 2.5 years, fully functional, small scratch on the screen. Original price 4399 yuan, second-hand price 900 yuan.

A. Resell
B. Give to friends
C. Throw away
D. Donate
E. In reserve

1.2 How are you going to deal with the product below:

An old wooden desk which doesn't match the style of the new home, 90% new, 7 years old, fully functional, small scratch. Original price 7800 yuan, second-hand price 1800 yuan.

A. Resell
B. Give to friends
C. Throw away
D. Donate
E. In reserve

1.3 How are you going to deal with the product below:

Out-of-date woolen sweater, 70% new. Appearance is acceptable, slight pilling wear. Original price 589 yuan, second-hand price 50 yuan.

A. Resell

B. Give to friends
C. Throw away
D. Donate
E. In reserve

Part 2 Trading intention

2.1 If you have had any experience with second-hand trading?

A. I have only sold
B. I have only bought
C. I have sold and bought
D. Neither

2.2 What did you trade?

A. 3C products like mobile phone, headphone, etc.
B. Book
C. Home appliance
D. Furniture
E. Apparel
F. Makeup and personal care
G. Baby and maternal products
H. Collection
I. Others_____

Part 3 Buying

3.1 Why would you like to buy second-hand products?

A. To hunt for a bargain
B. To buy unused goods with fair price
C. To save money for other stuff, e.g., buy more, travel
D. To buy high quality used products over lower quality new products at the same price
E. For entertainment, e.g., treasure hunting, looking for unique or original stuff
F. It's good for the environment
G. Others

3.2 Why you didn't buy some/all second-hand products?

A. Worried about the hygiene
B. Worried about the quality

C. Not familiar with the product, thus lack of knowledge and transparency, e.g., laptop

D. Require too much time and effort to check every candidate

E. Don't want to use the second-hand product.

F. Others

3.3 What may motivate you to buy second-hand products?

A. The product is unused

B. For temporary use

C. Infrequent-use products, e.g., a second phone

D. The price difference between new and second-hand is considerable, e.g., luxuries

E. To try out, e.g., an entertainment device

F. Totally unacceptable

G. others

Part 4 Selling

4.1 Why would you like to sell second-hand products?

A. To earn some money

B. To compensate for the purchase cost

C. To free some space

D. Don't want to waste the idle goods

E. Good for the environment

F. Make friends

G. Others

4.2 Why you didn't sell some/all of the second-hand products?

A. Don't think it's valuable to resell

B. Financial compensation was not worthwhile compared to the effort involved

C. Don't know where/how to sell

D. Don't have the time

E. It's embarrassing

F. Others

4.3 What may motivate you to sell second-hand products?

A. My friends are doing second-hand trading

B. Having a lot of idles in a sudden, e.g., moving out, graduation

C. Find an easy way to sell

D. Higher price

E. Not acceptable at all

F. Others

Part 5 Platform

5.1 Which platform did you use?

A. Idle Fish

B. Go shopping

C. Paipai

D. QQ or WeChat group

E. Others

5.2 How often do you open/check the platform?

A. Everyday

B. Every week

C. Every month

D. Occasionally

E. Only when needing trading

5.3 Why did you chose this platform?

A. For money security

B. The brand name of the platform or the parent company

C. Big traffic guarantees the easy deal

D. Don't need to find a seller/buyer myself

E. Good delivery service

F. Professionality

G. Used to the eco-system, e.g., Idle Fish-Alibaba, Paipai-JD

H. Others

Part 6 Demographic

6.1 What's your gender?

A. Male

B. Female

6.2 How old are you?

A. Under 18
B. 19~25
C. 26~32
D. 33~39
E. 40~46
F. 47~53
G. Older than 53

6.3 What's your yearly income? (RMB)

A. Less than 60 thousand
B. 60~100 thousand
C. 100~150 thousand
D. More than 150 thousand
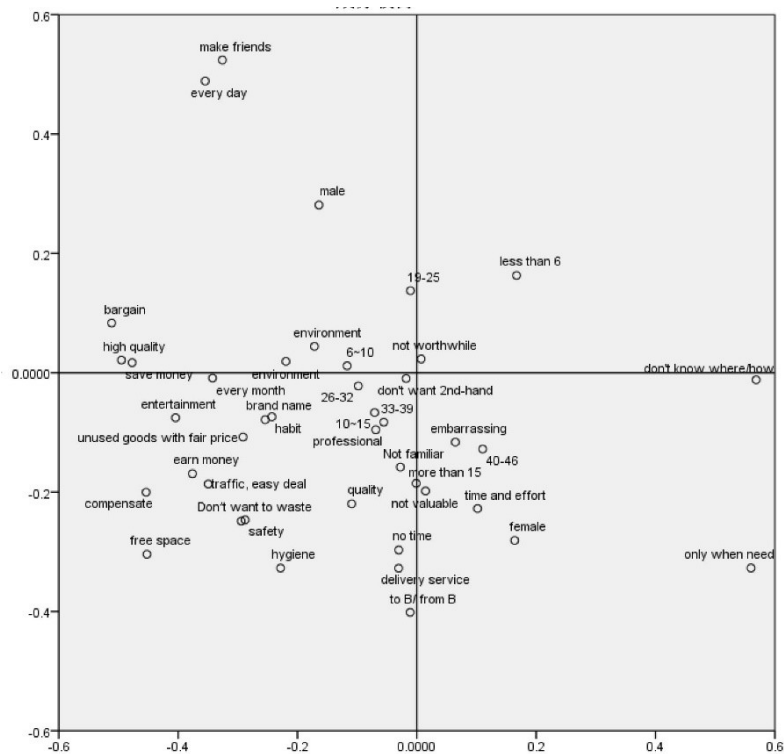
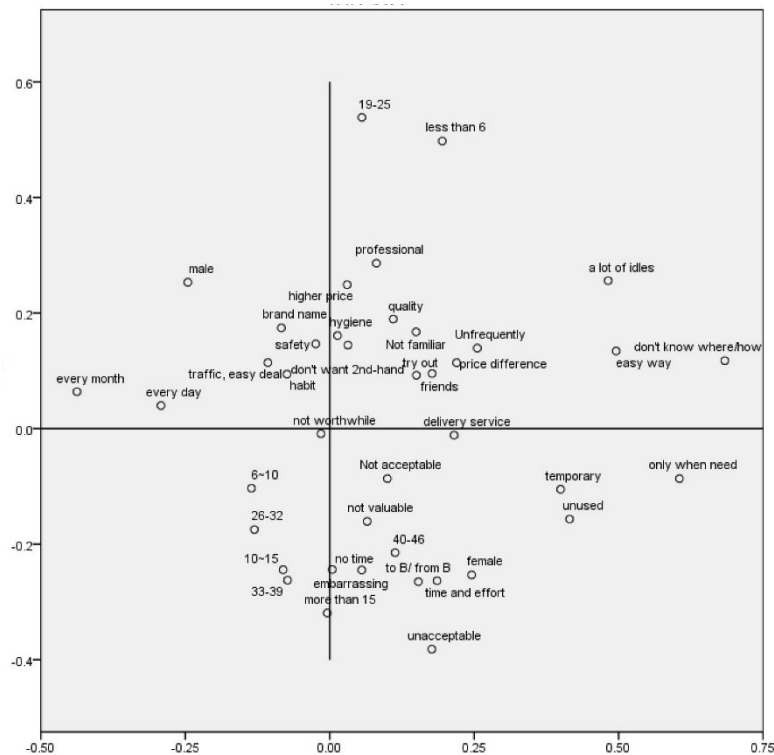## Appendix 6 Results of Study 2

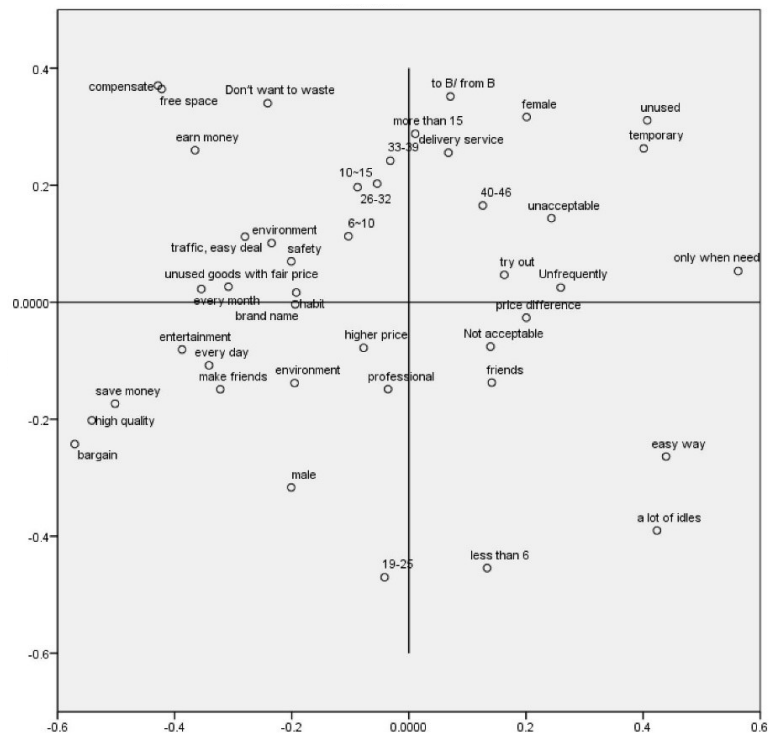Figure 1 Aim * frustration

Figure 2 Motivation * frustration

Figure 2 Aim*Motivation

Appendix 7 Focus group participants selection

Part 1 Preference

1. I buy more second-hand products than sell.

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

2. I prefer high quality used products over lower quality new products at the same price.

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

3. I buy the second-hand product for a bargain.

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

4. I buy the second-hand product for saving money for other stuff, e.g., buy more, travel

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

5. I only buy unused second-hand products

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

6. I didn't do second-hand trading more often because I don't have time.

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

7. I didn't do second-hand trading more often because it's risky (money, quality, hygiene).

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

8. I prefer to trade with recyclers and resellers (business) over with individuals.

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

10. I highly concern my habit when choosing a second-hand trading platform.

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

11. I highly concern the reputation of a second-hand trading platform when choosing it.

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

12. I highly concern the delivery service convenience of a second-hand trading platform the first when choosing it.

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

Part 2 Demographic

1.   What's your gender?

A.   Male
B.   Female

2.   How old are you?

A.   Under 18
B.   19~25
C.   26~32
D.   33~39
E.   40~46
F.   47~53
G.   Older than 53

3.   What's your yearly income? (RMB)

A.   Less than 60 thousand
B.   60~100 thousand
C.   100~150 thousand
D.   More than 150 thousand

Criteria for selection

Target group 1 Mainstream trader

The average score of question 5, 7, 9, 10, 11 should be above 6

Target group 2 Quality product seeker

The average score of question 2, 3, 4 should be above 6. Age between 19~32 is preferred. Male is preferred.

Target group 3 Business service seeker

The average score of question 1, 6, 8, 12 should be above 6. Age between 33~46 is preferred. Female is preferred. Annual income above 150 RMB is preferred.

Appendix 8 Brand personality scale
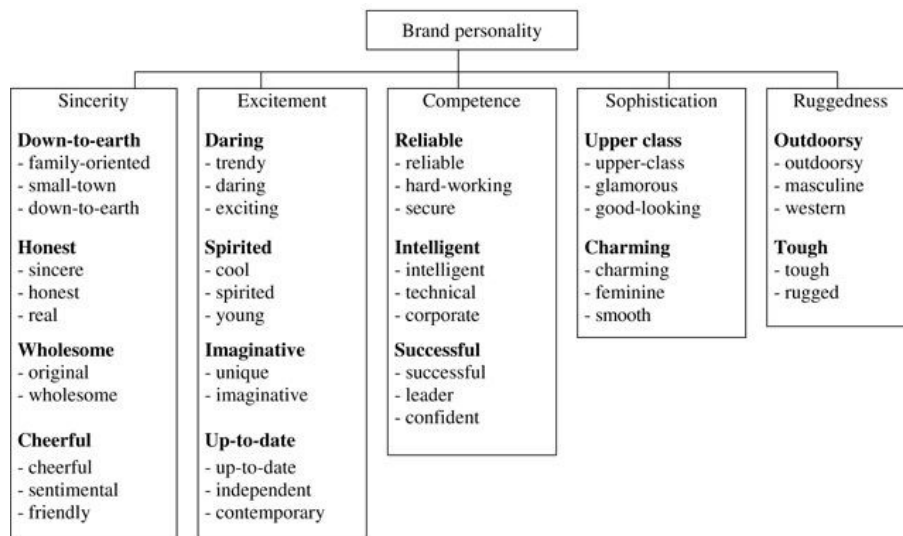
Figure 1. Brand Personality Scale.
Source: Aaker, J. (1997). Dimensions of brand personality (p. 352). *Journal of Marketing Research, 34*(3), 347-356. doi: 10.2307/3151897

Aaker, J. (1997). Dimensions of brand personality (p. 352). Journal of Marketing Research, 34(3), 347-356.
Doi: 10.2307/3151897
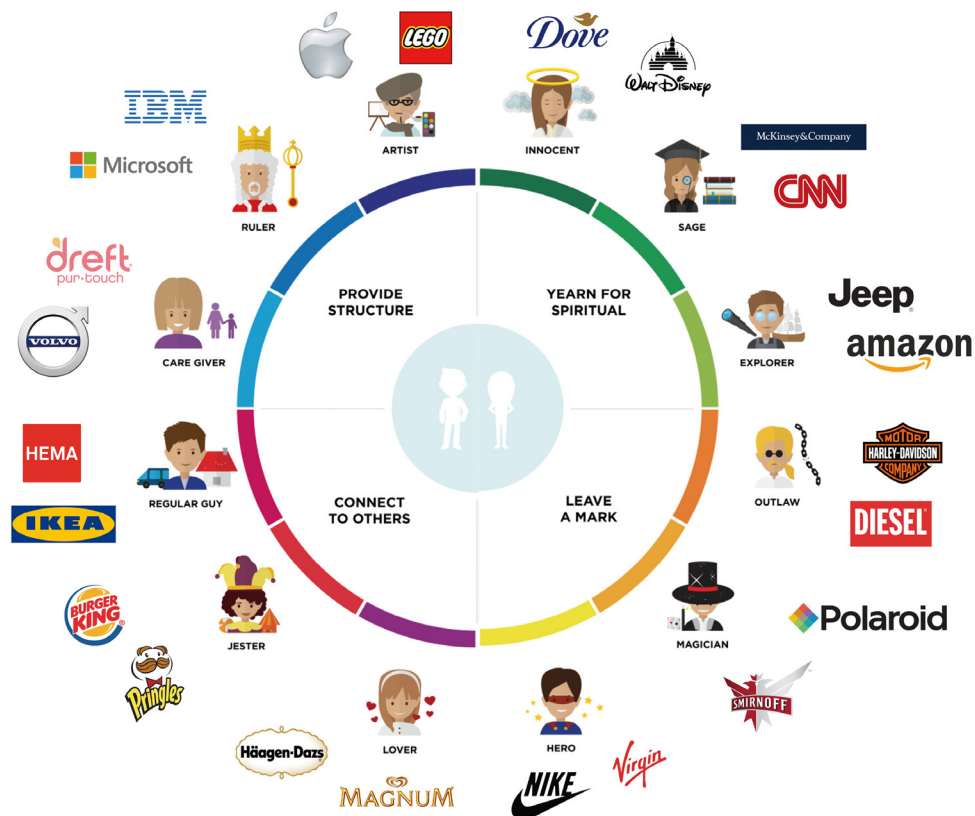
Mark, M., & Pearson, C. (2001). The hero and the outlaw: Building extraordinary brands through the power
of archetypes (pp. 5-7). New York: McGraw-Hill.

Appendix 9 The Microsoft Experience words (initially used for product reaction cards)

The complete set of 118 Product Reaction Cards				
Accessible	Creative	Fast	Meaningful	Slow
Advanced	Customizable	Flexible	Motivating	Sophisticated
Annoying	Cutting edge	Fragile	Not Secure	Stable
Appealing	Dated	Fresh	Not Valuable	Sterile
Approachable	Desirable	Friendly	Novel	Stimulating
Attractive	Difficult	Frustrating	Old	Straight Forward
Boring	Disconnected	Fun	Optimistic	Stressful
Business-like	Disruptive	Gets in the way	Ordinary	Time-consuming
Busy	Distracting	Hard to Use	Organized	Time-Saving
Calm	Dull	Helpful	Overbearing	Too Technical
Clean	Easy to use	High quality	Overwhelming	Trustworthy
Clear	Effective	Impersonal	Patronizing	Unapproachable
Collaborative	Efficient	Impressive	Personal	Unattractive
Comfortable	Effortless	Incomprehensible	Poor quality	Uncontrollable
Compatible	Empowering	Inconsistent	Powerful	Unconventional
Compelling	Energetic	Ineffective	Predictable	Understandable
Complex	Engaging	Innovative	Professional	Undesirable
Comprehensive	Entertaining	Inspiring	Relevant	Unpredictable
Confident	Enthusiastic	Integrated	Reliable	Unrefined
Confusing	Essential	Intimidating	Responsive	Usable
Connected	Exceptional	Intuitive	Rigid	Useful
Consistent	Exciting	Inviting	Satisfying	Valuable
Controllable	Expected	Irrelevant	Secure	
Convenient	Familiar	Low Maintenance	Simplistic	

From: Benedek and Miner (2002). Measuring Desirability: New methods for measuring desirability in the usability lab setting. Proceedings of the Usability Professionals' Conference, 2002.

Appendix 10 Materials for focus group
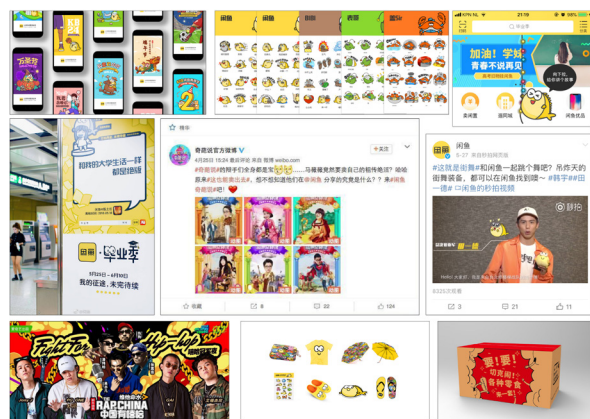

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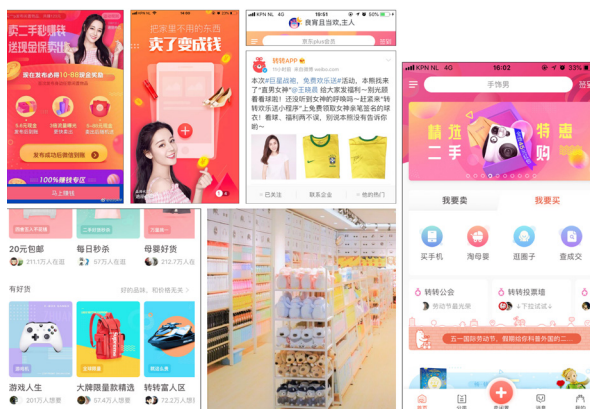https://www.youtube.com/watch?v=UE9p5qGzaZ0
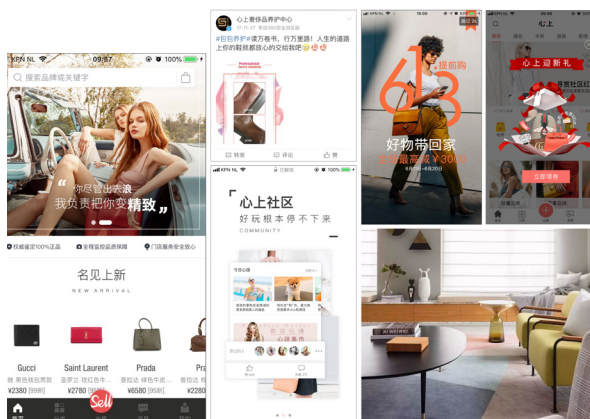
卡通 文艺 态度 感性

卡通 商务 解释 理性

Appendix 11 Evaluation form

Part 1 Original version

I think the brand is

1. Reliable

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

2. Competent

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

3. Sincere

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

4. Personal

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

5. Honest

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

6. Friendly

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

7. Secure

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

8. High quality (product and service)

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

9. Professional

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

10. Hardworking

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

11. Pure

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

12. Mature

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

13. Thoughtful

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

14. Transparent

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

15. Care free

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

16. I would like to recommend the brand to my friends

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

Part 2 New version

I think the brand is

1. Reliable

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

2. Competent

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

3. Sincere

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

4. Personal

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

5. Honest

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

6. Friendly

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

7. Secure

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

8. High quality (product and service)

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

9. Professional

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

10. Hardworking

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

11. Pure

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

12. Mature

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

13. Thoughtful

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

14. Transparent

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

15. Care free

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

16. I would like to recommend the brand to my friends

Strongly disagree	Disagree	More or less disagree	Undecided	More or less agree	Agree	Strongly agree
0	1	2	3	4	5	6

Appendix 12 Materials for evaluation