

## APPENDICES

### Appendix 1

#### Interview transcript

Question 1: What do you think about the role of social media marketing in constructing a brand for WAHAHA group?	
Participant 1	In my opinion, Wahaha has a great chance to engage with younger Chinese populations through social media. This can help the company to encompass a greater consumer base.
Participant 2	I think, through utilising tools such as Bilibili, Wahaha may establish a more approachable and "web-savvy" company image which can promote the business to a vast market.
Participant 3	User-generated content campaigns on social media can boost brand loyalty and engagement for Wahaha for me.
Participant 4	I think social media can enable precise marketing for reaching specific groups or certain "tribes" that are interested in Wahaha's offerings.
Participant 5	In my opinion, in this digital era, social media can provide Wahaha with a dynamic and participatory platform to fortify its brand image which is an essential aspect to grow a business more effectively.
Participant 6	For me, WAHAHA Group can better understand customer behaviour and preferences thanks to social

	media's insightful analytics, which is essential for successful brand growth.
Participant 7	I think social media marketing, including displaying behind-the-scenes footage and client testimonials, may assist WAHAHA Group in creating a more genuine and approachable company image.
Participant 8	For me WAHAHA Group may enhance customer satisfaction and brand confidence by promptly responding to consumer comments and queries via social media.
Participant 9	WAHAHA Group can conduct targeted advertising campaigns that appeal to particular demographics thanks to social media marketing, which can make their branding initiatives more concentrated and successful.
Participant 10	I think WAHAHA Group can use social media as a platform to demonstrate their dedication to CSR and link the brand with good principles and behaviours.
Question 2: What is your stance regarding competitiveness in the Chinese market especially for new businesses?	
Participant 1	Because there are so many well-known domestic and foreign brands in the Chinese market, it might be difficult for new companies to establish themselves for me.
Participant 2	I think in order to stand out from the other contenders,

	new companies entering the Chinese market must have a distinct and well-defined value offer.
Participant 3	In my opinion China's technical advancements are happening so quickly that new enterprises must be creative and flexible in order to remain competitive.
Participant 4	I think due to e-commerce and social media being the most popular ways for new enterprises to reach Chinese customers, they must spend in developing a strong online presence.
Participant 5	I think in order to stay competitive and steer clear of legal hazards, new enterprises operating in China must assure compliance with the often complicated regulatory environment.
Participant 6	In my opinion, maintaining a competitive edge in the dynamic Chinese market may be facilitated for new enterprises by exhibiting flexibility and agility in response to market changes and customer requests.
Participant 7	I think to create a strong brand identity and reputation in the Chinese market, new enterprises must invest in brand-building initiatives.
Participant 8	I think to create a strong brand identity and reputation in the Chinese market, new enterprises must invest in brand-building initiatives.
Participant 9	Adapting marketing strategies to align with Chinese

	cultural nuances and local trends can significantly enhance a new business's competitiveness for me.
Participant 10	I think, Price competitiveness is essential, as Chinese consumers are highly price-sensitive and often compare options before making purchasing decisions.
Question 3: Can you explain how family businesses are capturing the whole chinese market?	
Participant 1	I think family companies in China frequently take advantage of their in-depth knowledge of regional markets and customer behaviour to successfully customise their products to fit the demands in the area.
Participant 2	In my knowledge, long-term connections are prioritised by many Chinese family companies above quick profits, which aids in the development of sustainable company models and the retention of loyal clientele.
Participant 3	Family businesses often prioritise quality and consistency in their products and services, which can enhance their reputation and attract a loyal customer base as per my concern.
Participant 4	In my opinion, strong family governance and a unified vision can drive cohesive strategies that align with market demands, ensuring a focused approach to growth.
Participant 5	Numerous family-owned enterprises use their vast

	networks and connections inside the sector, offering tactical benefits for alliances and supply chain administration which for me is one of the main reasons behind capturing the market.
Participant 6	I think family businesses frequently engage in charitable and community development endeavours because they have a strong sense of social responsibility, which may improve their reputation and increase client loyalty.
Participant 7	In my opinion family businesses are able to offer competitive pricing because of their strong work ethic and ability to sustain reduced operating expenses through effective management which is helping in capturing the market more effectively.
Participant 8	Succession planning and grooming the next generation for leadership roles ensure continuity and sustained growth, allowing family businesses to remain competitive over time in the Chinese market
Participant 9	In my knowledge family businesses are able to obtain better terms and guarantee the quality and dependability of their products by focusing on establishing and preserving close connections with their suppliers.
Participant 10	As per my knowledge, personalised customer care is a key differentiator for Chinese family companies compared to larger, impersonal enterprises which allows these businesses to grow in the Chinese market.

Question 4: What do you think about how brand diversity of the WAHAHA group will help the company promote business in the Chinese market?	
Participant 1	I think, with a diverse portfolio, WAHAHA Group can spread risk across different product lines and market segments, reducing the impact of market fluctuations on any single brand.
Participant 2	In my opinion, by offering a wide range of brands, WAHAHA Group can penetrate multiple market segments, from premium to budget-conscious consumers, increasing overall market share.
Participant 3	A diverse product portfolio is an essential aspect for retaining consumers more effectively for me and the WAHAHA Group can retain its consumers more accordingly with diversifying its product line.
Participant 4	I think brand diversity can enable WAHAHA Group to tailor its offerings to different regional tastes and preferences within China, enhancing local market relevance.
Participant 5	As per my understanding, managing multiple brands can encourage WAHAHA Group to innovate continuously, staying ahead of market trends and meeting changing consumer demands.
Participant 6	In my opinion, a wide range of brands may set WAHAHA Group apart from rivals by presenting

	distinctive value propositions that appeal to a variety of customer demographics.
Participant 7	I think with various brands adding to WAHAHA Group's total brand equity, it can improve its standing and allure to investors and customers alike.
Participant 8	In my opinion, a variety of brands can entice consumers to explore different products within the WAHAHA Group's portfolio, increasing overall sales
Participant 9	I think WAHAHA Group can remain relevant and competitive by adjusting its brands to changing market conditions and customer behaviours.
Participant 10	For me the presence of a variety of brands can boost the WAHAHA Group's total brand equity and increase its appeal to investors and customers alike.
Question 5: Can you explain the role of brand communication for the WAHAHA group to promote the brand in the Chinese market?	
Participant 1	In my opinion, effective brand communication can help WAHAHA Group to increase brand visibility, making consumers more aware of its products and services in the crowded Chinese market.
Participant 2	I think consumers are better able to comprehend the basic principles, mission, and identity of WAHAHA Group when these messages are communicated consistently to them.

Participant 3	As per my understanding WAHAHA Group can create emotional connections with customers via narrative and interesting content, which will increase brand preference and loyalty.
Participant 4	In my opinion honest and open communication fosters consumer trust, which improves WAHAHA Group's standing and reputation.
Participant 5	Clear and compelling brand communication will highlight WAHAHA Group's unique selling propositions, differentiating it from competitors in the market for me.
Participant 6	I think interactive and engaging communication strategies, such as social media campaigns and customer interactions, encourage consumer participation and engagement with the brand.
Participant 7	In my opinion, to generate enthusiasm, drive early sales, and promote new product introductions, effective communication techniques are essential.
Participant 8	In my knowledge brand communication educates consumers about the benefits and features of WAHAHA Group's products will help them make informed purchasing decisions.
Participant 9	I think through keeping customers informed and engaged with the brand, consistent and good communication



	strengthens brand loyalty.
Participant 10	In my opinion, the reach of WAHAHA Group's brand messaging will increased by utilising a variety of communication channels, including traditional advertising, digital media, and public relations.
Question 6: Do you think that brand orientation is compulsory for securing product value and customer engagement in online business operations?	
Participant 1	Yes, it is important
Participant 2	Yes, I think that brand orientation is compulsory for better customer engagement
Participant 3	I can't comment on this, I'm not sure
Participant 4	Yes, it is needed for boosting product value in online business projects
Participant 5	Brand orientation is necessary for product value and customer engagement in online business
Participant 6	Yes
Participant 7	I don't know about this
Participant 8	Yes, it needs to be mandatory
Participant 9	Brand orientation helps in securing customer engagement in online business better, so yes, it is compulsory

Participant 10	Yes, I think it is compulsory
Question 7: Is it correct that brand orientation is an accumulated outcome that depends on external brand image and internal brand awareness in customers?	
Participant 1	Yes, it depends on both
Participant 2	Yes, but I think it is more about internal awareness
Participant 3	Yes, this seems correct
Participant 4	This looks right
Participant 5	Yes, brand image is more important but brand orientation depends on both
Participant 6	Both result to brand orientation so, yes
Participant 7	I don't know
Participant 8	Maybe, not sure about both brand image and awareness among customers resulting in brand orientation
Participant 9	Yes
Participant 10	Yes, I think so
Question 8: Do you think market surveys are necessary for brand construction in the Chinese market?	
Participant 1	Yes, it is important
Participant 2	It is important because it lets brands to learn about customer and market demands

Participant 3	It is a need for brand construction
Participant 4	Yes, it is
Participant 5	I don't know
Participant 6	Yes
Participant 7	It is necessary
Participant 8	If you want to do brand construction in the Chinese market, it is needed
Participant 9	Yes, I believe
Participant 10	Yes, market survey is needed
Question 9: Can different approaches including corporate governance, acquisition and joint venture can help WAHAHA group be sustainable in China?	
Participant 1	Yes, it can actually
Participant 2	Corporate governance will help the group develop sustainably, yes
Participant 3	Yes
Participant 4	Well, it is possible
Participant 5	WAHAHA is a popular group, these approaches will help I guess
Participant 6	Yes, these approaches can help with sustainable growth of the group in Chinese market

Participant 7	Yes
Participant 8	Yes, it can
Participant 9	I'm not sure
Participant 10	Yes, it thinks it would help the group
Question 10: Why do you think corporate governance, acquisition and joint ventures can help WAHAHA group to develop sustainably in China?	
Participant 1	Joint ventures can help expand the WAHAHA group's activities
Participant 2	Corporate governance can promote WAHAHA group to adopt sustainable and ethical measures within business operations
Participant 3	Acquisitions can help stronger and sustainable brand construction in market
Participant 4	I guess, acquisitions and joint ventures will help WAHAHA group to sustainably maintain competitive advantage in Chinese market
Participant 5	Joint ventures can help WAHAHA build brand value and image more sustainably, I think
Participant 6	These approaches are helpful for ethical and competitive sustainable development
Participant 7	Well, joint ventures can build market competence and corporate governance can boost ethical sustainability

	practices
Participant 8	This strategy can boost cooperative sustainable operations among different companies for better environment
Participant 9	I don't know
Participant 10	Better cooperation among companies through joint ventures and acquisitions can help WAHAHA group to expand in market sustainably

