

Case Name

Hermes of ice cream-Zhong XueGao

Theory

Strategic Digital Marketing; Price position; Target position

Key words

Consumption upgrade; Word of mouth marketing; Cross-border; KOL effect; Photo sharing

Background information

Before 2018, the high-end market of ice cream was dominated by foreign brands such as Nestle and Haagen-Dazs, accounting for about 25%. With the government's supporting policy, brands of "made in China" are gradually sought by young people and started rising in the market. Millennials, the main force of consumption in the market, are now much more likely to shop online because of the needs of their work and life. The epidemic has strengthened the convenience of online shopping. Besides tastes, for them whether the ingredients are healthy with low calorie, low sugar and low fat are more critical.

Marketing strategy

1.Product packaging and price positioning. Zhong XueGao shaped its ice cream as a piece of traditional Chinese roof tile, which gave the brand a unique recognition. Meanwhile, the warehouse-type family package was highlighted since Chinese people had more concerns for families. For the requirements of health by customers, Zhong Xuegao stuck out the characteristics of health, low sugar, low fat and zero additives which achieved maximum effect of positioning the products. They relied on online sales, locking the new middle class in the first and second-tiered cities with the sales route of high quality and high price.

2.Product distribution. Zhong XueGao had advertised on social media based on the locations and social classes of their customers and let more targeted customers understand the product. The company set up flash stores off-line to attract consumers where they could experience the brand with more interactions. It not only achieved offline sales but also drew the attention of social media by thematic activities. It established an enclosed loop of clocking-in, sharing and customer diversion and expanded the popularity of the brand.

3.Cross-border marketing and celebrity effect. With its influence, Zhong Xuegao cooperated with other six brands across industries to enhance the popularity and topicality. Collaboration with celebrities and KOL increased awareness of the brand. The real-time experience of KOL attracted the attention of target customers.

Outcomes

The miracle of sales lasted for three years from 2019 to 2021. The revenue exceeded 100 million RMB. By May 2022, Zhong Xuegao had sold 220 million pieces of ice cream, which ranked Top One in the category of ice cream products for years.

Implications & Challenges

Ice cream products have unique characteristics. It needs high quality control of supply chain and product quality if it relies on on-line sales exclusively. Eventually Zhong Xuegao returned to off-line store sales but received negative feedback. Was Zhong Xue

Gao over-marketed? How would Zhong Xuegao deal with the crisis of public relation from the marketing perspective?

Reference list:

About Zhong Xue Gao (2018), Retrieved 18 March 2023 from
<https://www.zhongxuegao.com/home/index>

案例名称

“雪糕界的爱马仕”-钟薛高品牌案例

理论依据

营销新技术;价格定位;目标市场定位

关键词

消费升级;口碑营销;跨界联名;网红效应;晒图分享

背景资料

2018 年之前，外资品牌占据了冰激凌高端市场，如雀巢、哈根达斯等，占比约为 25%。随着政府的政策支持，“中国制造”品牌逐渐被年轻人追捧，崛起成为趋势。现在市场消费的主力军“千禧一代”，因其工作和生活的需求更加倾向于线上消费。疫情强化了线上购物的便利性。同时，他们对产品品质的追求正在提升。对他们来说，除了冰淇淋的口味，成分是否健康，低热量、低糖、低脂的更加重要。

营销策略

1. 产品包装和价格定位。钟薛高的外形借鉴了中国传统的【瓦片】形，形成品牌特有的辨识度。同时，根据中国人较高的家庭观念，进行仓储式家庭装推广。根据消费者对健康意识的要求，突出健康、低糖、低脂、零添加的特征，产品定位达到效果最大化。产品依靠线上营销，定位一二线城市的新中产，走高质高价路线。
2. 产品销售渠道。钟薛高根据地域和人群的划分，在社交媒体上进行特定广告投放，让更多的精准用户了解产品并收获了目标客户的关注。设置快闪店吸引消费者来线下打卡，进行互动式品牌体验。这样不仅实现线下售卖，还能通过主题活动将话题引导给社交媒体，形成了打卡、分享、引流的闭环，扩大品牌的知名度。
3. 跨界联动营销和名人效应。钟薛高凭借自己的影响能力，与 6 个品牌跨界联名，提升品牌的热度和话题度。与明星和 KOL 合作，增加品牌知名度。KOL 真实的体验，帮助品牌吸引了目标用户的注意。

成果

从 2019 到 2021 持续三年销量奇迹, 营收突破 1 亿元, 累计卖出 2.2 亿片雪糕。销售额长年稳居冰品类目 TOP1，推出多款新品，发售即售空

反思与挑战

雪糕产品有其特殊性，单纯依赖线上销售对供应链和品质控制的要求很高。国内冷链物流体系的建设仍不完善，能覆盖的城市以及消费者群体有限。钟薛高最终还是回归了线下门店售卖，但负面评价层出不穷。钟薛高是否营销过度？从市场营销的角度看，该如何进行品牌的危机公关？