

# WECHAT MINI-PROGRAMS 2020 REPORT

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HONG KONG | BEIJING | SHANGHAI www.daxueconsulting.com



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# Meet China's internet users in 2020

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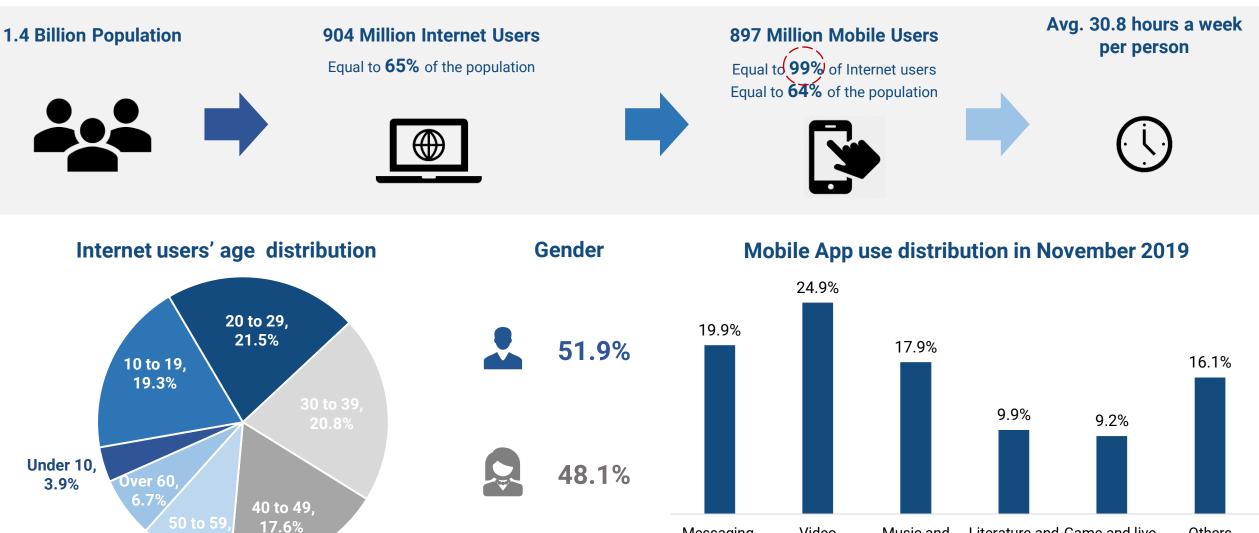
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### China's internet Users 2020

#### 99% of internet users use mobile terminal



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Messaging

and socializing

Video

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Source: CNNIC 45th Statistical Report on Internet Development in China

Music and

audio

Literature and Game and live-

news

streaming

Others

## WeChat Mini-programs

2



### I think the beauty of **Mini-programs** is that you basically can develop **almost everything and anything**

### Aurelien Rigart Co-founder and Vice President of IT Consultis



### WeChat Mini-programs are sub-applications within WeChat's ecosystem

How Mini-programs are different from APPs



#### **Run fast and smoothly**

Existing within WeChat, less than 10 MB in size, Mini-programs launch quickly and run smoothly. Users can access them directly through WeChat, so there is no need to download an App.



#### Lower development cost

Unlike the native Apps, developers don't have to develop Mini-programs for multiple operating systems. They can be built with WeChat's framework using HTML, JavaScript and CSS.



**Cross-regional** 



Mini programs have few geographical restrictions, wherever globally WeChat is available, Mini-programs are sure to work.

#### Simple and sweet



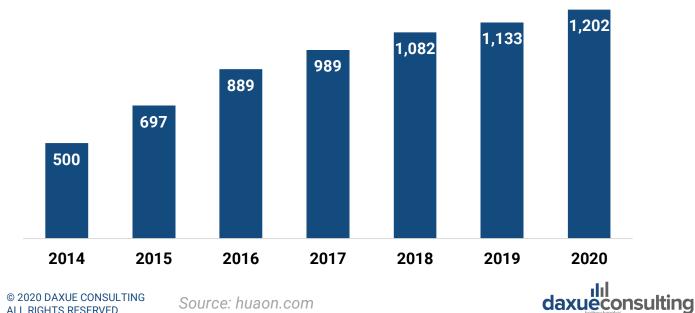
Due to the small size of Mini-programs, the features are relatively limited. Since Miniprograms are developed in the WeChat ecosystem, developers are given limited space to create and keep the functions simple.

### WeChat saturated consumer base, paving the way for Mini-programs

#### 6 out of 10 WeChat users are mini-program users



**Evolution WeChat MAU** (Million people, June 2013 to June 2020)



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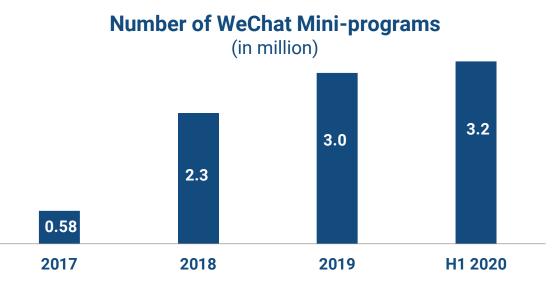
**Comparing the growth of WeChat and Mini-programs MAU** (June 2018 – June 2019)



Source: QuestMobile, Aldzs, huaon

### The rapid growth of WeChat Mini-programs

The number of Mini-programs exploded after launch, but is now starting to slow



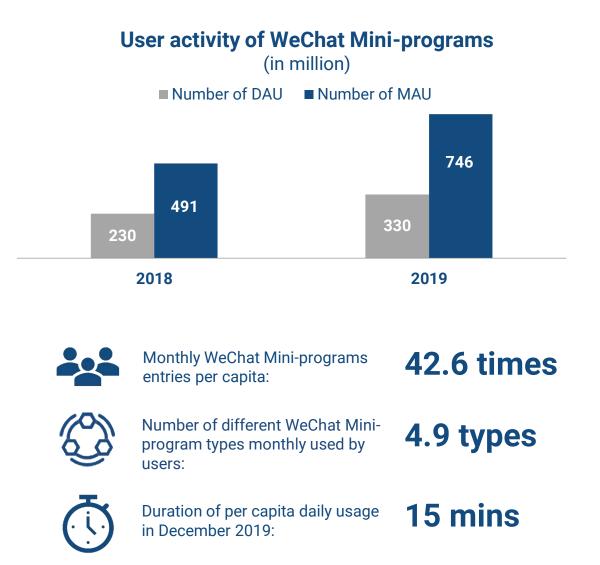


WeChat Mini-programs' GMV increased from 600+ billion RMB in 2018 to 1,200+ billion RMB in 2019, with a 100% annual growth rate.

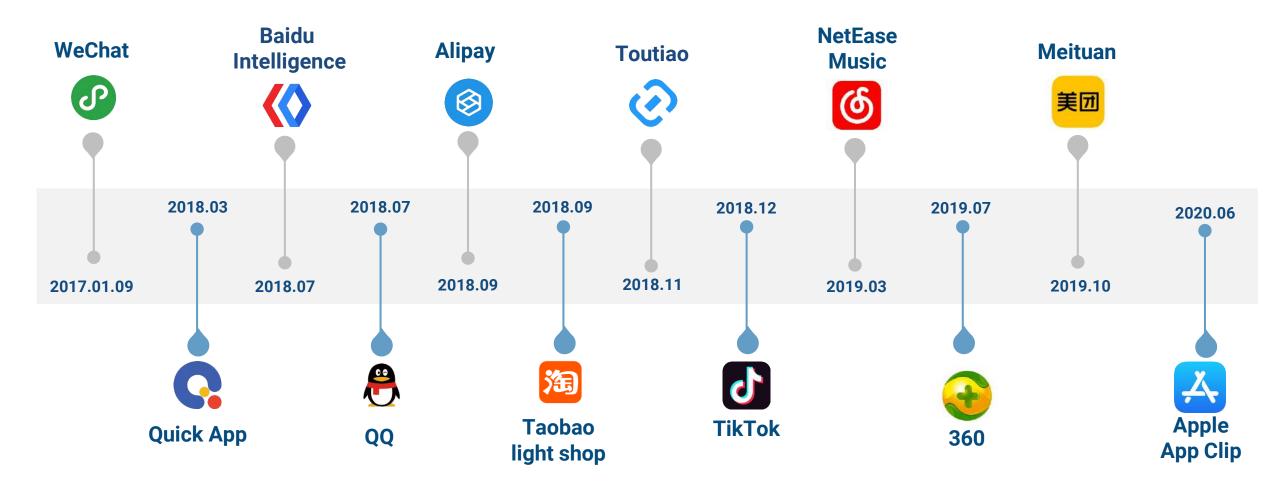
In 2019, each person installed **56 Apps** on average. However, they used more than 60 WeChat Miniprograms. The convenience of MPs makes them more popular than Apps.



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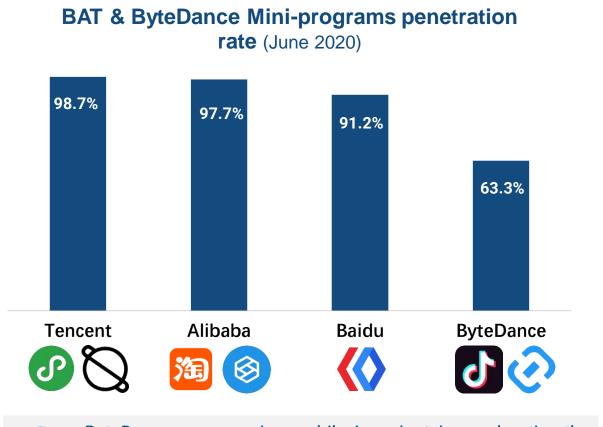
### Following WeChat, other platforms launched their versions of Mini-programs



Source: Users QQ, daxue consulting research; Aldzs, mini-program insights 2019 daxueconsulting

### The penetration rate of Mini-programs

The users of BAT & ByteDance Mini-programs all surpass 100 million.



#### Features of BAT& ByteDance's top Mini-programs



ByteDance, an emerging mobile App giant, is accelerating the development and promotion of its Mini-programs. Compared to June 2019, its MAU has increased with **7.1%** YoY grwoth rate

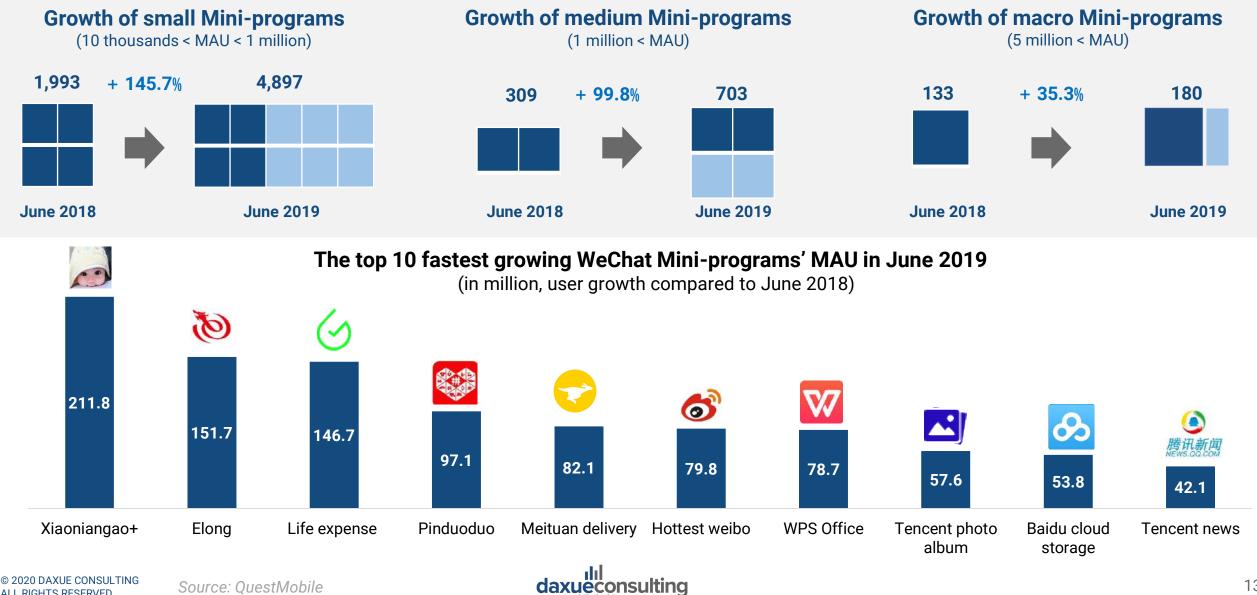


More and more brands consider their mini-programs more important than their brand site. As e-commerce mini programs do not really compete with marketplaces, they remain key to the e-commerce strategy of any brand as it is a more efficient way to convert comparing to brand sites and to also close the loop within WeChat's ecosystem. Clement Ledormeur General Manager of 31Ten

### Micro, Medium and Macro Mini-program growth

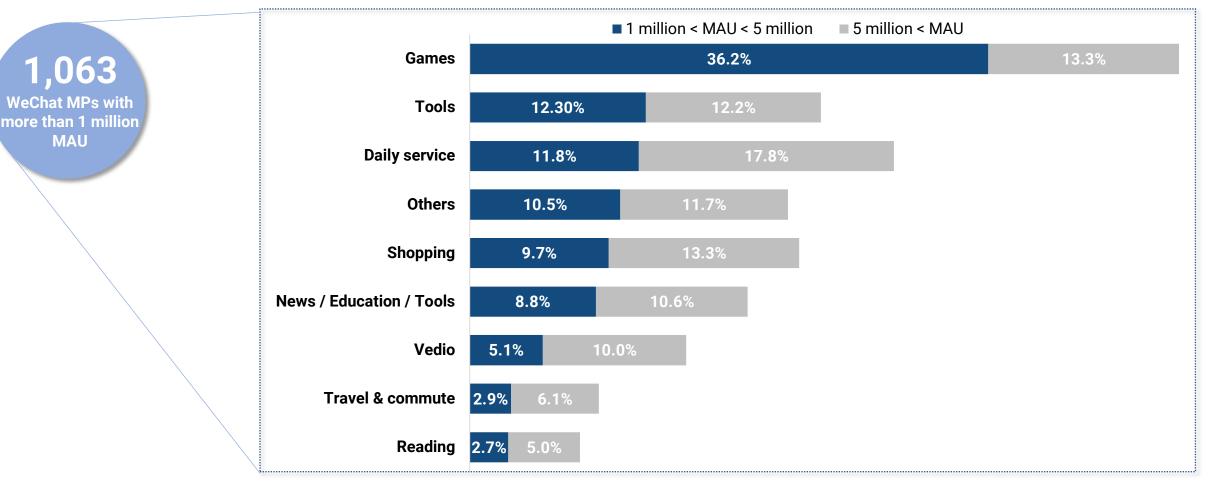
Micro Mini-programs are growing the fastest

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### **Share WeChat Mini-programs by type**

- Mini-programs with over 5 million MAU are mainly for daily services, like video sharing and shopping
- Mini-programs with over 1 million MAU tend to be gaming

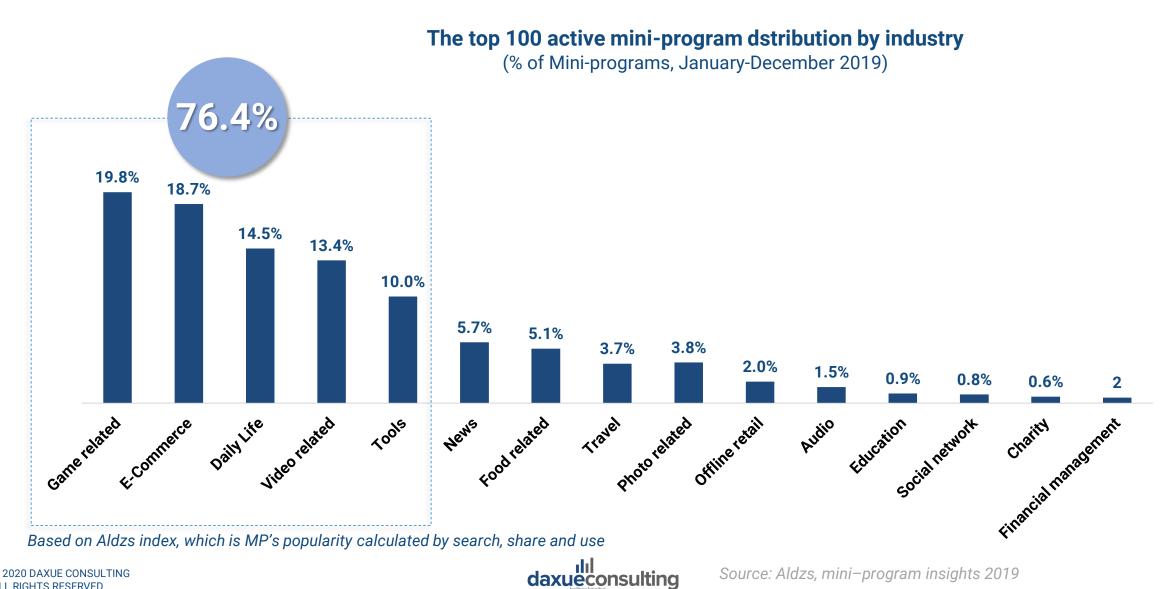


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#### Shares of WeChat Mini-programs (June 2019)

### **Top Mini-programs by industry in 2019**

Around 20% are games, top MPs are related to entertainment and daily life tools

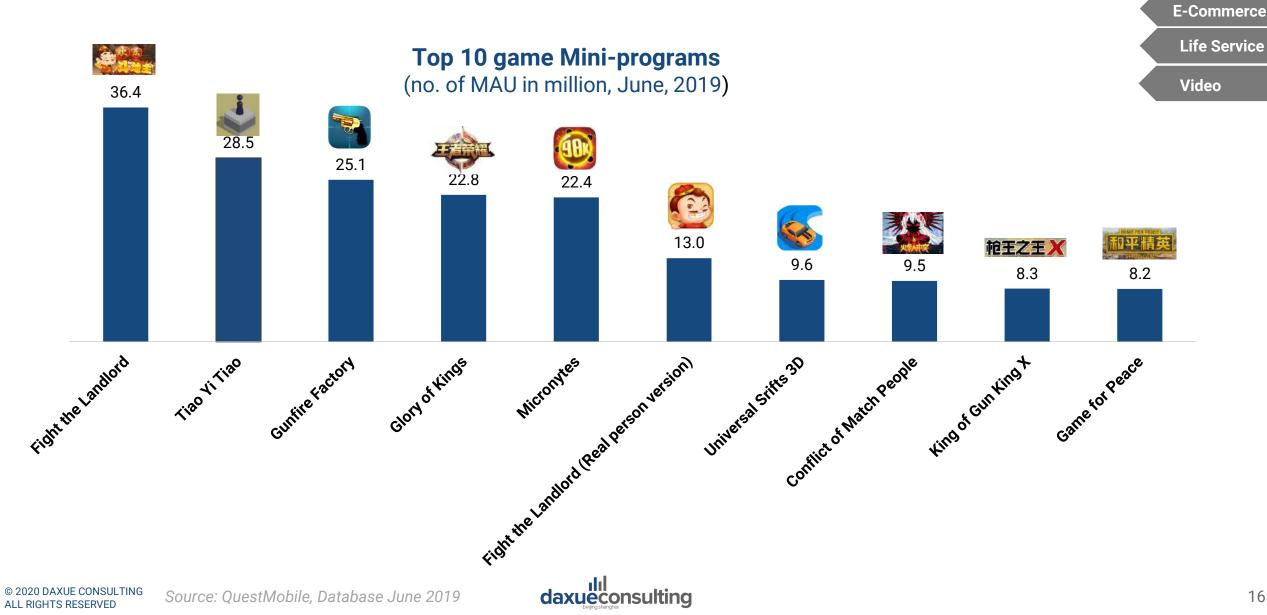


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Source: Aldzs, mini-program insights 2019

### **Top game Mini-programs**

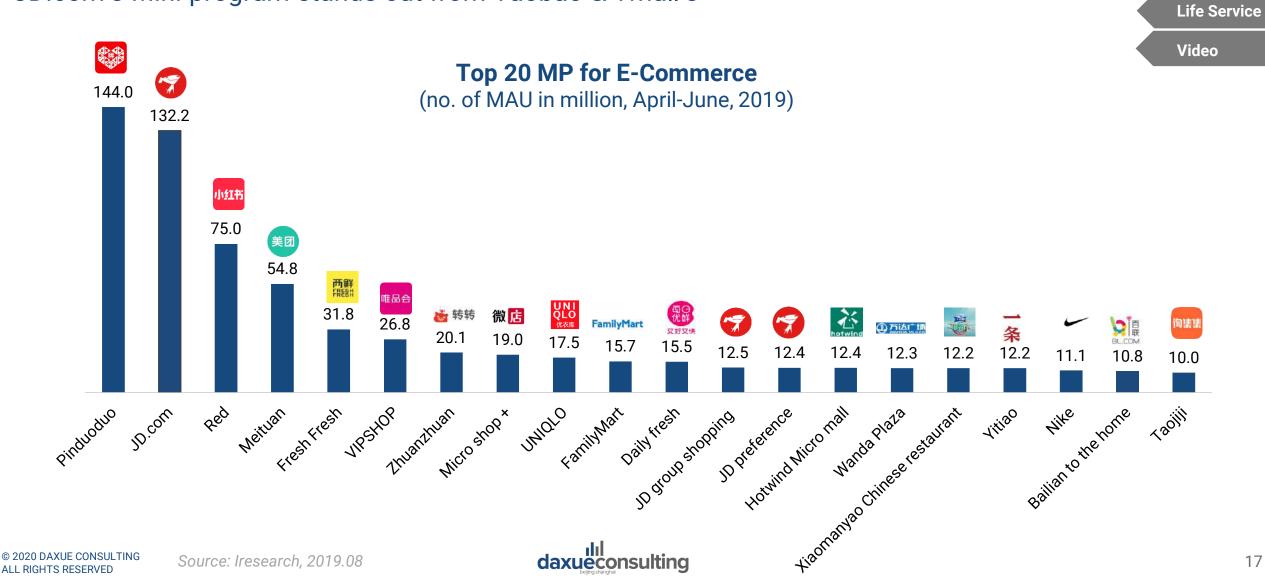
Puzzle and leisure games have more users than competitive games.



Game

### **Top e-commerce Mini-programs**

Group-buying is leading the Mini-programs' e-commerce JD.com's Mini-program stands out from Taobao & Tmall's

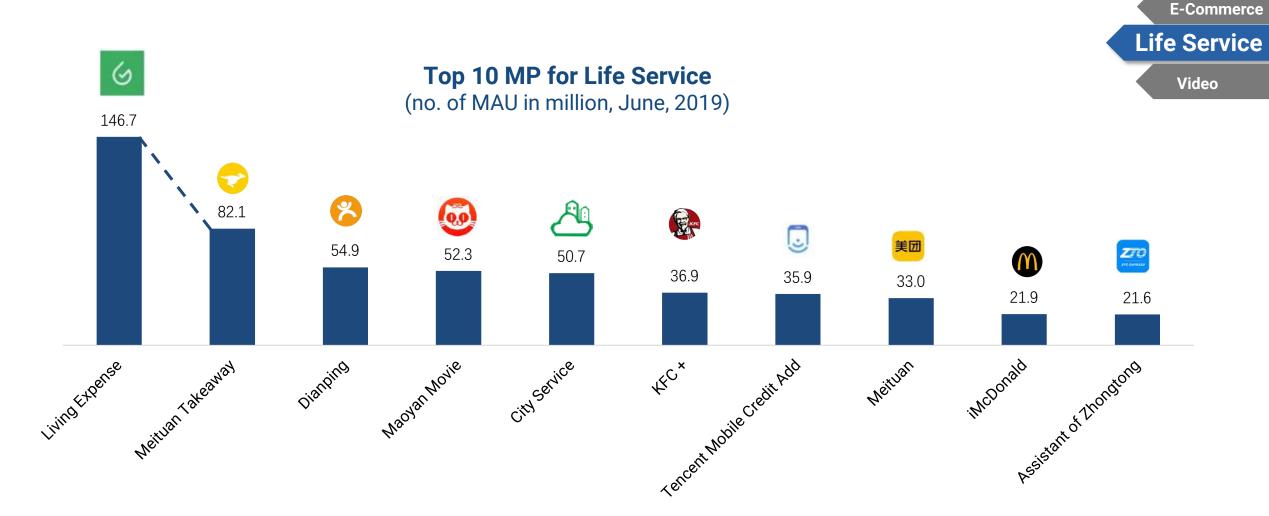


Game

E-Commerce

### **Top life service Mini-programs**

There is a large gap between Payment of Life and other Mini-programs.



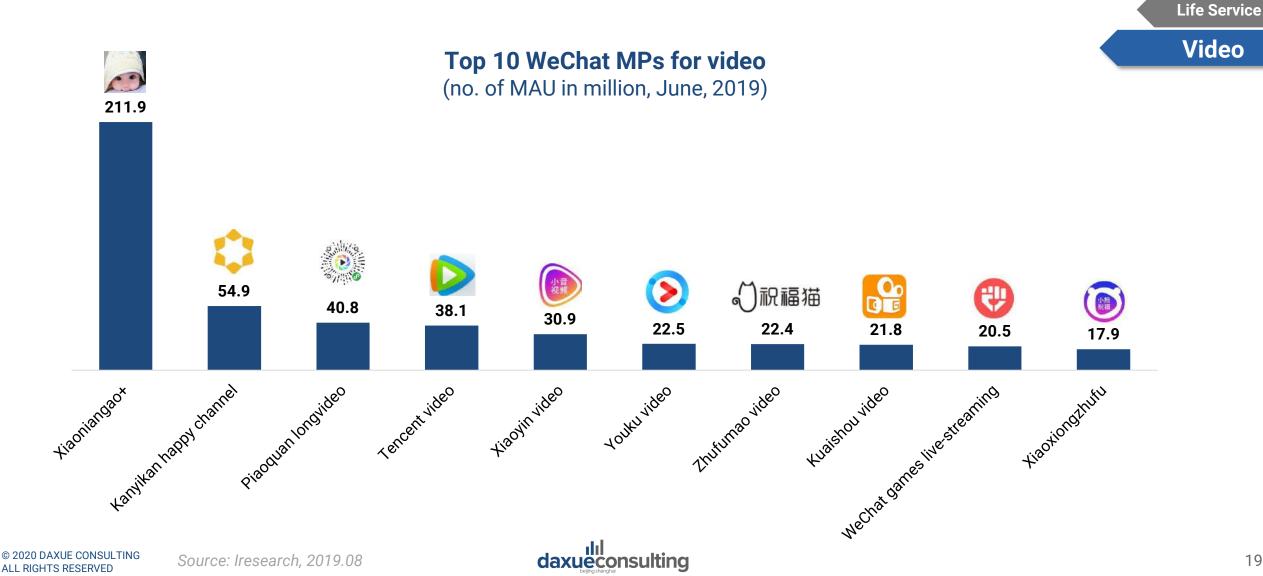
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Game

### **Top video Mini-programs**

Tencent's Mini-programs make up three of the top 10 video Mini-programs



Game

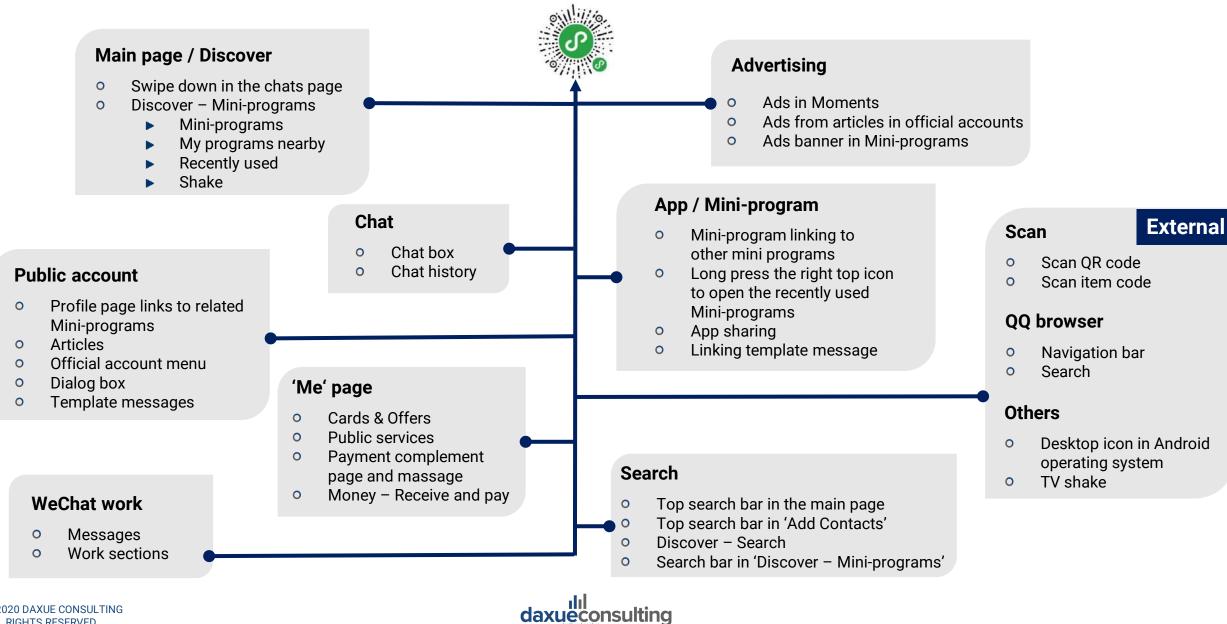
E-Commerce

If you're doing the right thing, if you're building the right services or selling the right product, then it will **spread like fire** because through **word-of-mouth** because of the **shareability of Mini-programs** over the social network

### Thomas Meyer Co-founder of Mobile Now Group



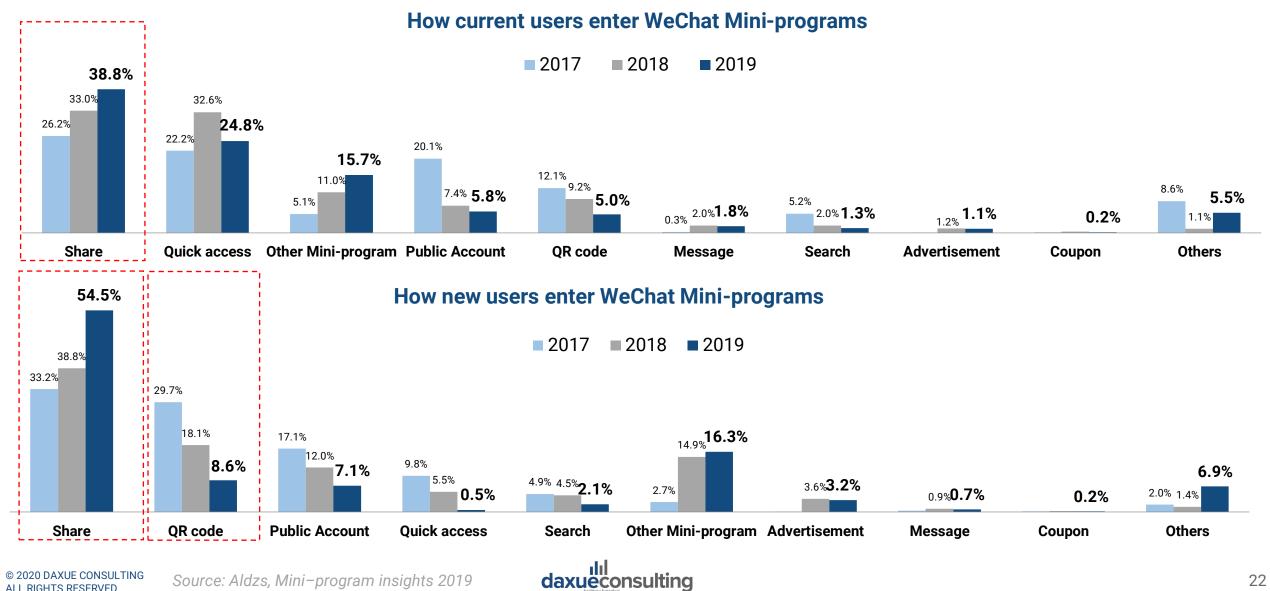
### The main entry points of WeChat Mini-programs (1/2)





### The main entry points of WeChat Mini-programs (2/2)

Sharing is the key to acquiring and keeping users



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### How to set up a WeChat Mini-program

Open to: Individuals, businesses, government, media and other organizations



#### 1 Register an account

Register an account and log in WeChat public platform (mp.weixin.qq.com)

📸 微信公众平台	A. 立時注意 · @ 前件中文 -			
再小的个体,也有自己的品牌	BR enses			
订阅号 具有信息发布与传播的能力	股务号 具有用户管理与提供业务服务的能力			
适合个人及媒体注册	适合企业及组织注册			
小程序	○ 企业微信 原企业号			
具有出色的体验,可以被硬捷地获取与传播 适合有服务内容的企业和组织注册	具有实现企业内部沟通与协同管理的能力 适合企业客户注册			

 $\checkmark\,$  Register an account and choose Mini-program section



#### 2 Fill in information

每个前确保能中语---个小程序

中心, 前中式省表文符号, 各400位, 区位大小市

你已回读并则真《我你认识平台应来协议》及《她供小校理平台起来表现》

✓ Three steps: account information, e-mail activation

and information registration

10.04

通认密药

1247

Fill in information including name, logo, introduction and service scope

Gauge - Count - Cane

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#### **(3)** Mini-program development

Developer can use specific tools to develop and modify Mini-program's functions

▲ 首页 Home page (小 田安 Development)	t				
Home page 〈/〉 开发 Developmer					
□ 管理 Management v 成长 Growth					
版本管理 Version Management 小程序评测 Evaluation					
成员會理 Member Management 违规记录 Legal recor	d 2				
用户反馈 User feedback					
● 统计 Statistics ♥ 推广 Promoting					
流量主 Flow maste	r				
功能 Function <sup>广告主</sup> Ad maste					
微信搜一搜 WeChat search 😛 设置 Setting					
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页面内容接入 Content access					
品牌小程序 Brand mini-program					



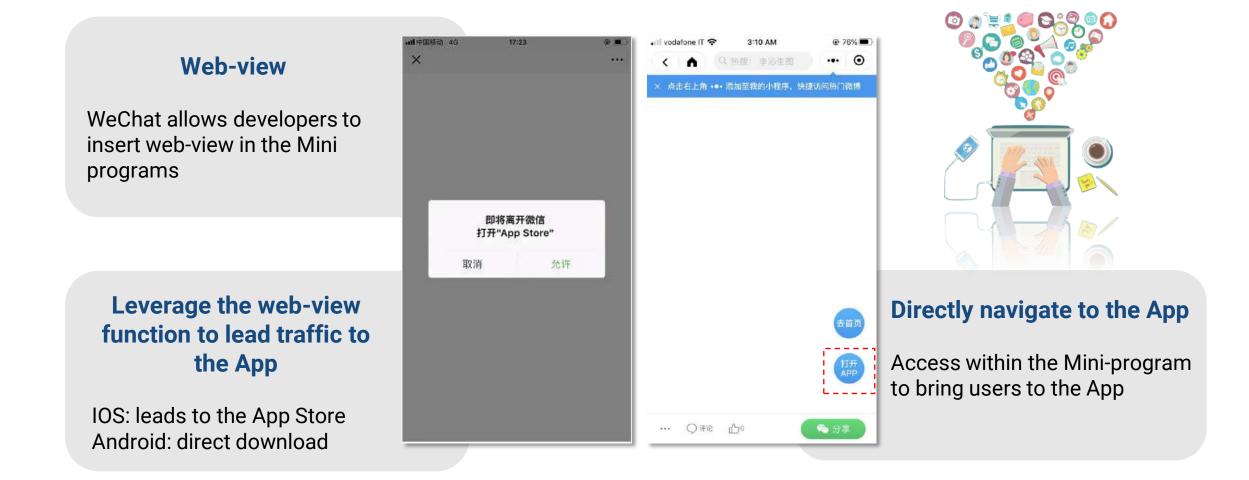
#### **(4)** Review and release

Submit Mini-program code to WeChat's team to review. After Approval, it will be released

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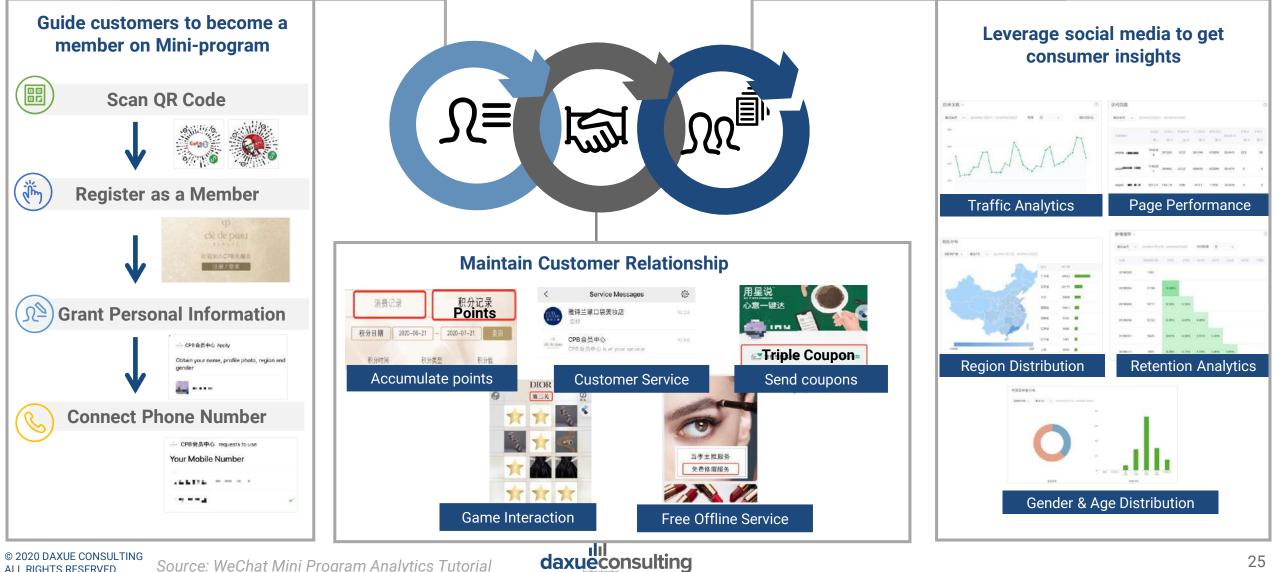
### Mini-program integration with Apps and websites

How to drive traffic to Apps and websites from Mini-programs



### Mini-programs as a CRM system

After guiding customers to Mini-programs, brands can maintain relationship with customers, and use MP Analytics Dashboard to see consumer analytics.



Source: WeChat Mini Program Analytics Tutorial ALL RIGHTS RESERVED

# WeChat Mini-program Users

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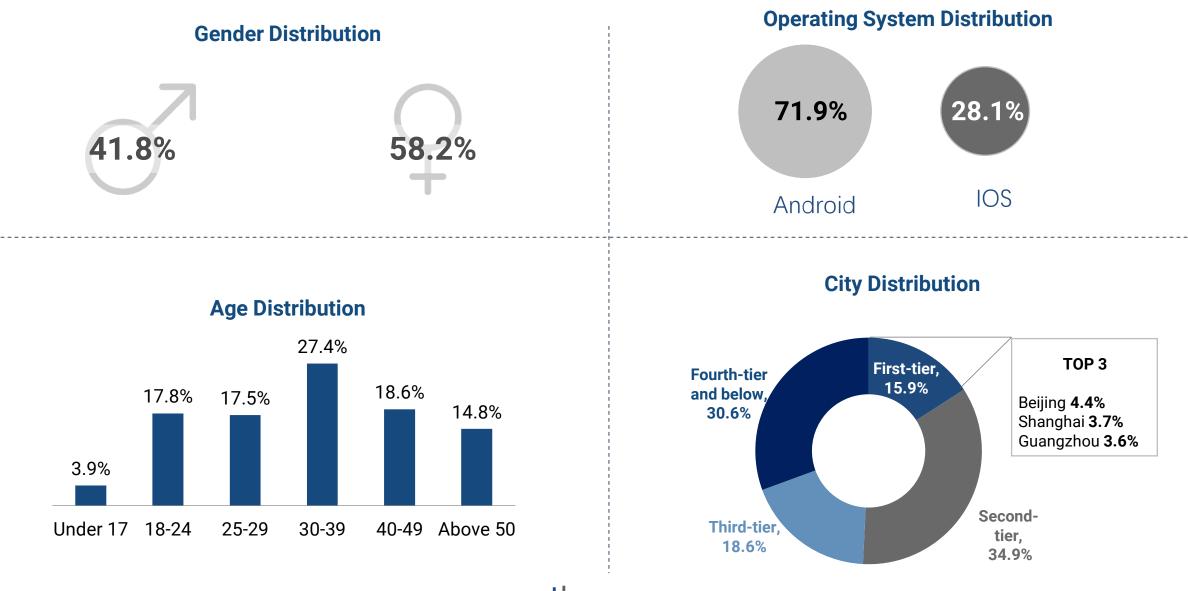
游戏

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附近后的

### Mini-program user demographics (2019)



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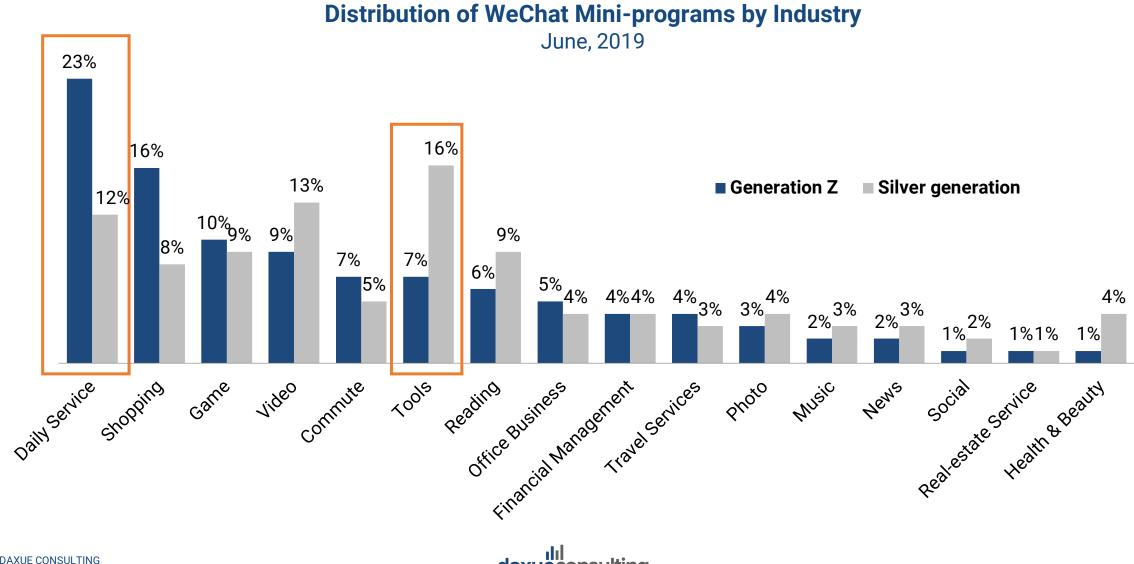
### Silver generation VS. Generation Z

4



### Generation Z VS. The Silver Generation

The younger generation use MP more for daily services & shopping, whereas the silver generation use tools & reading

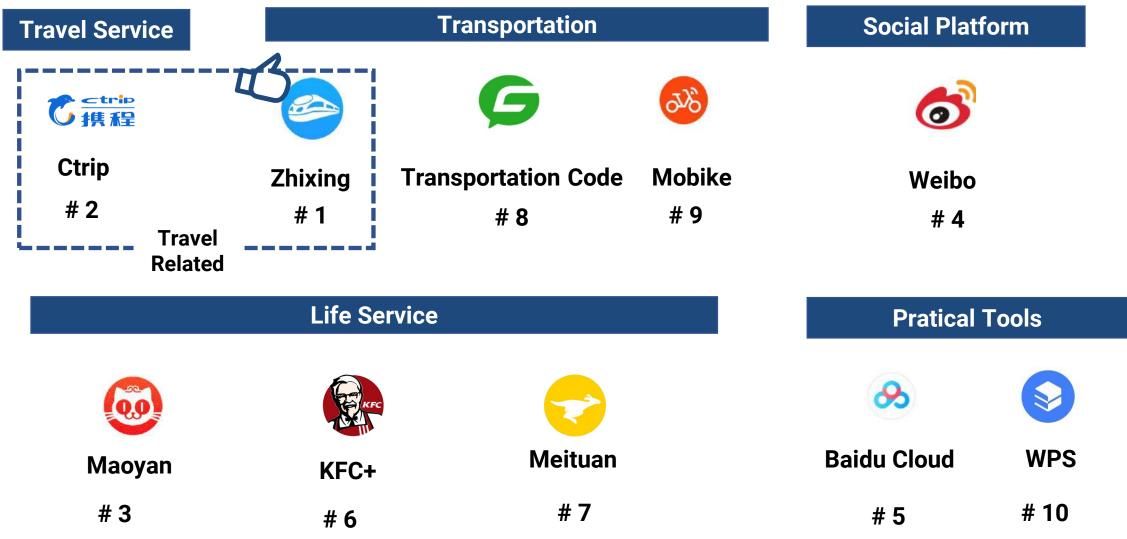


Source: QuestMobile June 2019 ALL RIGHTS RESERVED

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### **Generation Z's Mini-program preferences**

#### Generation Z likes Mini-programs related to eating, entertainment and travel



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Source: QuestMobile, Database June 2019

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### **Generation Z is always on the go**

They are dynamic & familiar with public transportation; They share & learn on the go

Live

✓ Public transportation, train, metro, flights, bike

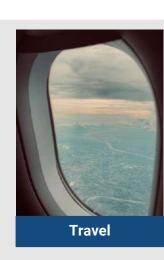


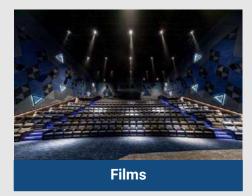
✓ City discover, culture & activities, exhibition, films, tickets













✓ Socializing, idols✓ Foodies, food delivery



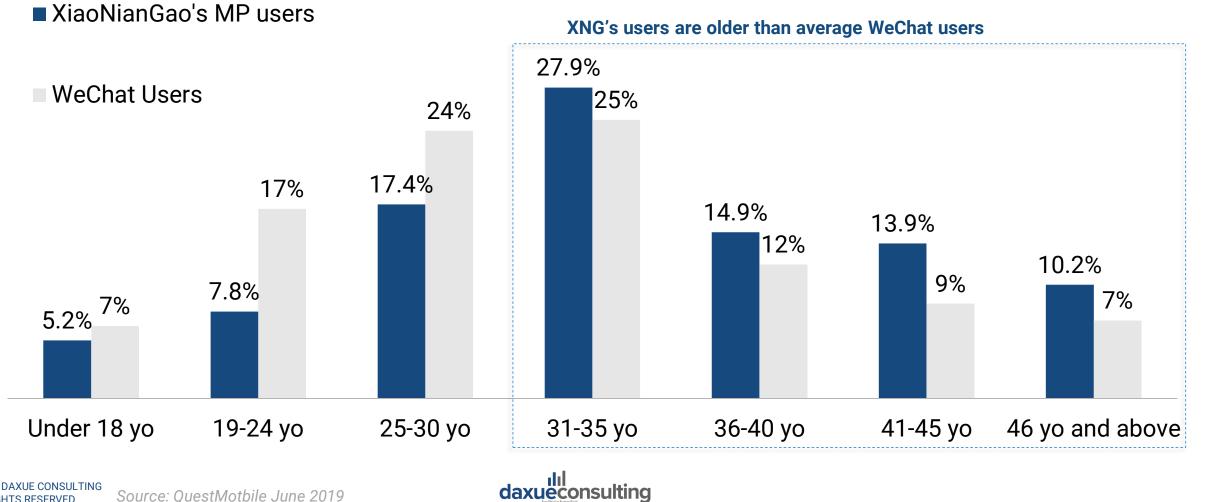




### The Silver Generation are emerging users

Xiaoniangao (小年糕)'s MAU increased 20-fold in one year, reaching 210 million in 2019, making Xiaoniangao rank 1<sup>st</sup> in video

#### WeChat users VS. XNG Users June 2019



Source: QuestMotbile June 2019 ALL RIGHTS RESERVED

### Why Xiaoniangao+ is popular among the silver generation



### What is Xiaoniangao?

Xiaoniangao is a photo-tovideo user-generatedcontent tool. Users can easily create beautiful digital albums. Xiaoniangao identified the silver generation as the main targets and tailored the functions to satisfy their needs.



#### Why is Xiaoniangao popular among elderly

#### Satisfying social needs

- Every album created in Xiaoniangao can be shared on WeChat.
- Videos can be posted in the community and users can interact with the post (like, comment, follow).
- Sections like 'health' and 'square dancing' Appeal to the silver generation

#### Easy to use

- The interface is simple for the elderly. All fonts are enlarged to make it easy to read
- There is no need to download an APP.

#### Free

• Being free is an essential element for the silver generation. Any fee or charge would greatly prevent them from using it.



### The silver generation's favorite content, topics & keywords

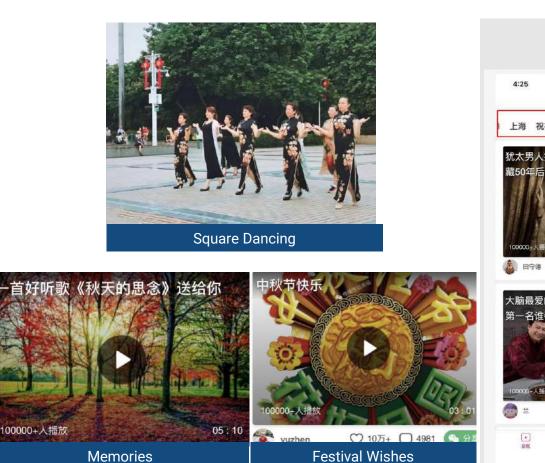
4:25

上海 祝

一名谁

(\*) 发现

#### **Favorite content**



#### **Topics**

	CN
	关注
-nl 46 ■) 小年糕+ ·•• ④	推荐
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白下万张民国美女照片,私	广场舞
再次曝光,原来他最懂中	上海
CN	祝福
	健康
1万+ 294 (4)分平	妙招
	原创
竹食物,核桃只排第四名, 都想不到····································	佳作

8

#### **Keywords**

CN

推荐

中午好

通用

亲子

霜降

秋季

聚会

生日

万圣节

立冬

ENG Follow

Recommend

НАрру

Square dancing

Shanghai

Bless

Health

Tips

**Original Works** 

**Excellent Works** 

	ENG		C	CN		ENG	
Recommend		光棍节		S	ingles Day		
Good afternoon		冬季		Winter			
Ģ	General		小雪		Light snow		
Pai	Parent-child		早上好		Good morning		
Fii	rst Fro	st	晚上好		Good evening		
Ą	utumr	ı	感	感恩节		Thanksgiving	
Ga	atherin	g	厚	周末		Weekend	
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### **Mini-games in a nutshell**

China is the best place to launch a mobile game, as mobile games contributed 69% of China's video game market in 2019



Mini-games reach a wider audience than native app games

**50:50** Male to female user ratio >50%

Of the users **only play mini-games** and not native app games **69%** Of players are over **30** years old

Sources: WeChat mini game official data in Sept 2020, The Verge, ALDZ.com

### Mini-games are ideal for businesses focused on ad-revenue

### Who should build a mini-game?



Startups

Small companies specialized in gaming

Celebrities

### What about brands?

Because production time and cost is much high, brands might find more value by either...



Building an H5 game, H5 which takes less production time and cost



Advertising on an existing mini-game

Mini Games are like a free trial of the app game or real game from a game studio perspective. It is a way to play/try a game without having to download it or purchase it. In that regard, it is essential to consider all the social aspects of the game, leveraging the WeChat ecosystem as much as possible such as sharing, templated messages, daily lucky draw, daily leaderboard, multiplayer or invite friends the game. **Clement Ledormeur General Manager of 31Ten** 

### The essence of a mini-game

What to know before building a mini-game



Total size of all sub packages



#### Max size of single sub package

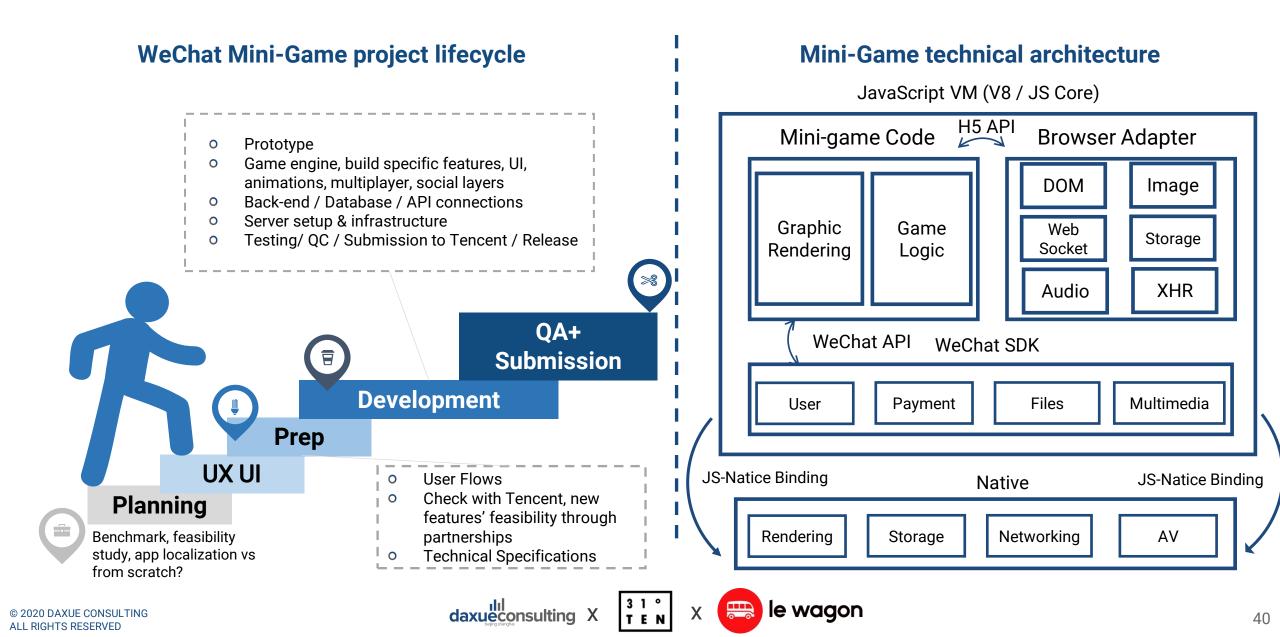


#### 3D games should use low polygons

Games can download extra assets from an external server, but take into account that they will have to be fetched every time the game is started. So, games should be rather light in terms of assets, and 3D games should use low-poly 3D objects and low quality textures.



### **Programming behind mini-games**



### **Comparison between Mini Game & H5**

Mini-games are ideal for game publishers who monetize through ads, H5 is ideal for brands

	Mini Games	HTML5	WeChat's official analytics tool	Ĩ.	Tencent H5 Game analytics tool
Entry points	WeChat	Browser, WeCha Facebook	at, Number of accumulated	$\bigcirc$	
Acquisition cost	Low	Low	users, active users, newly registered users, paid users	User number	Number of new users and active users <b>per hour</b>
Open / Activation rate	High	High	per day and month		
Return rate and revenue	TBD	Low		Ω≡	Nickname, avatar profile url, gender, city, province,
Performance	Medium	Low	Age and gender	Demographics	country, language, openID, session ID
Local storage	Medium	Low		R	
Social gaming	Great	Good	Overall revenue per day/week/month	Overall revenue per day/week/month accumulated	Revenue, game props exchange, tasks, lotterage
Coding languages	JavaScript, TypeScript	JavaScript, TypeScript			
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### How to monetize WeChat mini-games (1/2)

### 1. In APP purchases (IAP)

- IAP is the direct way for revenue, but now it's only open to Android user, iOS doesn't support it due to restrictions from Apple
- IAP in a Mini-game needs to apply for Game License (注册版号和著作权) from the government
- If a Mini-game is owned by an individual instead of a company, it cannot have access to IAPs



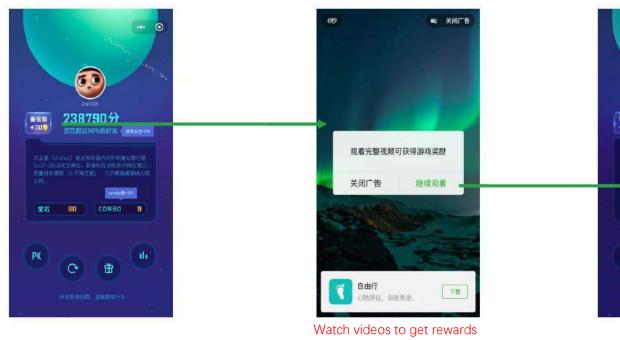
### How to monetize WeChat mini-games (2/2)

### 2. Advertising (banners & rewarded videos)

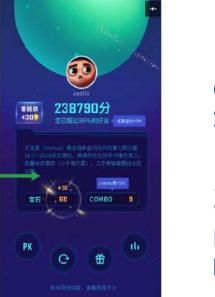
- Advertising is the major and easiest way of monetizing for mini-game owners who don't have a game license or business license, but Tencent will take cut of the revenue.
- Mini-games offer players rewards for watching ads. In exchange for watching ads, players get extra coins or extra lives. The ads interact with players instead of displaying ads bluntly like banner or pop-up ads.

Χ

ΤΕΝ



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### 80% YoY growth

Of traffic from ads from July 2019 to 2020

### **39 mini-games**

Have reached over **1 million RMB** in ad revenue

### The 1<sup>st</sup> commercial ads on mini-games, Nike & McDonalds

Ads on Tiao Yi Tiao are allegedly priced at 5 million RMB a day or 20 million RMB for five days

By placing a branded box on the game Tiao Yi Tiao (JumpJump), Nike and McDonalds reached 28 million daily actives users a day.

When users land on the branded boxes, they get extra rewards. French fries even pop out of the McDonald's box after landing.

The event drew the attention of media and even the News, which was a level-up for brand awareness.

Such partnerships with Tencent are only achievable through bidding, and only big brands have such a budget.



Source: SixthTone



### **Dior uses mini-games to engage with consumers**

Brands build mini-games to advertise at a lower cost than most of other Tencent formats advertising

#### DIOR DIOR DIOR ... () 第一关 0 DIOR迪奥为您带来 第一关 两款别具一格的夏日小游戏, Game #1 祝您收获无尽乐趣。 **Remember every** 2 第一款游戏挑战成功后, picture, and turn 第二款游戏将自动解锁。 over matching 快来试试吧! pictures together. What it brings to brand? REMEMBER DIOR Draws players attention to the exquisite details of Dior's luxury products 8 DIFFERENCES (0/8)Remember Dior Interface 8 Differences

#### Dior built two games to engage customers

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**Game #2** Find the differences between two images

### What it brings to brand?

Envelopes the user's attention in a luxurious scene which is connected with Dior

## **E-Commerce case studies**



6



### Cosmetics Multi-Brand – O2O e-commerce mini-program

Brand WeChat mini-program links users' WeChat with their memberships, allowing users to access it conveniently and stay informed. Brand also set up its own WeChat-based live-streaming broadcast channels.

200 会员积分

粉卡会员

我的订单

T-

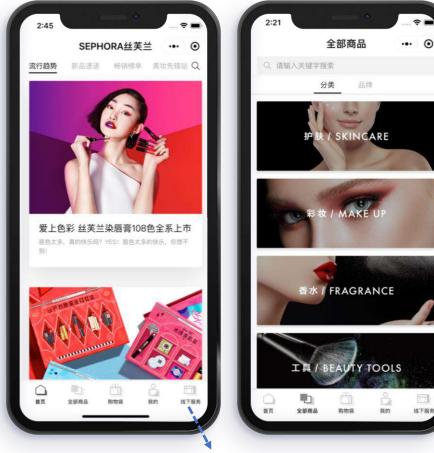
管理收货地址

意動中心



#### **Core e-commerce feature set**

(Homepage, campaign, CLP, PLP, PDP, cart, checkout etc.)



In-store make-up training and event reservation

#### Membership

我的

... ()

优惠者

更换会员卡

所有订单 >

0

已完成

### Tiered membership program Sample store Receive free make-up samples with membership points

- Listing for all products featured in the live-stream.
- Detailed page to introduce all topics, hosts, and products.
- Complementary WeChat groups for beauty advisors and customers to further engage and discuss products and purchases.

### Live-streaming





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### Luxury Multi-Brand - Membership and Private Cart mini-program

Client has big plans for their WeChat ecosystem, which would require months of design, development, and integration to realize. The membership and private-card MP were strategically put in place to space out launches leading to progressive launches.

#### Membership overview



level

indicator

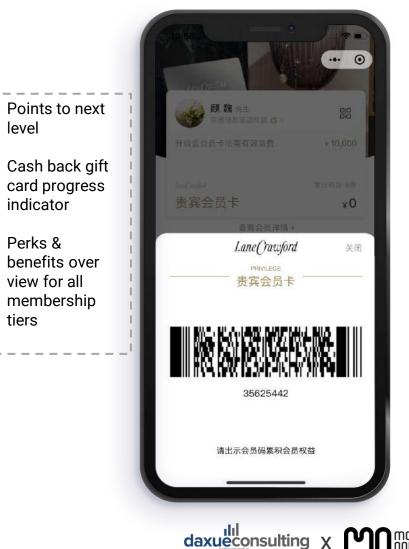
Perks &

tiers

view for all

membership

#### Virtual membership card



#### **Private Cart** -... () 亲爱的连卡佛贵宾 Anna Fung为您量身挑选以下精美专属商品, 详情资讯 和任何需求请资讯Anna Fung。 连卡佛集团 订单明细 THEORY SYLVAIN单色混棉衬衫 数量:1 配送方式 运送到指定地址 亲临分店领取 19945767612 支付金额 ¥ 10 ♥ 微信支付

With a unique QR code shared by sales assistants directly to WeChat. customers can access a shopping cart with preselected items tailored by experts specifically for their taste, needs and size Customers can review private cart details. Choose in-store pick up

- or home delivery.
- Add and remove items from the cart then
- complete the order with
- WeChat Pay.

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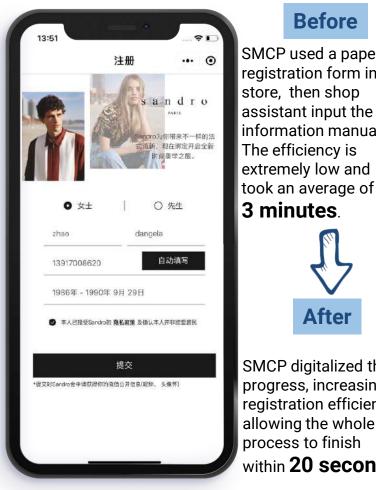
### SMCP - membership mini-program

Before

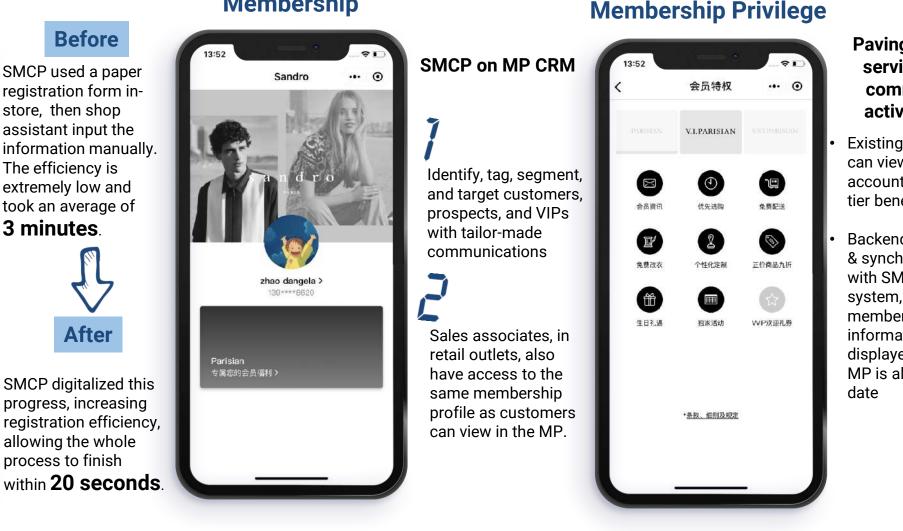
After

WeChat CRM and Union ID binding activation for Sandro, Maje, and Claudie Pierlot, replacing the previous in-store registration process, shortening a 3 minute process to 20 seconds.

#### Registration



#### Membership



#### Paving digital servicing & commerce activations

- Existing members can view their account details and tier benefits
- **Backend integration** & synchronization with SMCP's ERP system, ensure the membership information displayed on the MP is always up to

### **Case studies**

7



### **E-Commerce case - Pinduoduo**

### Leverages WeChat's social fission through word-of-mouth marketing and viral communication



Source: QuestMotbile, 2019, Aldzs, mini-program insights 2019 © 2020 DAXUE CONSULTING ALL RIGHTS RESERVED



### **E-Commerce case - Suning**

### Leverages the WeChat Mini-programs to connect online and offline

#### Introduction:

- One of the largest e-commerce platforms in China
- Gain positive reputation in terms of satisfactory delivery service and guaranteed product quality

### Actions: (

- Through WeChat MPs, Suning can communicate anywhere and anytime with customers.
- Has 12 unique WeChat Mini-programs, targeting different customer groups



- Between January 22nd and February 15th, 2020, the number of users of Suning's cloud store mini-program grew by nearly 300% from the previous year.
- During the same period, the number of payment orders increased by more than 500% from the previous year.

Suning WeChat Mini-programs matrix



Success during China's shopping carnivals, growth from 2018 to 2019:

Suning Pingou's "8.18" shopping carnival:

- Awareness increased 150%
- Order volume increased 200%
- GMV increased 260%
- Average value per order increased **70%**

Suning Yigou's "11.11" shopping carnival:

- Number of shares increased **193%**
- Customer conversion rate increased **15%**
- GMV increased 283%
- Order volume increased 465%



### Food and beverage case – COCO

Introduction:

September 2017

0

0

0

0

0

0

0

0

**Actions:** 

**Outputs:** 

mins

### Leverages the high foot traffic of its 3,300 offline retail stores



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### Fitness case – SuperMonkey

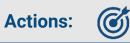
### A highly profitable, membership-free gym chain



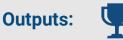
### 

 SuperMonkey was founded in Shenzhen in 2014
 The chain received RMB 360 million in series D funding in Feb 2019





- People can sign up for fitness classes and personal training through the mini-program. Users pay for one class at a time, with no membership fees.
- Users receive the entry code, check-in, and receive class pictures through the miniprogram. As all admin work is done through the MP, there is no need for a front-desk.



- The company was valued at CNY 1.66 billion in 2019
- Made 220,000 yuan in one hour on February 20<sup>th</sup> when it released a fat-burning boot camp
- The chain has 126 stores in China



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#### SuperMonkey stores distribution:

0



Sources: SuperMonkey mini-program, pedaily, walkthechat, equalocean © 2020 DAXUE CONSULTING ALL RIGHTS RESERVED

### Game case – Tiaoyitiao

### Viral mini-program game within the WeChat community

Introduction:

- Launched mini-program in December 2017 0
- Incentivizes users to compete to keep 0 them active

**Actions:** 

- Users simply press down on the screen to 0 move a hopping black figure from one platform to another, collecting one point for each successful jump
- Tracks performance and ranking among all 0 WeChat friends to encourage competition
- Commercialization: Added special boxes 0 with a brand logo and extra points will be awarded every time users land on these special boxes

#### **Outputs:**

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- 170 DAU million in January 2018 0
- 390 million players on total in March 2018 0
- Maximum number of players online at the 0 same time was 28 million during Chinese New Year festival.





In addition to brand advertisements, game skins are also an effective marketing tool for minigames. Besides the basic one, there are there superior skins that can be redeemed with game points.



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### Game case - Pirates are coming (海盗来了)

The most eye-catching WeChat Mini-game, reached the top in both user volume and revenue

#### Introduction:

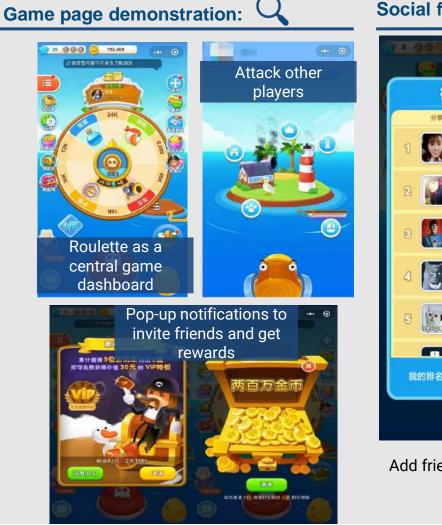
- Launched Mini-program in April 2018
- The game relies on social fission, focusing on getting acquaintances from existing players to join

Actions: (

- Social layer, interaction, and gameplay are the 3 most important arms. It provides various ways to compete engage with friends, including leaderboard, pirate union, game friends, world chat channel etc..
- The popularity of this game heavily relies on its social factor, players can chat, exchange items with friends, help each other to complete missions, or even fight against them all.
- The game frequently updates, with 10+ new versions a week, which keeps boosting user activation and retention



- Reached over 100 million users.
- Peak DAU reached 20 million.



Х

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TEN

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#### Social fission of Pirates are coming:



Add friends from WeChat

Ask friends to help get energy

御日登录 毎日能潮

每天不要错过哦~

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### Social media case - Weibo

Weibo launched mini-program as a new entry point, and Weibo MP could drive WeChat traffic to Weibo

#### Introduction:

• As one of the biggest social media platforms, Weibo has 550 million monthly active users as of Q1 2020

#### Actions: (

- Weibo launched its first mini-program version in August 2018, and removed its mini-program on August 31st 2018
- Weibo launched another mini-program version with more functions, like user login and comment.

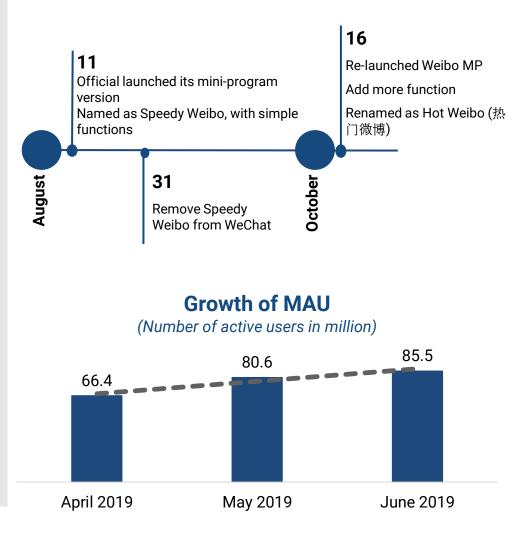


- Ranked 1st among Mini-programs for comprehensive news from April – June 2019
- Weibo users are satisfied by the convenience the mini-program brings, since they can see content easily when someone shares Weibo posts on WeChat



- Users can log in to access their favorite content and post articles.
- The categories feature allows users to easily find their favorite content.

#### **Development of Weibo MP**



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### Short video case – Xiaoniangao+

### Appealing to senior citizens through simplicity and social connection

Introduction:

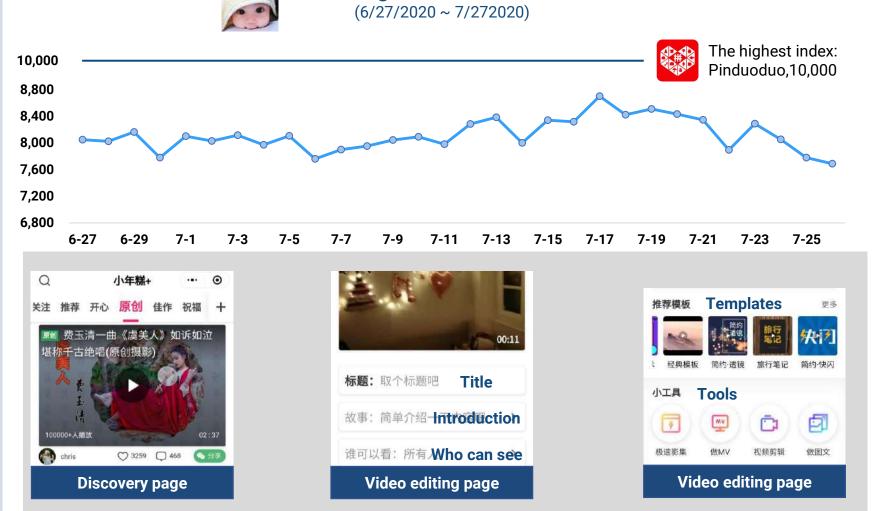
- Launched mini-program in 2017
- A WeChat Mini-program allows users to edit and post videos with convenience and simplicity.

#### Actions:

- Xiaoniangao+ has established a WeChat official account, mini-program and subscription account.
- Targeting senior citizens, Xiaoniangao+ provides users experiences of simplicity without charge.



- Xiaoniangao+ was ranked the Most Popular Mini-program in July 2019.
- There are more than 500 million users, and more than 10 million DAU.
- Xiaoniangao+ has a great reputation with a user rating of 4.2/5.



Xiaoniangao+ index trend chart

# ABOUT daxueconsulting ...



### Who we are

#### Your Market Research Company in China

#### We are **daxue consulting**:

- A market research firm specializing on the Chinese market since 2010
- With 3 offices in China: in Shanghai, Beijing and Hong Kong
- Employing 40+ full-time consultants
- Full, complete, national coverage
- · Efficient and reliable fieldwork execution across China
- Using our expertise to draw precise, reliable recommendations
- With key accounts from around the world





### The strengths of Daxue Consulting

#### 6 crucial competitive advantages



#### 1. Localized & Creative 创造和本土

- ✓ Our team has an international background, leveraging the best of both worlds
- Teams are tailor-made depending on the projects
- ✓ One client = one dedicated team

#### 3. We manage from A to Z 内部

- ✓ daxue consulting does not outsource its services. We manage our own assistants and use directly technological tools.
- ✓ We have a deep understanding on the fieldwork and the context within which data was collected.

#### 5. Innovative 创新

- Constantly on the look for new research tools and methodologies
- Our goal is to combine traditional methodologies with the latest tech tools

#### 2. Responsive & Flexible 负责和灵活

- At all levels at daxue consulting, daxue is creating an environment where **freedom and responsibility** go together.
- daxue consulting has a commitment to answer emails within a day. We are result-oriented and do not count our time to accomplish our tasks.
- Regular reports with our clients in order to make sure we reach the goal expected from our clients.

#### 4. Actionable recommendations 可行建议

- We care about results and design our research in order to be operational.
- ✓ We are driven by metrics such as customer acquisition costs, business plan KPIs, P&L optimization.

#### 6. Professional 专业

- Our methodologies are rigorous and serious, taking information from the best practice in the world of consulting and research.
- Demanding on the results, detailoriented, respectful towards our commitments.

### **Our services**

Experienced in answering to a wide variety of strategic business questions



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### 350+ clients with 600+ projects for the past 7 years

Examples of references



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### A recognized expertise on the Chinese market

#### Regularly featured and quoted in global publications bleu The New York Times TA TECHINASIA Daxue latest quotations in recent publications LE TEMPS **SBS**NEWS ASIA WEEKLY 其文中相斜貌 SBSNEWS FINANCIAL REUTERS The China Post TIMES theguardian nei Le Monde THE WALL STREET JOURNAL LesEchos.fr < CHINA **LE TEMPS** SWI THOUGHTFUL DNOMIC REVIEW CONDÉ NAST TechNode TATECHINASIA FRENCHWEB.FR CHINADAILY ESSEC The New Hork Times LE FIGARO THE WALL STREET JOURNAL. 中国日報 SUSINESS SCHOOL Forbes .CO ins Guandhus School of Management whiters Warnerson bleu DN Wine lews Voci Clobali LOBS South China *(*ab**times** TECH IT NEWS AFRICA Morning Post INSIDER World FINANCIAL REVIEW # Jing Daily Trademark ASIA WEEKLY THE JORDAN TIMES **Review** Chef The Street CCI FRANCE CHINE ontrepoints Entreprise 這國工商会 e nivellement par le haut 뼼 EASTWESTBANK ISRAEL HAYOM -algemeiner | @ CHANNEL NEWSASIA 華 美 銀 行 EASTWESTBANK BØF StartupBRIC EL PAIS Los Angeles Times Actu Tech & Startup des Emergen

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