

AliDESIGN
阿里设计

AN ON-LINE AND BELOW-THE-LINE
PLATFORM FOR THE NEW
CHINESE DESIGN GENERATION



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POLITECNICO DI MILANO
III FACOLTA' DESIGN - BOVISA
LAUREA SPECIALISTICA
DESIGN DEL SISTEMA PRODOTTO

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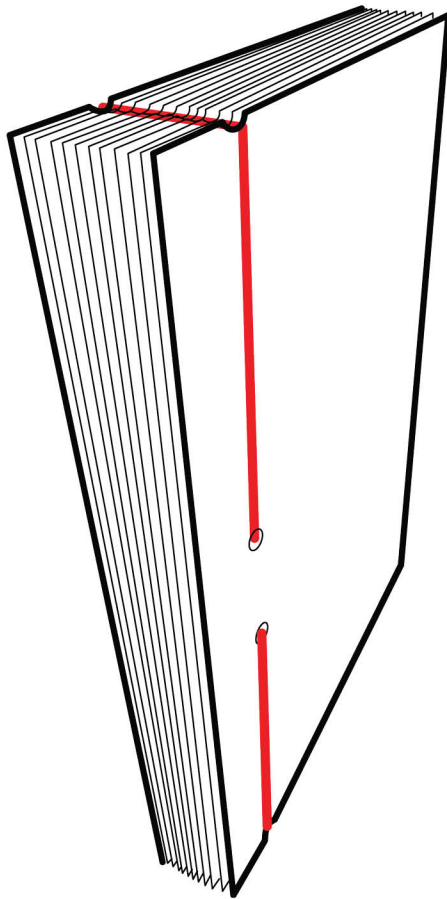
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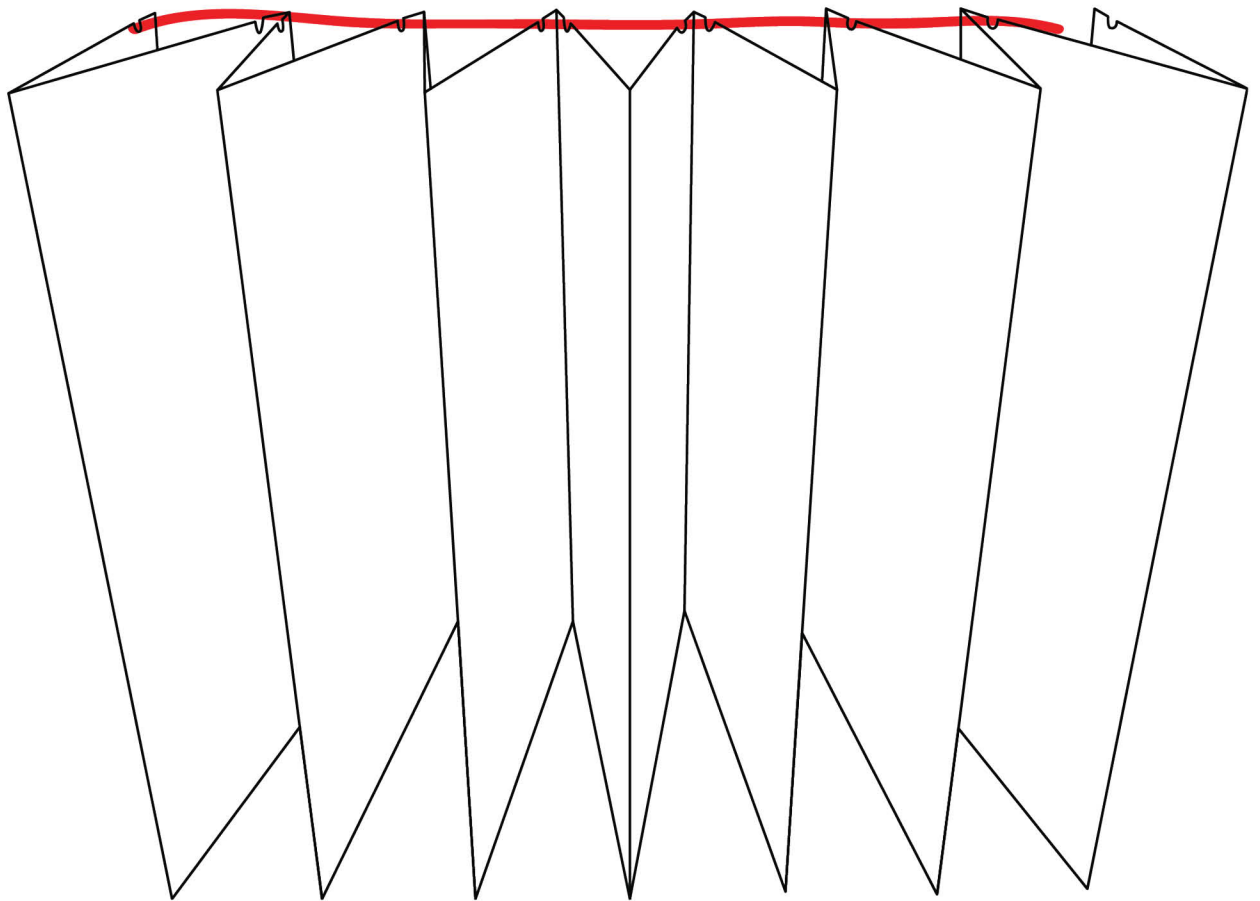
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THESIS-BOOK SELF-INTRODUCTION



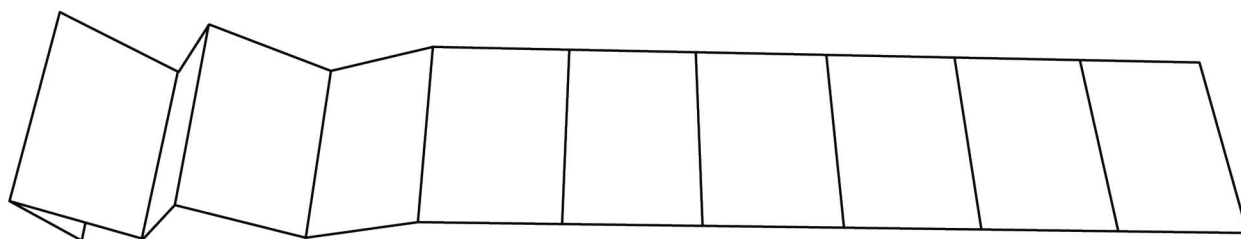
STATE 1: general book

THESIS-BOOK SELF-INTRODUCTION



STATE 2: loosen

THESIS-BOOK SELF-INTRODUCTION



STATE 3: unfolded

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**ABST
RACT**

ENGLISH

Made in China is one of the most recognizable labels in the world today due to rapidly developing China's large manufacturing industry. And now China already becomes the largest exporter in the world and the label MADE IN CHINA can be seen on a huge range of goods from clothing to electronics.

But the label MADE IN CHINA not always has a good fame. So many people from the world often criticize it for the reason of low quality, even though the MacBook they are chasing are also MADE IN CHINA. Although Apple chooses to label their products with "Designed by Apple in California, Assembled in China", it cannot change the fact that all the Apple products are still MADE IN CHINA.

For China, the label MADE IN CHINA provides 100 million job opportunities to Chinese citizens. For the world, the Label MADE IN CHINA lets a giant number of people enjoy the cheap goods and high-price-quality living level. For the reputation, the label MADE IN CHINA is purchased and also cursed. For the environment, the label MADE IN CHINA consumed so many resources and gave deep pollution to China. This label is so complicated that it is really difficult to find a word to define it.

Why does it suffer much unfairness? The answer is that there is no one exact identity for it. When China opened its market to embrace the world, the economy situation she met was a high-

mature capitalism economy global environment. The great population resources just met the last step-manufacture-in the whole production chain. What is more, the 1.3 billion people became the consumers for the whole world. The other parts inside the production chain, like design, are pushed into the corner and have to struggle for life.

Now it is the moment to change this.

This service-Alidesign.com-is based on the mature B2B2C selling-channel service from company ALIBABA, which supplies the Asia with the biggest e-commercial platform. Its aim is to give design a brand-new position in China and polish her production system.

In one word, the lost identity of MADE IN CHINA is willing to be defined and the level of MADE IN CHINA is about to be upgraded.

ITALIANO

Il Made in China è oggi una delle etichette più ricon-

oscibili nel mondo dovuto al rapido sviluppo della grande industria manifatturiera cinese. Ora la Cina è già diventata il più grande paese di esportazione nel mondo e il marchio MADE IN CHINA si può trovare su una vasta gamma di prodotti dall'abbigliamento all'elettronico.

Ma il marchio MADE IN CHINA non sempre ha una buona fama. Quindi molte persone nel mondo spesso lo criticano per ragioni di bassa qualità, sebbene anche il MacBook che si precipita a comprare è MADE IN CHINA. Nonostante la Apple scelga di etichettare i loro prodotti "Designed by Apple in California, Assembled in China", questo non può cambiare il fatto che i prodotti Apple sono MADE IN CHINA.

Per la Cina l'etichetta MADE IN CHINA significa 100 milioni di posti di lavoro per i cittadini cinesi. Per il resto del mondo invece il marchio MADE IN CHINA permette a un gran numero di persone di usufruire di prodotti economici e di condurre uno stile di vita con un alto rapporto qualità-prezzo. Per la sua reputazione il marchio MADE IN CHINA viene acquistato ma anche maledetto. Per quanto riguarda l'ambiente, il marchio MADE IN CHINA ha consumato molte risorse e ha prodotto un forte inquinamento in Cina. Questo marchio è così complicato che è veramente difficile trovare la parola giusta per definirlo.

Perché questo marchio soffre tanta ingiustizia? La risposta è che non ha un'identità esatta. Quando la Cina ha aperto il suo mercato per accogliere il mondo, la situazione economica che ha incontrato è stata un'economia globale caratterizzata da un capitalismo consolidato. Le immense risorse della popolazione avevano appena conosciuto l'ultimo stadio dell'intera catena di produzione manifatturiera. Inoltre 1,3 miliardi di persone erano diventate consumatori per il mondo intero. Le altre fasi della catena di produzione quali il design sono state messe da parte e devono lottare se vogliono sopravvivere.

Ora è giunto il momento di cambiare tutto questo.

Il servizio Alidesign .com si basa su un canale di vendita B2B2C, ovvero un servizio consolidato fornito della società ALIBABA. Quest'ultima rifornisce l'Asia della più grande piattaforma di commercio elettronico. Lo scopo di questo servizio consiste nel dare al design un ruolo del tutto nuovo in Cina e nel perfezionare il sistema di produzione di questo paese.

In una sola parola si può affermare che l'identità perduta del MADE IN CHINA pretende di essere ridefinita e il livello del MADE IN CHINA sarà presto innalzato.

PROBLEM
FINDING

1.1

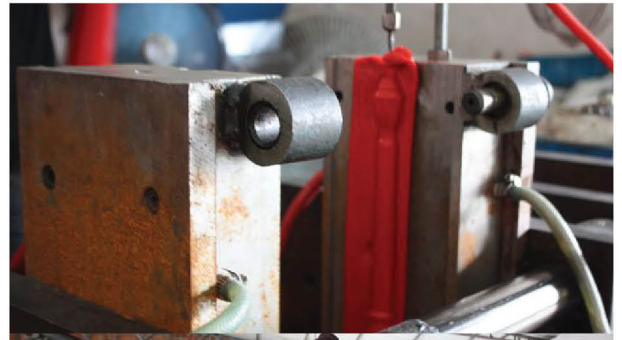
THE TRIP OF A
VUVUZELA

Vuvuzela, a name that everyone could never miss in 2010 summer, brought the happiness of revelry and the sadness of noise to all the people in the world during the FIFA World Cup 2010. From the Wikipedia, 'the vuvuzela, also known as lepatata (its Tswana name), is a plastic horn, around 65-centimetre (2 ft) long, that produces a loud monotone note. Many types of vuvuzela, made by several manufacturers, may produce varying intensity and frequency outputs. The intensity of these outputs depends on the blowing technique and pressure exerted.

Traditionally made and inspired from a kudu horn, the vuvuzela was used to summon distant villagers to attend community gatherings. The vuvuzela is most used at soccer matches in South Africa, and it has become a symbol of South African soccer as the stadiums are filled with its loud and raucous sound that reflects the exhilaration of supporters. The intensity of the sound caught the attention of the global soccer community during the 2009 FIFA Confederations Cup in anticipation of South Africa hosting the 2010 FIFA World Cup.'



FIG_1.1



FIG_1.2

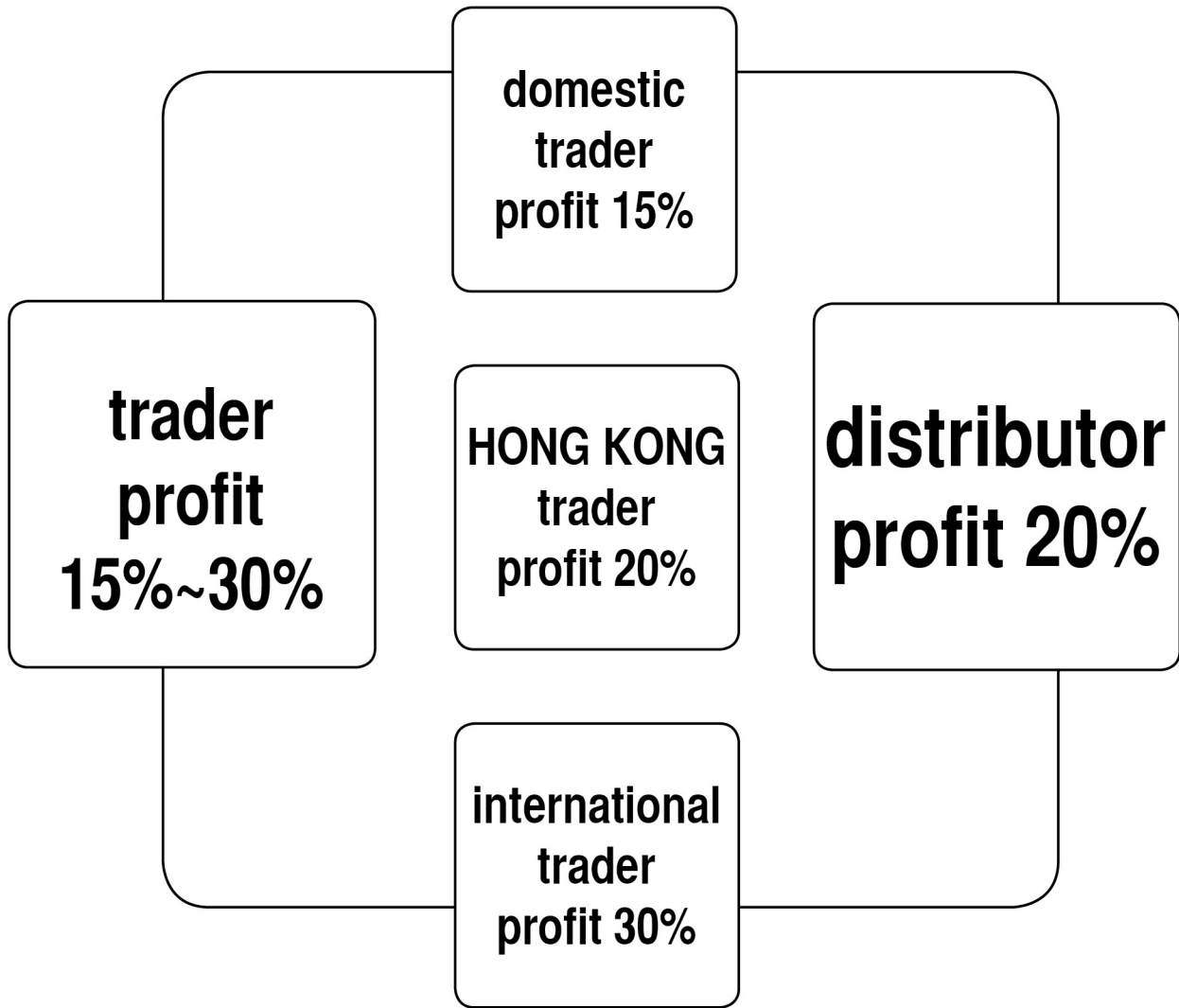


FIG_1.3

**manufacture
profit 5%
0.6RMB - 2.5RMB
(0.06€ - 0.27€)**

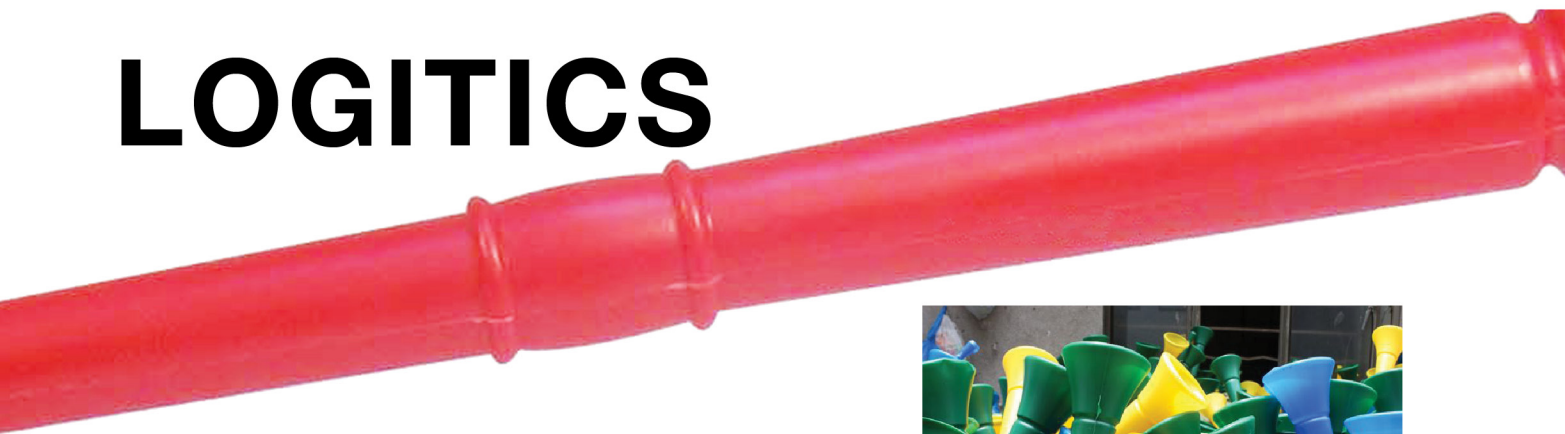
ORDER





FIG_1.4

LOGISTICS



FIG_1.5



FIG_1.6

This definition is quite technical, but from the media China Daily, another definition could be found. According to its reports, 90% of the vuvuzela, which appeared in South Africa, are made in China.

The manufacture process for a vuvuzela is very easy. Mold making, plastic injection molding, cool down, edge polishing, and then a vuvuzela is done. Because of the huge number of orders from foreign distributors, the factory scattering in the Chinese southeast coastal provinces, like Zhe Jiang and Guang Dong, were always busy with manufacture. Numerous laborers in in these factories were repeating the same dealing sequence for almost 12 hours in one day. But their monthly salary is just between 1,000RMB and 2,400RMB, which equals around 110€ to 265€.

retailer
(South Africa)
profit 10%
17.7RMB - 53.1RMB
(2€ - 5.9€)



**WHOLE
SALE**



FIG_1.7

In fact, there is a big gap between the manufacturer's price and the final retail price. The former one is just from 0.6RMB to 2.5RMB(0.06€ - 0.27€). The latter one in South Africa is from around 17.7RMB to 53.1RMB(2€ - 5.9€). From the point view of the whole business profit flow, the inter traders took 15% profits, the media distributors seized 30% profits, the retailers in South Africa got 10% profits, and for the Chinese manufacture, they just received 5% profits.

Not only 90% of vuvuzela are labeled with MADE IN CHINA, also other types of products in South Africa, like hairpieces, flags, scarfs, chairs in stadium, mascot, even condoms, shared the same manufacture place as vuvuzela. What is more, MADE IN CHINA also met the same situation as vuvuzela. The condition of MADE IN CHINA is just a miniature of the whole figure of MADE IN CHINA today in the world. And also this is the starting point for my thesis.

FIG_1.8



FIG_1.9



FIG_1.10



FIG_1.12

FIG_1.11

1.2

POSITION
OF MADE IN CHINA

“At present our world already stepped into the era of industrial and commercial chain, which means chain reaction inside the whole economy system. When one department or a field met the problem, it will bring the domino effect to the whole production chain.”

___ Larry H.P. Lang

• A CHINESE ECONOMIST AND HIS THEORY

Larry Hsien Ping Lang, a Chinese economist named 郎咸平 (pronunciation Lang Xianping), right now is Chair Professor of Finance at The Chinese University of Hong Kong. His family origin is in Wei Fang, Shang Dong province in China mainland. Born in Taoyuan, Taiwan, Lang received a bachelor degree from Tunghai University and a master degree from National Taiwan University. After an “adventurous incident” described by him, he was given an offer into the Wharton School, University of Pennsylvania, where he received a master degree and a Ph. D in finance.

He often gives open lecture for the entertainments and local governments, and he always louds his voice in Chinese public media. Also he and his team did considerable research and write a few books for the citizens. Right now he is chasing by a many Chinese citizens. What is more, he is named as Public Economist. In China, he is the first person that launched the concept of Industrial and Commercial Chain.

After the global economy crisis in 2008, in front of the big collapse of the most manufacture companies, he point out that in fact China is not the big country of manufacture. Because the big country of manufacture means this country is good at 6+1 steps, in which the first 6 steps are product design, raw materials sourcing, storage and transport, order processing, wholesale trade and retail selling, and the last thing is manufacture.



FIG_1.13

Presently MADE IN CHINA is just manufacture in China, for the other more important 6 parts there are almost nothing. If the quality of MADE IN CHINA is willing to be promoted, the whole production chain has to be upgraded. That means a big country of manufacture seizing the whole 7 steps.

From my point of view, he gets the real point of MADE IN CHINA. That is the reason why the label MADE IN CHINA meets so many issues nowadays. Design is one important way to add the culture identity to all the products, but the label MADE IN CHINA without design is lost in unrecognizable.

• THE SMILING CURVE THEORY

This theory was firstly promoted by Mr. Stan Shih (in Chinese 施振荣 Shi Zhen Rong), the founder of Acer Incorporated, for the rebuilt movement for Acer in 1992. 'According to Shih's observation, in the personal computer industry, both ends of the value chain command higher values added to the product than the middle part of the value chain. If this phenomenon is presented in a graph with a Y-axis for value-added and an X-axis for value chain (stage of production), the resulting curve appears like a "smile". Based on this vision, ACER has adopted a business strategy to recreate itself from a manufacturer into a company that focuses on global marketing of brand-name PC-related products and services. Meanwhile, ACER also has invested aggressively in R&D to develop innovative technology. The concept later became widely cited to describe the distribution of value-adding potentials in various industries to justify business strategies aimed at higher value-adding activities.' (from wikipedia - Smiling Curve Theory)

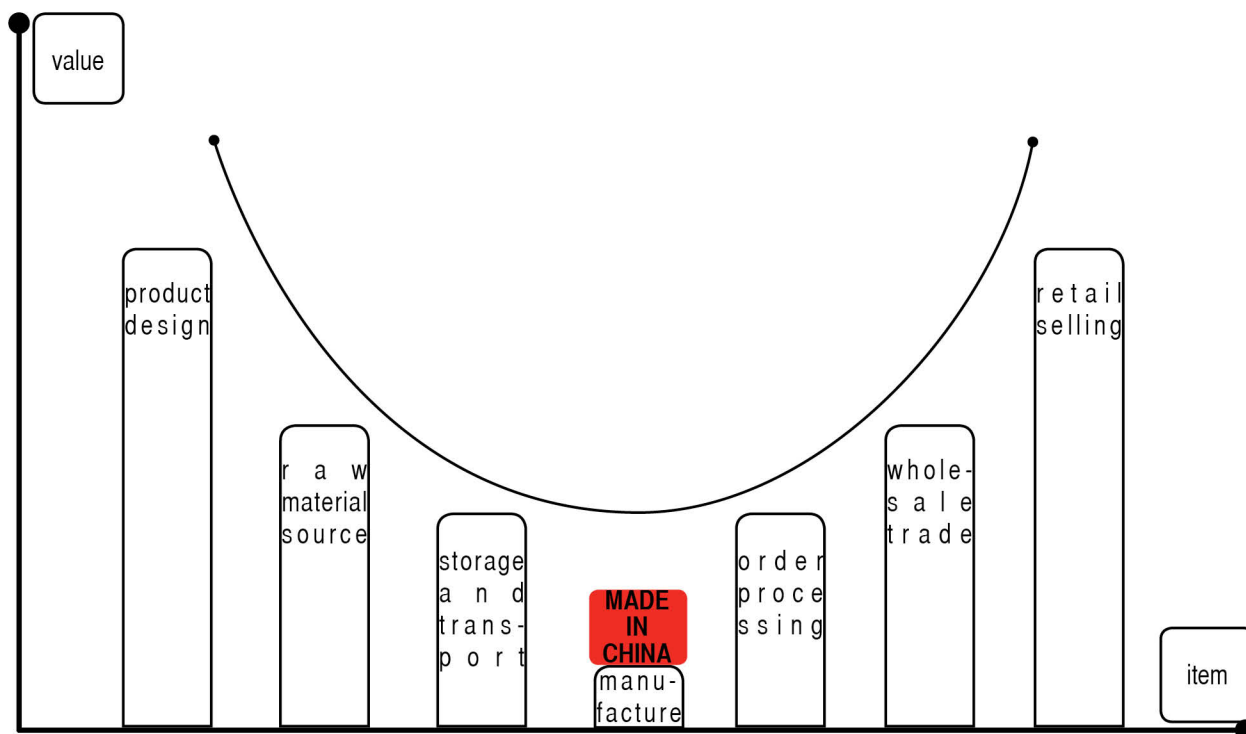
Lang also expressed a similar concept in his book *the conspiracy of industrial chain III* (Chinese name 产业链阴谋III). In this book, he said, 'Product design, raw materials sourcing, storage and transport,

order processing, wholesale trade and retail selling, plus manufacture, is the so-called 6+1 industrial chain. If somebody controls the first 6 steps, he would control the pricing power, and then absorb all the business profits in this process.

At the two ends of this curve, the end of development and design, plus the end of retail receive the most percentage of profits. Manufacture is always the most brittle and low-valuable part, which is vulnerable to the change of economy situation. Up to 90% of the Chinese manufacture enterprises belong to this part. These OEM companies make use of the comparative superiority of China's participation in international division of labor to struggle for the slender benefits.'

In fact, along with the appreciation of RMB and the new Labor Contract Law launched in 2007, the cost of the labors in China is rising. Thus the comparative superiority of China's labor is disappearing. What is worse, China now has to face the competition of labor from Southeast Asia and India, which are even cheaper. It is the time for all the Chinese OEM enterprises to face the crossing and the final decision is necessary. To be or not to be, it is not only a question, but an activity as well.

FIG_1.14



1.3

**THE CON-
CLUSION**

NO CULTURE IDENTITY, this is the conclusion. Made in China still means just manufacture in China. Few original designs are created from this table.

But MADE IN CHINA is still on the low level, because there is few industrial products created from the Chinese culture.

Right now, MADE IN CHINA is everything, because almost everything you could find is made in China.

Thus, how to add culture and design identity is the aim of this thesis.

FIG_1.15

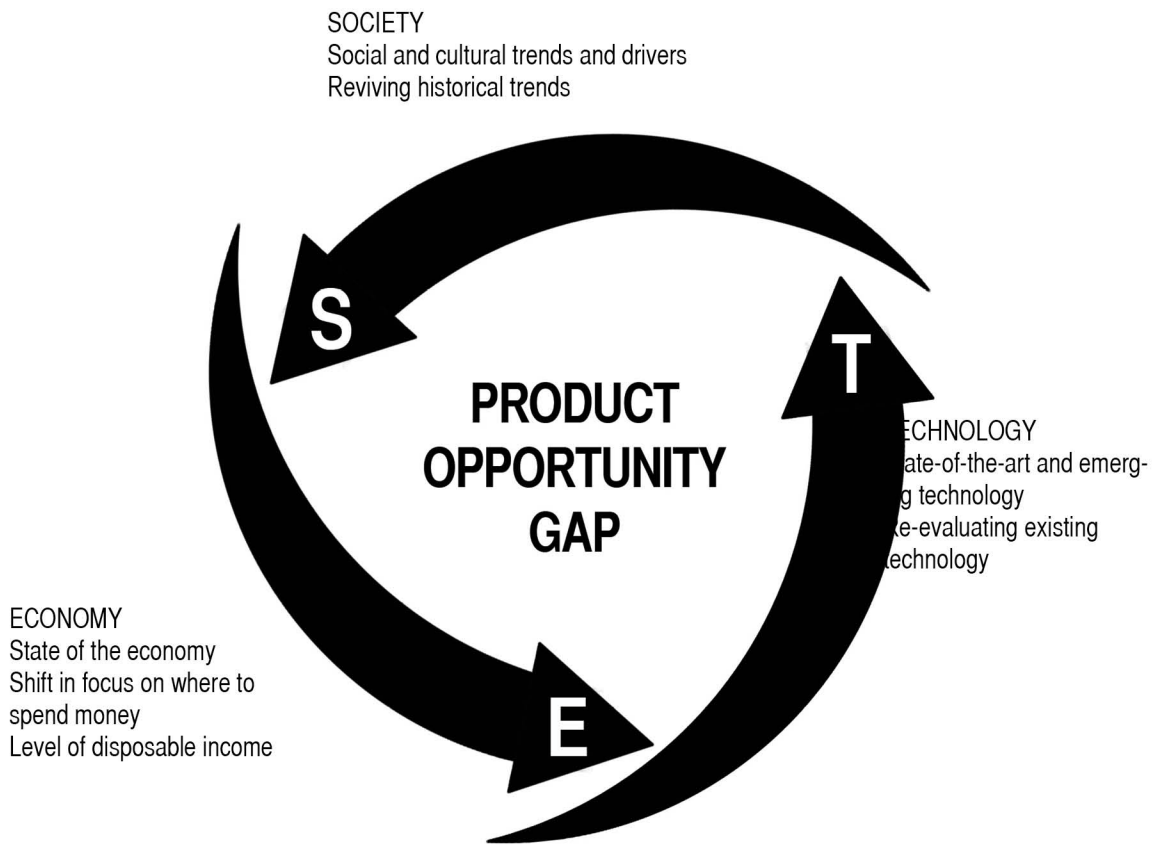


PRO
SET
BLEM
TING

SET analysis is a pre-design research methodology expressed in the book *Creating Breakthrough Products: Innovation from Product Planning to Program Approval*. It is used to find the design breakthrough opportunities for products, services and so on.

According to its description, 'the identification of product opportunities should be the force that drives companies that manufacture products, supply services, and process information. A product (service) opportunity exists when there is a gap between what

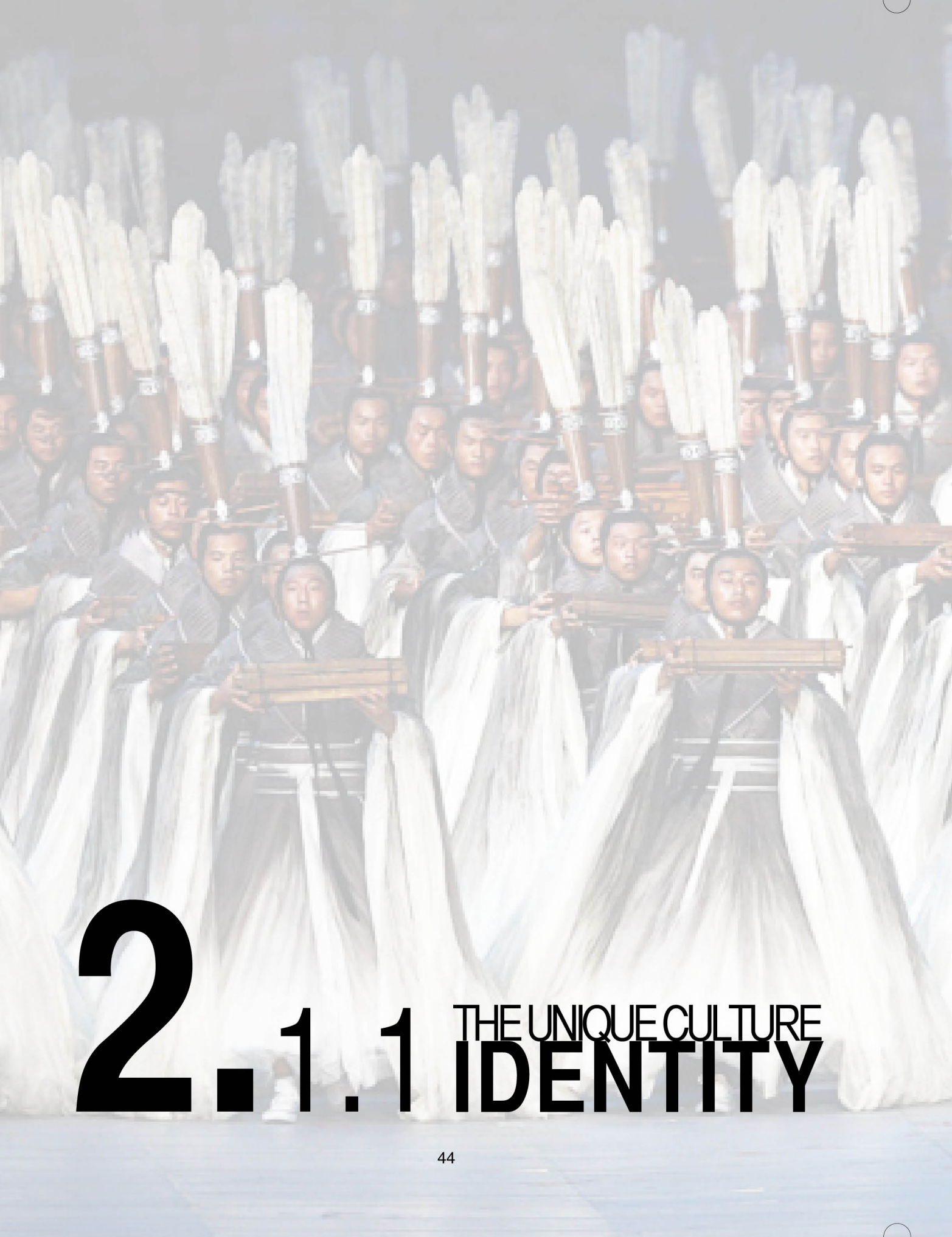
is currently on the market and the possibility for new or significantly improved products (services) that result from emerging trends. A product (service) that successfully fills a Product Opportunity Gap (POG) does so when it meets the conscious and unconscious expectations of consumers and is perceived as useful, useable, and desirable. Successfully identifying a POG is a combination of art and science. It requires a constant sweep of a number of factors in three major areas: Social trends (S), Economic forces (E), and Technological advances (T).'¹



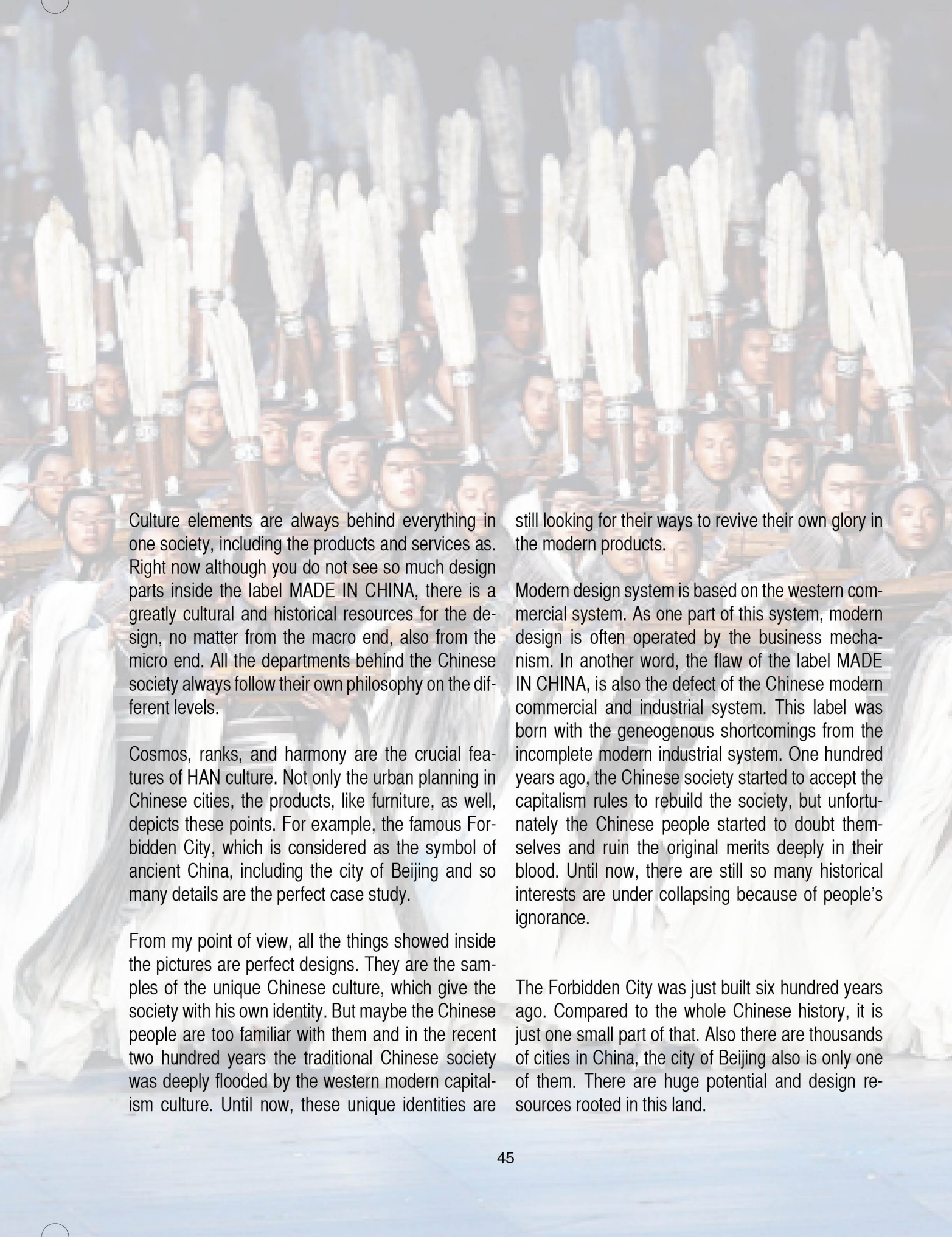
FIG_2.1

1. Jonathan Cagan, Craig M. Vogel; *Creating Breakthrough Products: Innovation from Product Planning to Program Approval*; Chapter 1; Page 9.

SET
SOCIETY
社會



2.1.1 THE UNIQUE CULTURE IDENTITY

A large group of people, likely students or participants in a lecture, are seated in rows. They are dressed in traditional Chinese clothing, including long white robes and dark jackets. Many are holding white umbrellas, which are partially open. The setting appears to be an indoor lecture hall or auditorium with wooden desks and chairs. The overall atmosphere is formal and traditional.

Culture elements are always behind everything in one society, including the products and services as. Right now although you do not see so much design parts inside the label MADE IN CHINA, there is a greatly cultural and historical resources for the design, no matter from the macro end, also from the micro end. All the departments behind the Chinese society always follow their own philosophy on the different levels.

Cosmos, ranks, and harmony are the crucial features of HAN culture. Not only the urban planning in Chinese cities, the products, like furniture, as well, depicts these points. For example, the famous Forbidden City, which is considered as the symbol of ancient China, including the city of Beijing and so many details are the perfect case study.

From my point of view, all the things showed inside the pictures are perfect designs. They are the samples of the unique Chinese culture, which give the society with his own identity. But maybe the Chinese people are too familiar with them and in the recent two hundred years the traditional Chinese society was deeply flooded by the western modern capitalism culture. Until now, these unique identities are

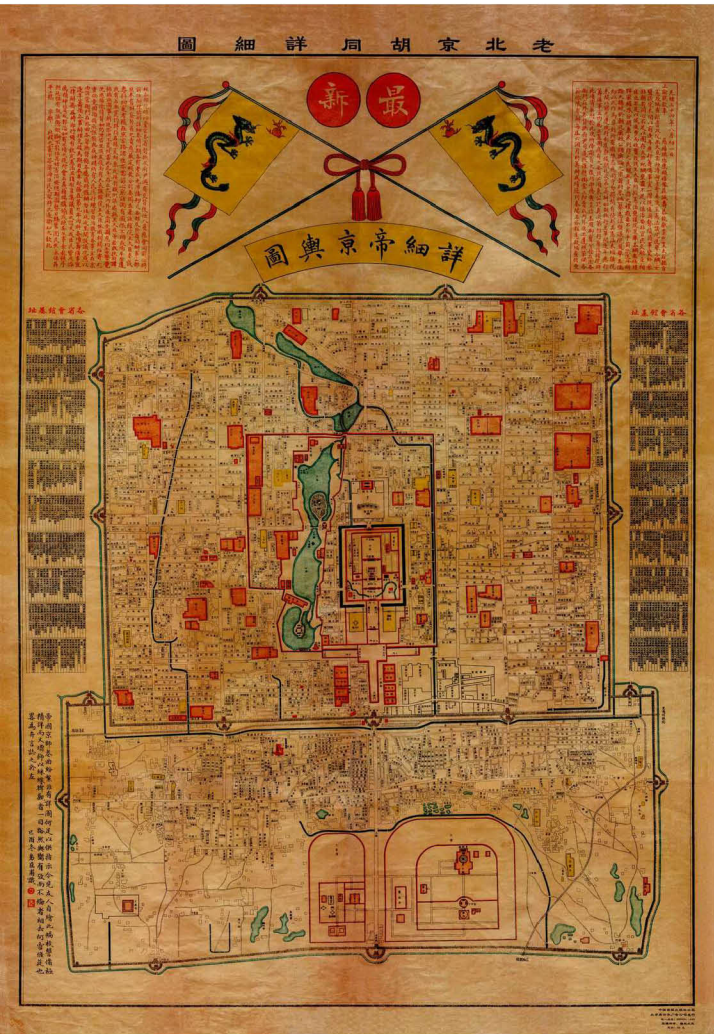
still looking for their ways to revive their own glory in the modern products.

Modern design system is based on the western commercial system. As one part of this system, modern design is often operated by the business mechanism. In another word, the flaw of the label MADE IN CHINA, is also the defect of the Chinese modern commercial and industrial system. This label was born with the geneogenous shortcomings from the incomplete modern industrial system. One hundred years ago, the Chinese society started to accept the capitalism rules to rebuild the society, but unfortunately the Chinese people started to doubt themselves and ruin the original merits deeply in their blood. Until now, there are still so many historical interests are under collapsing because of people's ignorance.

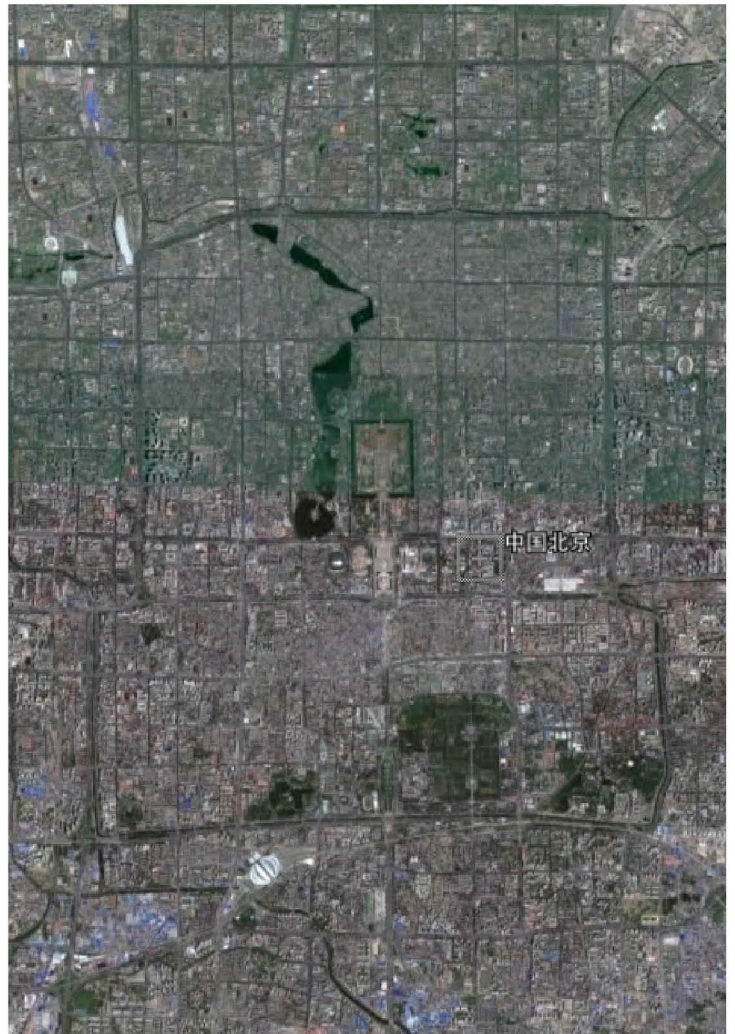
The Forbidden City was just built six hundred years ago. Compared to the whole Chinese history, it is just one small part of that. Also there are thousands of cities in China, the city of Beijing also is only one of them. There are huge potential and design resources rooted in this land.

• URBAN PLANNING OF BEIJING

FIG_2.2



FIG_2.3

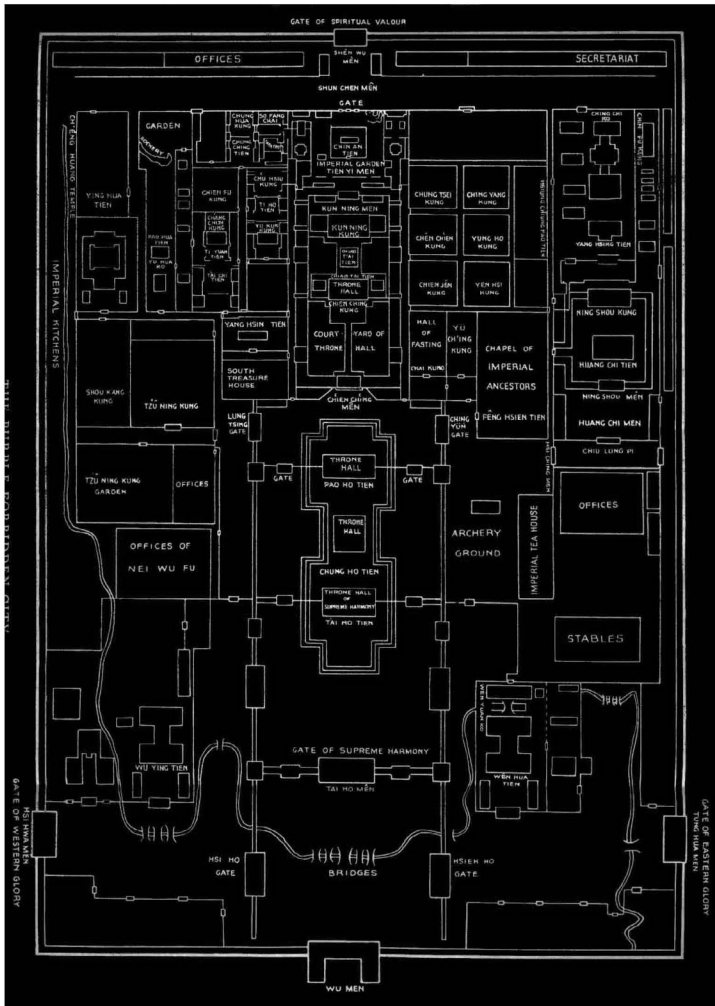


This map was drawn in 1908. It shows the city planning of Beijing and the forbidden city. The forbidden city is the crucial core part of Beijing. All other parts and functions are almost around for the need of forbidden city.

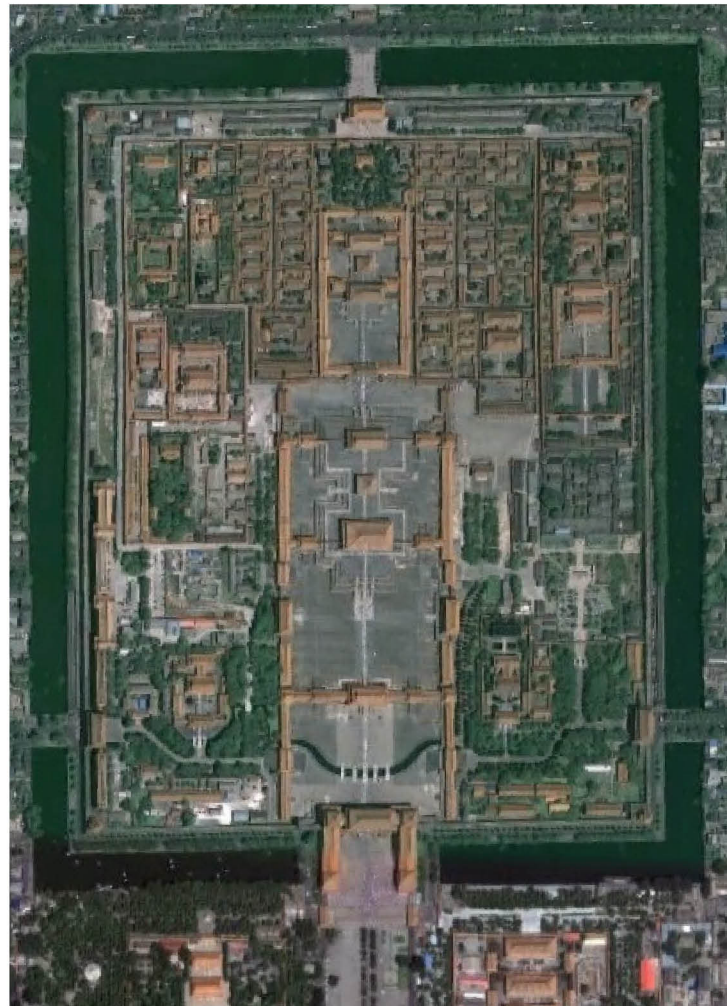
This is the present urban planning and forbidden city in Beijing, which is directly cut out from Google Earth. The forbidden city is still in the center of Beijing.

• FORBIDDEN CITY

FIG_2.4



FIG_2.5

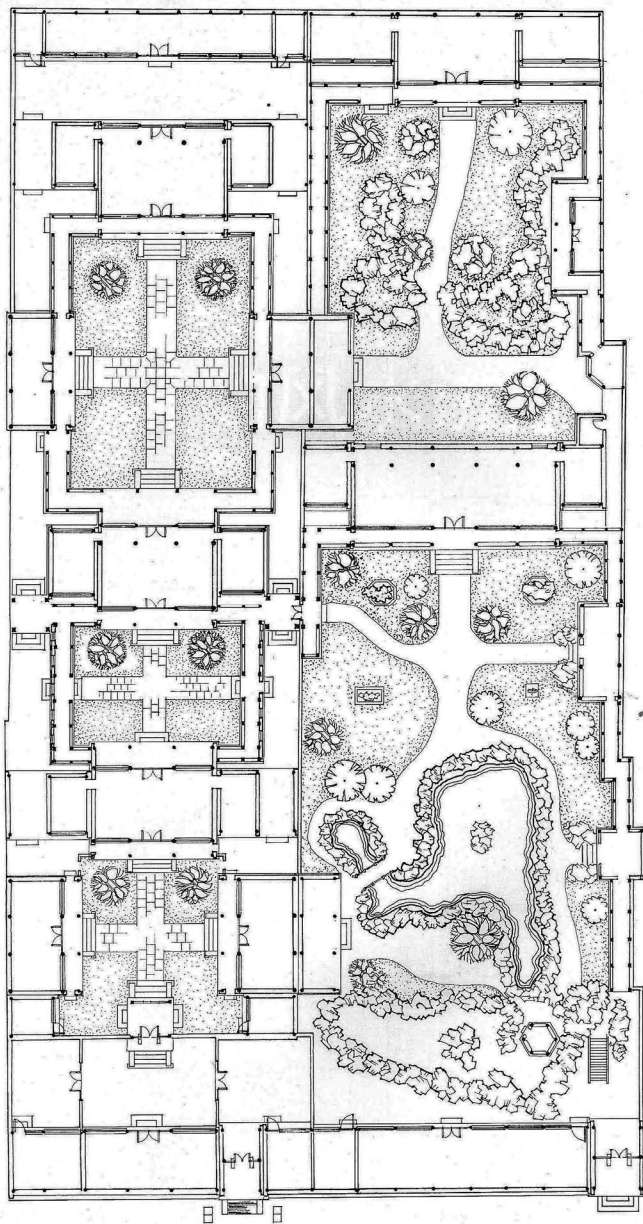


This plan of forbidden city was drawn by foreigners in China during Qing Dynasty. Like this city, this hugely group of buildings are following a very strict cosmos sequence. Different ranks means different dignities and reputations. Physically all the features are showed by the real building details.

This is the present urban planning and forbidden city in Beijing, which is directly cut out from Google Earth.

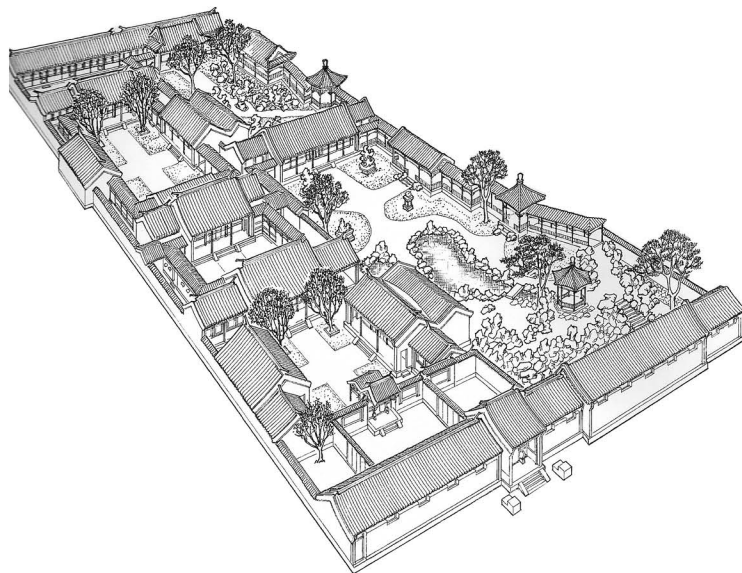
• SI HE YUAN

FIG_2.6



This is a historical and special SI HE YUAN in Beijing. Its name is KE YUAN garden, located in MAO ER Hutong. On the left is the plan and on the right

FIG_2.7



is the perspective picture. It is a civilian residence. From the form of this garden, we can also find the same spirit with the Forbidden City. That is cosmos, sequence, and harmony.

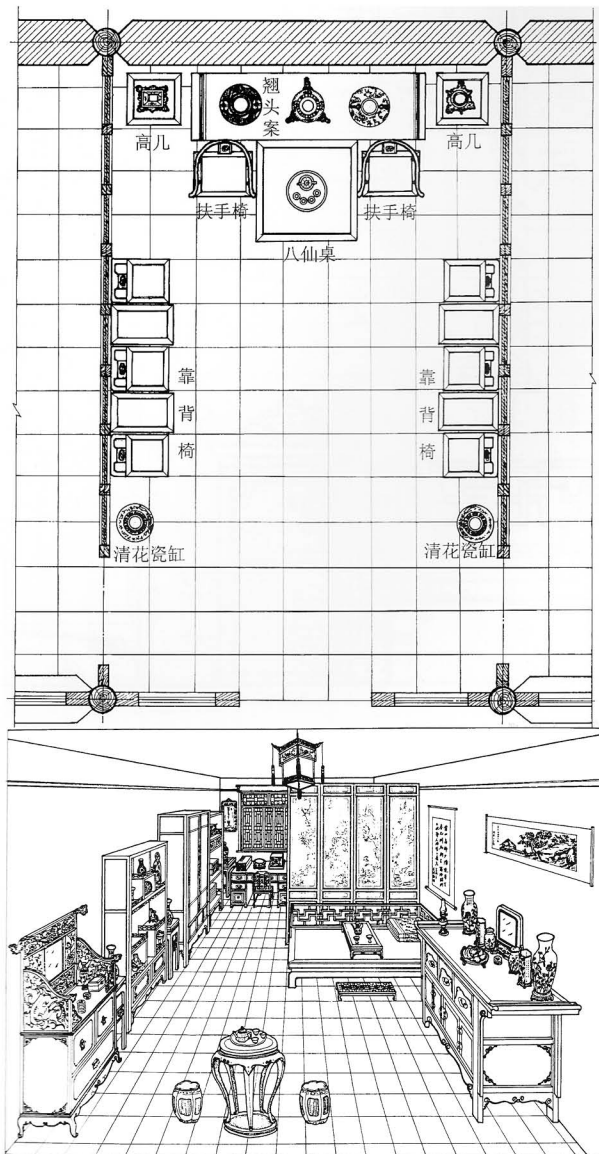
'A SI HE YUAN (Chinese: 四合院;) is a historical type of residence that was commonly found throughout China, most famously in Beijing. The name literally means a courtyard surrounded by four buildings. In English, siheyuan are sometimes referred to as Chinese quadrangles. Throughout Chinese history, the siheyuan composition was the basic pattern used for residences, palaces, temples, monasteries, family, businesses and government offices. In ancient times, a spacious siheyuan would be occupied by a single, usually large and extended family, signifying wealth and prosperity. Today, however, most remaining siheyuan are used as mass housing complexes, and suffer from a lack of modern amenities.'

2. wikipedia_Siheyuan_http://en.wikipedia.org/wiki/Siheyuan

• INTERIOR AND FURNITURE

FIG_2.8

FIG_2.10

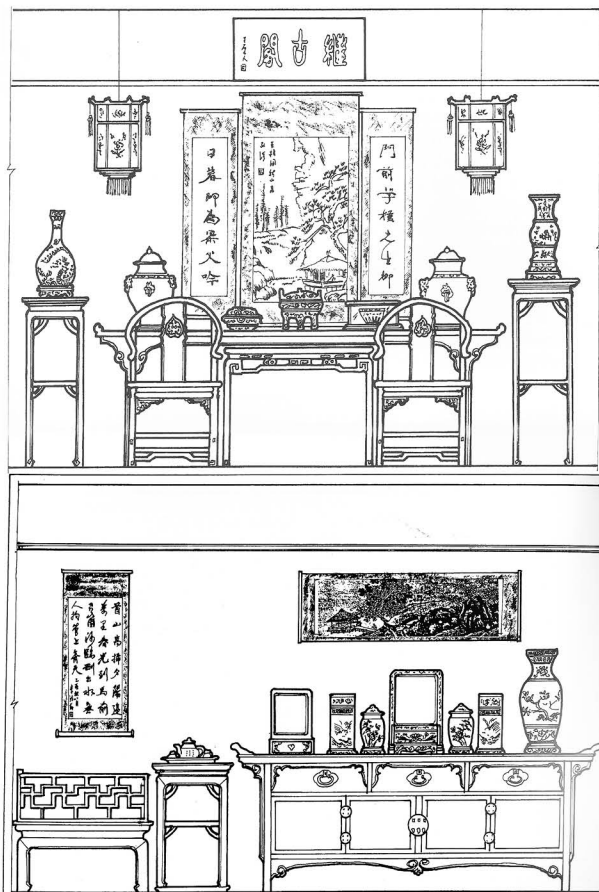


The interior design and furniture design also keep the unique style. They have a very strong identity.

The interior design plan from the first picture in this page is the one of the Central Room, which is the most important room

FIG_2.9

FIG_2.11



in the traditional Chinese civilian residence. It is used to meet guests and also for other important activities inside the whole family. The ranks and the sequence are necessary as well.

The arrangement of all the furniture also has its principle. You can also find the philosophy behind the layout. Meanwhile the furniture also has high design qualities, not only from the ergonomic function, but also from the aesthetic style.

During the past thousands of years, the family is always the basic unit of the whole emperor. So there is a strong link between the family and the country. Family-country is an obvious identity for Chinese culture.

2.1.2 MODERN TRADITION



FIG_2.12



FIG_2.13

• MING STYLE

It is no doubt that history itself is the resource of innovation.

Here in Italy redesign is often given a high value and there are so many redesign samples in Italian design history, like the new Fiat 500. Here is a redesign case sample, which expresses the link between the Chinese MING furniture style and a Denmark furniture designer.

‘The Furniture in the Ming Dynasty generally refers to the furniture from the Ming Dynasty to the early Qing Dynasty with good materials, fine craftsmanship, and beautiful design.

The furniture in Ming dynasty can be classified into five categories according to the function: table & case category, bed & couch category, chair & stool category, frame & shelf category and screen category. The table & case category including tables and

cases has the most varieties in the five categories. The bed & couch has three varieties, including the small bed with only the body part of bed, and the arhat bed with rear back, left and right enclosures, and the shelf bed with the pillar, enclosures and ceilings. The frame & shelf category refers to the utensils either for display or storages, or for both.

Making full use of the natural characteristics of the hard wood, the Ming dynasty style furniture is characterized by the simple design, precise structure, proper decoration and elegant textures, which constitutes its natural and lingering charm with elegance and profundity. Therefore the furniture made in later generations with the above characteristics is referred as “Ming Style Furniture” in general.’³

3. [cultural-china.com_Ming Dynasty Style Furniture_http://kaleidoscope.cultural-china.com/en/12Kaleidoscope65.html](http://cultural-china.com_Ming_Dynasty_Style_Furniture_http://kaleidoscope.cultural-china.com/en/12Kaleidoscope65.html)

Hans Wegner was born in 1914: Tønder, Denmark where he completed his early education and was trained as a cabinet-maker. In 1936, at the age of 22 he attended the School of Arts and Crafts in Copenhagen, returning later as a tutor.

He worked as an assistant to Erik Møller and Arne Jacobsen until 1943, helping on their design for the Århus Town Hall, and adding some of his own furniture. In 1943 he opened his own office and came out with the Chinese chair, which along with his 1949 "Round" chair would provide the basis for many of his later chairs.

Interiors magazine, in America, put the Round chair on the cover in 1950 and called it 'the world's most beautiful chair,' catapulting Wegner into international fame and sparking a profitable export market. It became known simply as, The Chair and began making high profile appearances like the televised 1961 presidential debates between Nixon and Kennedy.

How the Chinese Ming style met Denmark designer Hans

Wegner and then the traditional style revived its modern glory inside the designers' hands? There are two versions for the reason. The first one is from Danish-design.com (<http://www.danish-design.com/designers/weg/>). It is said that: 'Inspired by classical portraits of Danish merchants sitting in Ming chairs⁴, Wegner created series of chairs that helped establish Denmark as an international leader of modern design. Of this series the Wishbone Chair is widely considered to be his most successful design.'

The second version is from PP.dk (<http://www.pp.dk/index.php?page=collection&cat=1&id=17&view=text>) The original text is: 'At Kunsthåndværkets Spring Exhibition in 1943, Wegner presented his first version of a chair inspired by an old Chinese chair, which he had seen at the Danish Museum of Industrial Arts. Since then, more versions have appeared.'

Whatever which one is true, the Chinese Ming Style, which stands for the peak in Chinese furniture design history, was added with new reputation in the world by Hans Wegner.



• HANS J. WEGNER 1914 - 2007

FIG_2.14

During the 1730s, commercial trader Cron Printz Chrastian, who belonged to the China Branch Company of Demark-Asia trading corporation entrusted by Denmark Emperor, finished his first trip from Spain to China. Apart from the porcelains, silk, tea, lacquerware, and other products, he brought back to Denmark 5 porcelains portraits, which were made by Chinese dough figurine craftsman when he passed by Guangzhou port. The heights of these 5 portraits are from around 32cm to 41cm and now they are kept in Commercial and Maritime museum in in the Kronborg Castle in Helsingor. The people, from left to right, are supercargo Peter Mule, senior navigation officer Han Christian Olgod, captain Michael Tonder, supercargo Joachim Severin Bonsach and Peter Van Hurk. In the year 1934, the five portraits were settled in Denmark Nationalmuseet, and there is one 60cm-high Ming bent-back round chair for children inside this museum.



4 - FIG_2.15_Danish merchants sitting in Ming Chairs



• pp56/pp66,
THE CHINESE CHAIR,
1945

FIG_2.16

Originally, pp66 was designed for Fritz Hansen where it was only in production for a few years. PP Møbler began producing pp66 in 1976 where the basic element, a 2 meter steam-bent pole, was preserved. In 1991 the chair was made stronger by replacing the steam-bent pole with a pre-compressed one.

The prototype for pp56 was developed in cooperation with PP Møbler, and went into production in 1989. pp56 differs from its predecessor, pp66, by having an attached seat and a different frame.⁵

(5. <http://www.pp.dk/index.php?page=collection&cat=1&id=17>)

FIG_2.18

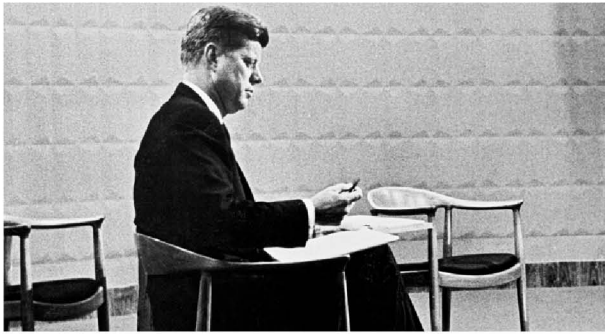


FIG_2.17



清
榉木雕螭纹圈椅

Qing Dynasty
JU MU DIAO CHI WEN QUAN YI Round Chair



FIG_2.19

FIG_2.21



清
榉木南官帽椅

Qing Dynasty
JU MU NAN GUAN MAO YI Chair



FIG_2.20

• pp501/pp503, THE CHAIR, 1949

'The Round One' as Wegner referred to it with his usual provincial modesty, is perhaps the most famous Danish piece of furniture of them all - which says a bit.

Already a year after the production of this chair started, it was noticed by the American magazine for design and architecture, 'Interiors'. This turned out to be the beginning of Danish design's great international breakthrough. Yet, Wegner remained rather unimpressed with his own creation 'They could have made this hundreds of years ago - nothing new here' he uttered at several occasions, referring to the basically very traditional construction.

pp503 was designed in 1950 and differs from pp501 by its upholstered seat. PP Møbler's contribution to The Chair has been to improve it in several respects, securing an even longer life of The Chair.⁶

(6. <http://www.pp.dk/index.php?page=collection&cat=1&id=11>)



FIG_2.22



FIG_2.24

• CH 24 CHAIR, 1950

CH 24 was designed as far back as 1949 and is therefore the first of Wegner's chairs for Carl Hansen & Son. The Y-chair or The Wishbone Chair as it is often called due to the shape of the back, is a light chair and even being an armchair a relatively small piece of furniture. The curved hind legs and the semicircular top rail together with the elegant Y-back endows the chair with a gracious and welcoming air.⁷

(7. http://www.bonluxat.com/a/Hans_J._Wegner_CH24_Chair.html)

FIG_2.25



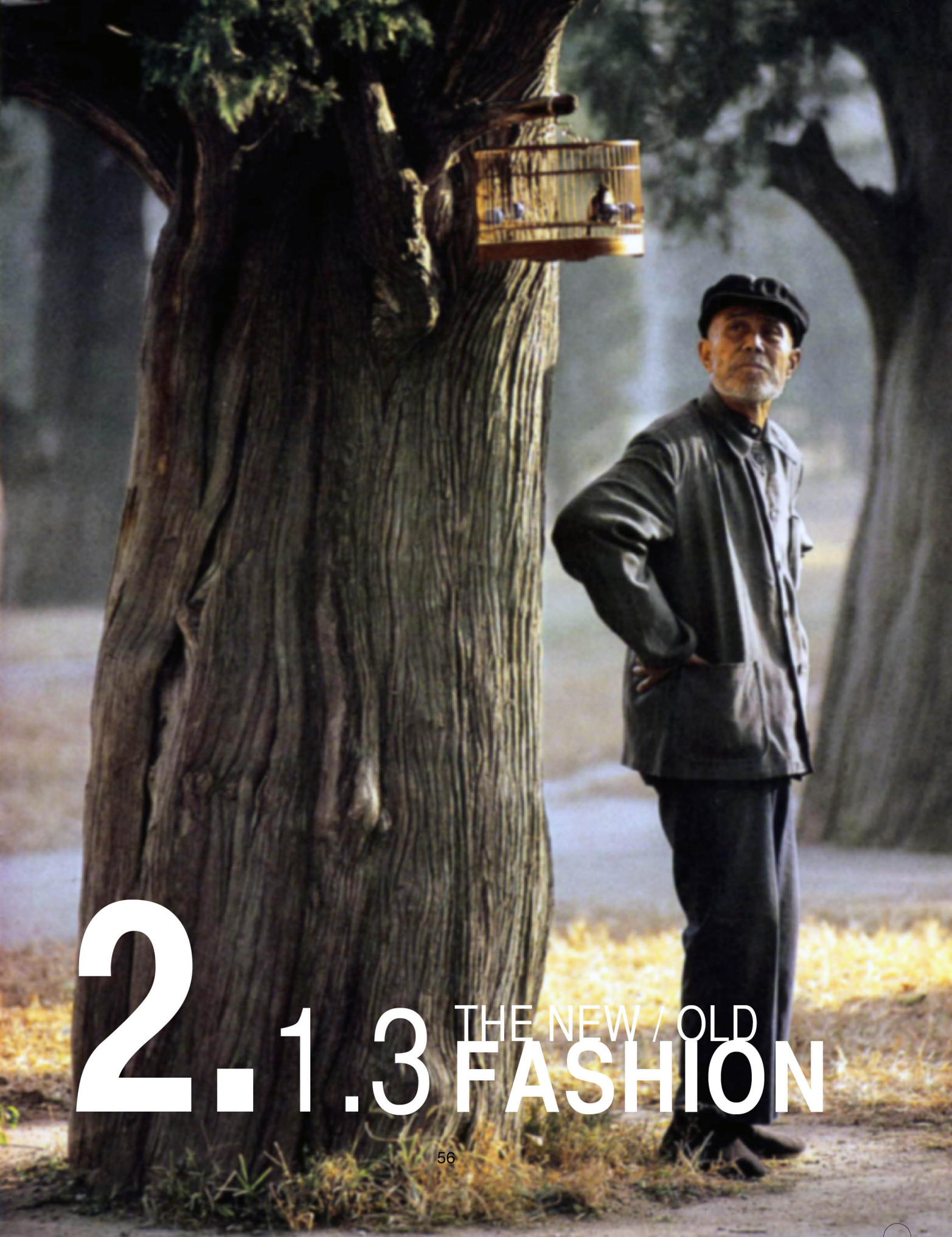
FIG_2.23

清
铁力木圈椅

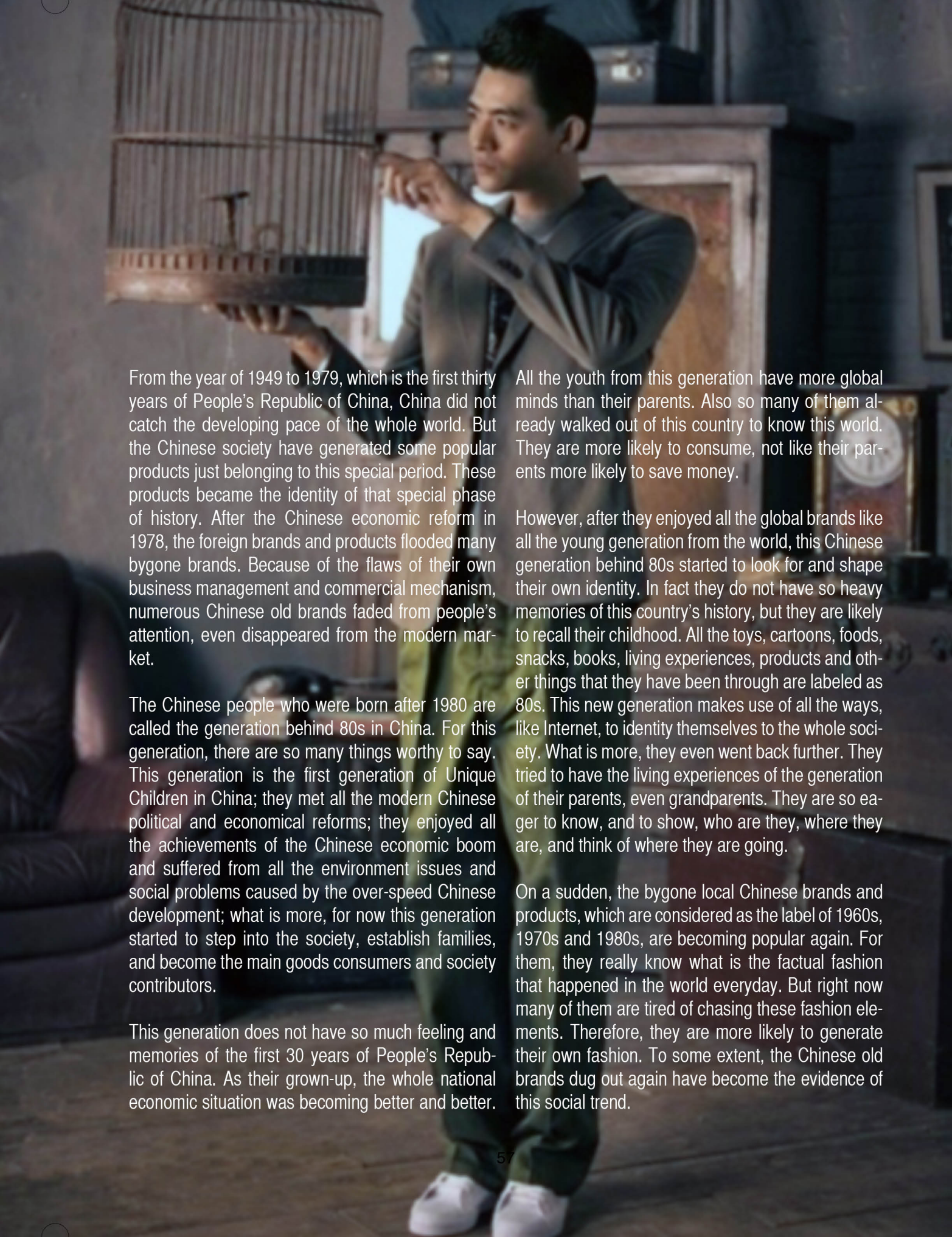
Qing Dynasty
TIE LI MU QUAN YI Round Chair

FIG_2.26





2.1.3 THE NEW / OLD FASHION

A man in a grey suit is holding a traditional Chinese birdcage. He is looking at the cage with a thoughtful expression. The background is a dimly lit room with a wooden cabinet and a framed picture on the wall.

From the year of 1949 to 1979, which is the first thirty years of People's Republic of China, China did not catch the developing pace of the whole world. But the Chinese society have generated some popular products just belonging to this special period. These products became the identity of that special phase of history. After the Chinese economic reform in 1978, the foreign brands and products flooded many bygone brands. Because of the flaws of their own business management and commercial mechanism, numerous Chinese old brands faded from people's attention, even disappeared from the modern market.

The Chinese people who were born after 1980 are called the generation behind 80s in China. For this generation, there are so many things worthy to say. This generation is the first generation of Unique Children in China; they met all the modern Chinese political and economical reforms; they enjoyed all the achievements of the Chinese economic boom and suffered from all the environment issues and social problems caused by the over-speed Chinese development; what is more, for now this generation started to step into the society, establish families, and become the main goods consumers and society contributors.

This generation does not have so much feeling and memories of the first 30 years of People's Republic of China. As their grown-up, the whole national economic situation was becoming better and better.

All the youth from this generation have more global minds than their parents. Also so many of them already walked out of this country to know this world. They are more likely to consume, not like their parents more likely to save money.

However, after they enjoyed all the global brands like all the young generation from the world, this Chinese generation behind 80s started to look for and shape their own identity. In fact they do not have so heavy memories of this country's history, but they are likely to recall their childhood. All the toys, cartoons, foods, snacks, books, living experiences, products and other things that they have been through are labeled as 80s. This new generation makes use of all the ways, like Internet, to identity themselves to the whole society. What is more, they even went back further. They tried to have the living experiences of the generation of their parents, even grandparents. They are so eager to know, and to show, who are they, where they are, and think of where they are going.

On a sudden, the bygone local Chinese brands and products, which are considered as the label of 1960s, 1970s and 1980s, are becoming popular again. For them, they really know what is the factual fashion that happened in the world everyday. But right now many of them are tired of chasing these fashion elements. Therefore, they are more likely to generate their own fashion. To some extent, the Chinese old brands dug out again have become the evidence of this social trend.



FIG_2.27



FIG_2.28

• HAI HUN SHAN _ THE CONTINUOUS FASHION

This is a Chinese movie called海魂(HAI HUN) , which means the Soul of Ocean. It is a black and white movie, filmed in 1957 by HAI YAN (Sea Swallow) film studio in China. From the poster, it is easily recognized that this movie was about sailors, navy, courage, spirit, fight, battle and nation. At that moment, this movie was very successful and popular in the public. Not only from the point view of movie, but from the fashion as well. The special shirt on the sailor, whose color is blue and white, is called HAI HUN SHAN in China. This name means the shirt for the soul of the ocean. No matter boys or girls are crazy about this shirt. Until now, it became popular again. Both for the generation behind 80s and their parents, this special shirt stands for their memorable childhood and youth, which are considered as their own identities.

The model in the picture FIG_2.29 is called LI XUE QING(李学庆) ,who is the most popular male model in China right now. He has won many prizes from model competition in global range and he is considered as the No. 1 male model in China. It is very interesting that he shot some pictures for some fashion magazines. All of the props he used are the old products and costumes, which are the special symbol for China between 1960s and 1990s.

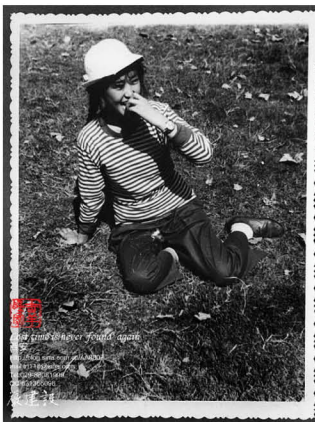
The two pictures above are the old movie posters, compared with the two pictures in the below, which stands for the new chasing of the present young generation. They are so similar, but still different. There is heritage of the spirit and products inside the history of three decades of years, also the development.



Beauty never fails to become the living aim chased by all the girls and women. HAI HUN SHAN was, and is the fashion which lasts for decades of years. The real spirit behind these two figures are the same, although the two girls are from the different history period.

FIG_2.29

FIG_2.32



FIG_2.31



FIG_2.30



FIG_2.33



FIG_2.34

• MEI HUA SPORT SUIT _ THE HISTORICAL HONOR AND NEW SPIRIT

The man in the picture above is the first Chinese person who won the first Olympic golden medal in the 23th Olympic Game in Los Angelus, America, 1984 for China. His name is Xu Hai Feng, born in Anhui, China. From that moment, the Chinese team started to prove their existence in the global sports field.

The red sport suit on his body is from a Chinese brand MEI HUA, which means Chineseplum blossom. The sport suits from this brand used to be the training wear and podium-wear for the national sport teams and local teams. At the same time, they be-

came the special sport wear chased almost by all the people in Chinese society. But After the economic reform, this brand collapsed with its own reasons. The factories were already closed.

However, the young generation started to revive this brand with their practical activities. They found the old products reserved in the factory storages, put the pictures on internet, assembled together in SNS website, and use this brand to label themselves, although factually they did not catch the most glories moment of MEI HUA sport wear.



FIG_2.36



FIG_2.35

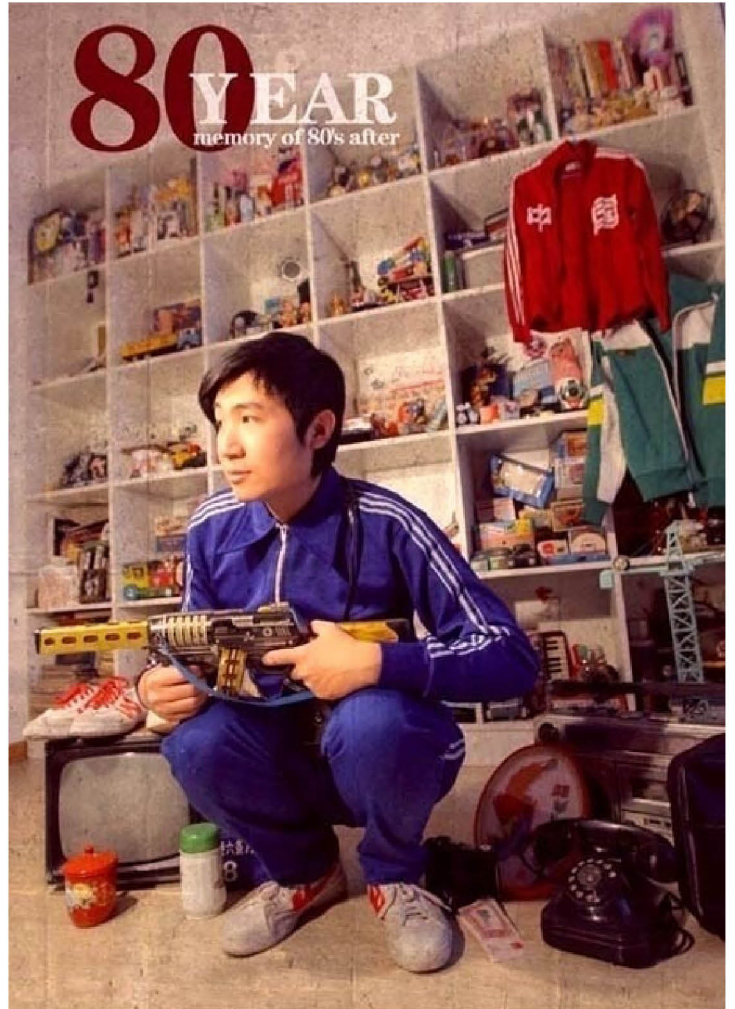


FIG_2.37

FIG_2.38

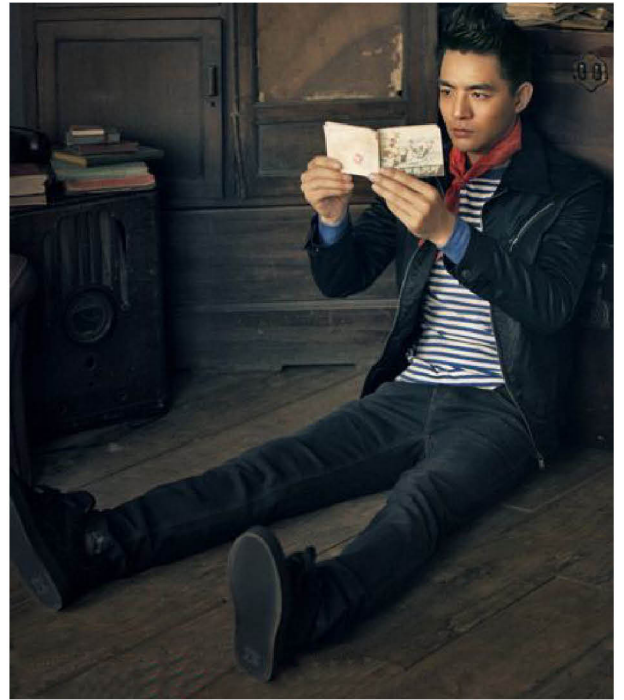


FIG_2.39





FIG_2.40



FIG_2.41

• RED SCARF _ MEMORIES OF CHILDHOOD ASSEMBLE

In fact, the global fashion brands were far away from the generation behind 80s' childhood. Right now when many of them are ready to march into the society outside the campus, they are eager to prove their existence.

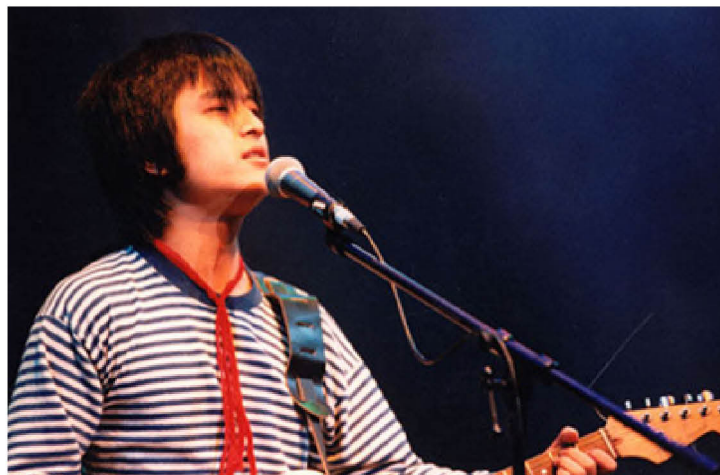
Their common memories of Childhood become their special identity, around which numerous young Chinese people are sharing their experiences during their childhood, including toys, cartoons, snacks and

so on. Some of them are picked up, even exaggerated to become refashion.

Red scarf is the very special craft, which is almost shared by every primary student in China. Definitely, it is a little bit political because it is the symbol of the Chinese young pioneers. But you can never find another craft to stand for the common experiences for all the young persons in China. Therefore, the red scarf, along with another perfect craft-HAI HUN SHAN, is back to the fashion edge.



FIG_2.42



FIG_2.43

SET
ECONOMY
經濟



修理
高压锅、电茶壶、电饭锅
电炒锅、煤气灶、淋浴器
电风扇、电磁炉
手机：13868323276

2.2.1 RENAISSANCE OF LOCAL BRANDS



After the Chinese economic reform, some domestic brands collapsed after the fierce marketing competition. However, some brands still remain their brand identities inside Chinese consumers' minds. Also some brands started to try to achieve self-innovation and return to their original market position. Here I have three brand cases to show this phenomenon.



FIG_2.44



FIG_2.45

• CHINA'S FIRST SNEAKER

回力， called HUILI, is a famous sport wear brand, also a tire brand in China. The history of this local brand could date back to 1927. At that time, the original company was Shanghai Zheng Tai rubber plant. Between 1927 and 1933, this factory has been so many tough moments. Especially in 1933, this company was almost destroyed by a big fire. But it struggled to hold on. On 4th April, 1935, it registered 回力 (HUILI) as the Chinese sport shoe's brand, and WARRIOR as the sport shoe's English brand. 回力 (HUILI) means 'power back'.

This brand was bound up with sports and historical glories. Not only the company itself sponsored many sports matches and teams, but before 1990s, this sports shoe's brand almost existed in all the Chinese national teams as well, like basketball, volleyball and

so on. Along with the big victory of many Chinese sports' teams, this brand was also the represent of fashion chased by nearly all the Chinese people in 1960s, 1970s, and early 1980s.

"Right now, Shanghai Warrior Shoes Co., Ltd. becomes an independent business corporation incorporated with joint investment of Shanghai Huayi(Group) company and the related management group. The Company takes full responsibility for these and maintenance of the trademark of "Warrior" shoes and for the production and operating management of "Warrior" products. Shanghai Double Coin Rubber Co., Ltd. is its subsidiary company."⁸

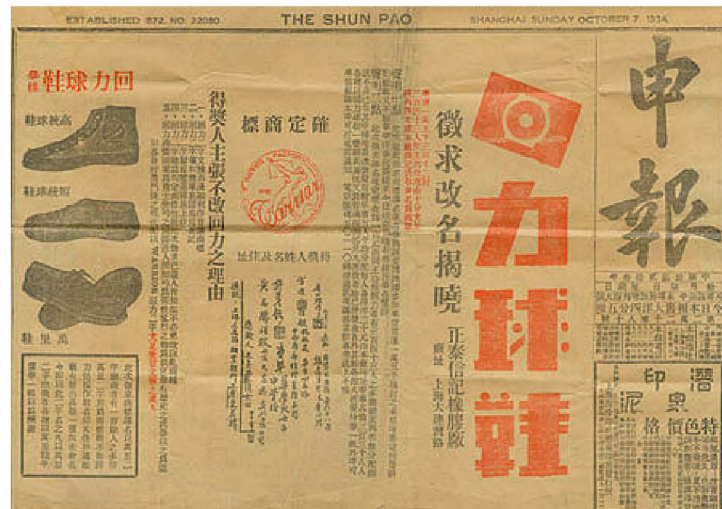
(8.<http://warriorsneaker.com/blog/about-shanghai-warrior-shoes-co-ltd/>)

FIG_2.46



回力最早的1935年4月4日的注册证。

FIG_2.48



FIG_2.47



FIG_2.49



FIG_2.50

In 1990s, the HUILI sneakers could be seen everywhere, from the sport stadium to even very tough working situation for it is cheap and with high quality, which means it is light and agile. It is too common to pay attention to. Nobody would connect this brand to the big fashion.

Nevertheless, time changes. Recently, “Shumeng Ye, a Chinese graphic designer based in Finland, published a photo book, named Book of Warriors, chronicling the current dilapidated status of the shoe in 2007. Her photos reveal that Warrior shoes are just as prevalent today but only amongst the poverty stricken and hard laborers. There were only 420 books published and they quickly sold out.

She said, Warrior reminds me of my childhood in the 80’s in China, when material wealth was scarce, home appliances were huge novelties and canvas shoes still abundant.”⁹

(9. <http://warriorsneaker.com/blog/warrior-sneaker-a-chinese-sneaker-odyssey/>)

FIG_2.51



FIG_2.53



FIG_2.52



FIG_2.54

What is more, it is interesting that the new young generation in China seems suddenly started to chase the identity behind this brand.

In fact, they are little bit far away from the Chinese history during 1970s. They do not really understand

their parents' generation's experiences, but they still want to revive the scenarios of their parent. Because when they accidentally wore the HUILI sneakers which already faded in society, they suddenly realized that it is so unique and different among the common Converse, Nike, Adidas and so on.

FIG_2.55



FIG_2.56



It is lucky to see that the company understands the big value of this brand and promotes new design for its developments. Also it adjusts the business strategy for both Chinese domestic market and international market.



FIG_2.57

FIG_2.58



FIG_2.59

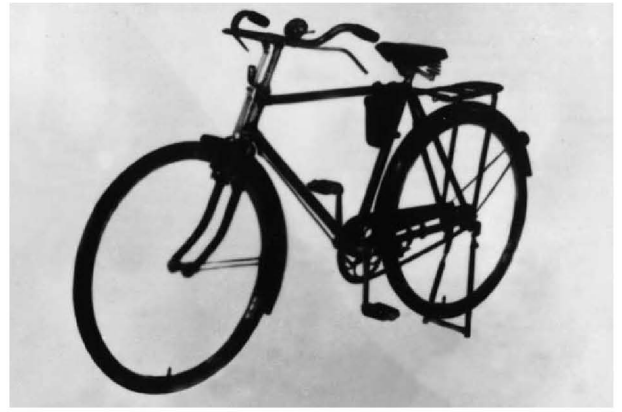




FIG_2.60



FIG_2.61



FIG_2.62

• YONG JIU FOREVER

永久(YONGJIU), which literally means FOREVER, is a famous bicycle brand in China. It could date back to 1940. At that moment, a Japanese retire military office opened his second CHANGHE Factory in Tang Shan road, Shanghai to produce bicycles. With 200 staff, this factory covered 23,100 m² and it was able to produce around 3000 bicycles per one year. The original brand was IRON ANCHOR. After the foundation of People's Republic of China in 1949, it was taken over by the government. And then this brand became the brand of Shanghai YONGJIU.

Under the plan economy system before 1980s, YONGJIU played a very important role in Chinese bicycle industry. Until the year 1952, YONGJIU has produced 28,767 bikes, which took up one third of

the total amount of all the bikes in domestic Chinese market. This brand also created so many records in the history. For example, in 1956 this company started to produce standardization bicycles, which means all the Chinese principles of bicycle pieces, dimensions, names and rules were standardized from that moment. YONGJIU also developed special style for farmers in May 1962, for China Post in December 1962, and for military in 1965. Meanwhile, there were many race bicycles launched by YONGJIU, which succeeded not only in Domestic market, but also international market, such as the style SC67, which is especially for western market. Between 1979 and 1989 more than 4 million SC67 were exported to America, Canada, Germany and so on. What is more, the most amount of bicycles from YONGJIU were for urban use.



FIG_2.63



FIG_2.64

However, after the Chinese economy reform, YONGJIU gradually lost its position. First of all, bicycles are not the only transportation way chosen by citizens because of urban public transportation's development. Secondly, the weakness of the original management under plan economy system blocked the brand's development. In 1993, the company was listed on the Shanghai Stock Exchange (A&B shares), but this reform did not succeed. In 2001,

the Zhong Lu Group, a pioneering enterprise run by local people gained control of YONGJIU.

From that moment, YOUNGJIU changed from a state-owned company to a private company. But the situation of this old brand was still tough. Because the main price for YONGJIU's products mainly focused on 300 RMB, which equaled around 30 euro. It always lasted on the low-profit edge.

FIG_2.65



第一辆轻便车男式



第一辆轻便车女式



FIG_2.66

FIG_2.67

FIG_2.68

In the end of 2007, the new CEO of YONGJIU, Chen Shan, stepped into his office. In fact, Chen Shan was born in 1987 and he was just 21 years old in 2007. He just took this brand from his father, Chen Rong, who is the owner of Zhong Lu Group. However, Chen Shan nearly influenced nothing in the first days, and still his father took charge of everything.

Nevertheless, Chen Shan made a good and right choice in 2010. Between October 2009 and April 2010, the main manager Chen Haiming and a design group already started a new design case for YONGJIU. This design group is called CHENG SI studio, which was organized by Gao Shusan, Wang Zhuo and their friends. They are from Zhejiang University. This studio shared some same points as CEO Chen Shan. All of the members were born after

1980; most of them had abroad education during college or master period. Firstly this studio managed to push their new ideas of bicycle to the main manager Chen Haiming, and then they decided to redesign one new YONGJIU bicycle on the behave of “new bicycle, new living way”. They did so much research about the old structure and redesigned a new ergonomics frame based on that. They developed a new series of colorful paintings. They named this new design as 永久C, that is YONGJIU FOREVER C. There are six meanings inside this C. Those are China, Classic, City, Colorful, Cycle, and Culture. Also they wanted to add new slogan of “轻客chic”. 轻客, qing ke, literately means light passengers. They considered that the users of YONGJIU C were supposed to love freedom, love environment, independent and enjoy life.

FIG_2.69

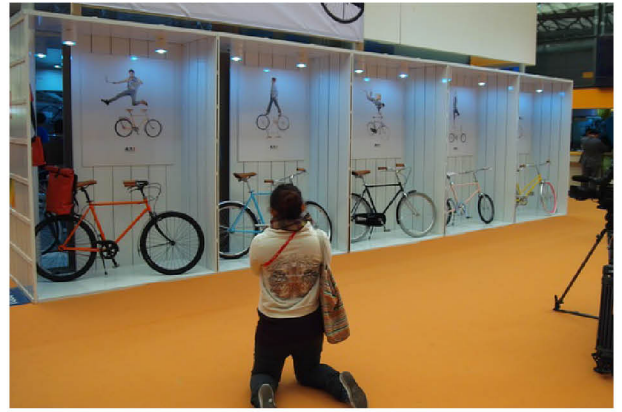


FIG_2.70





FIG_2.71



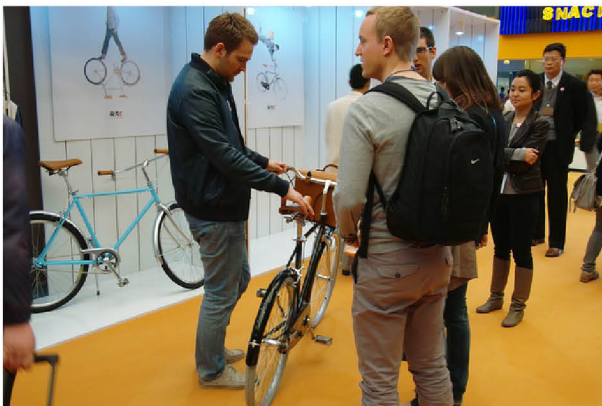
FIG_2.72

This new design case evoked a controversy inside this company. Because if they still used the same sales channel, this new design case meant nothing. But the main manager Chen Haiming insisted that no innovation, no rebirth, and the new design would bring them out the embarrassed market situation. Finally CEO Chen Shan stood on the side of the new innovation. And then this is proved by the real sales that this was a right choice.

In the Shanghai International Bicycle Fair in April

2010, YONGJIU C showed its figure to all the visitors. It started to achieve more and more attention. Not only it attracted the order from international market, but the young local consumers chased it as well. The pictures of the products and Bicycle Fair attracted so much attention online. What is more, the online sales of YONGJIU C was aroused very much. This redesign of YONGJIU activated the discussion and thoughts for the old local brands in China as well. People started to realize the value of design for a brand and company.

FIG_2.73



FIG_2.74



The innovation also meant they quit the traditional sales channel and they opened an e-shop on taobao.com, which is the biggest C2C e-commercial website platform in Asia. "On September 9th 2010, YONGJIU C was on sail, but firstly just online. The price was between 699RMB to 999RMB. According to this price, after ten days, YONGJIU online shop in the website taobao.com sold 389 bicycles, on average ten bicycles a day."¹⁰ What was more, they began their pre-communication from the SNS website in China. So many young users shared their feelings and happiness with photos in some SNS website,

like douban.com, which is a very popular web community in China.

They focused on the new generation of consumers behind 80s. They used some historical streets' names in Beijing, Shanghai and Hangzhou to label the 5 different product series. They made use of the original brand experiences, but also created new value that stood for evolution.

(10. http://nf.nfdaily.cn/cshb/content/2010-10/13/content_16637374.htm)

FIG_2.75



FIG_2.76



FIG_2.77





FIG_2.78



FIG_2.79

FIG_2.80

• SEAGULL CAMERA & TIAN ZI FANG

“Shanghai Seagull Camera Ltd is a Chinese camera maker located in Shanghai, China. Seagull is the oldest camera maker in China. The product line of Seagull includes TLR cameras, SLR cameras, folding cameras, CCD and SLR camera lenses, large-format cameras, film, night vision scopes, and angle viewfinders. Seagull’s cameras usually use basic, time-tested mechanical designs that require no batteries. Seagull has made 21 million cameras since it was founded in 1958. Some Seagull cameras are distributed through the Lomography company.

Seagull adopted Minolta’s manual focus SLR lens mount and camera design under license, and continues to produce it long after Minolta moved on to autofocus cameras.”¹¹

Shanghai Seagull Camera missed the developing chance of Digital Camera during 1990s. Also because of the weakness of its company management and the influence of the imports products, Seagull Camera lost its old glory and it was going to collapse.

(11. http://en.wikipedia.org/wiki/Seagull_Camera)





FIG_2.81

Master Wang, original senior worker who entered in Seagull Camera in 1965, left the company during the process of management reforming period. Now he is hired back to work as the assemble process's main administrator.



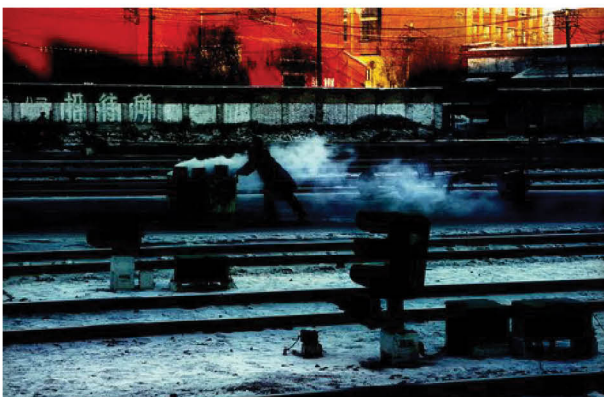
FIG_2.82

The last Seagull Camera's assemble production chain used to be abandoned. Now it is brought back to the factory. Photoed by Chen Hai Wen.

FIG_2.83

Chen Haiwen, who is a famous photographer in China, was asked help from the old leaders from Seagull Camera company. He bought the last production line, the last manufacture models and pieces, and called for the original craftsmen from the original factories to make the restoration Seagull Camera, mainly focusing on the collection market. He changed all the plastic pieces to metal ones, opened a shop in TIAN ZI FANG (田子坊), which is a creative-shop area in Shanghai, and opened a shop on the website taobao.com(淘宝). Now all the customized cameras are all hand-made and under greatly quality control.

FIG_2.84



FIG_2.85



2.2.2 SAME BRAND START DIFFERENT SITUATION



FIG_2.86



FIG_2.87

• INTRODUCTION OF 飞跃 FEIYUE BRAND

Feiyue is a sneakers brand originating in Shanghai and operating since the 1920s. In Shanghai this brand is owned by Shanghai Dafu Rubber plant, which produces wheel and rubber shoes, and managed by Shanghai Sheng Long sports-wear Co., Ltd. Its products are distributed in 20 countries worldwide ever since the year 2006 in which the rights of using brand out of China were purchased by a French entrepreneur and the brand name was re-established with a more fashion conscious focus.

What the brand name means?

Feiyue, (simplified Chinese: 飞跃; traditional Chinese: 飛躍; pinyin: fēi yuè), means 'to fly over' or 'to traverse'. This meaning is reflected in the slogan of

the brand: Flying Forward, and evokes a dual elevation, which can also be translated.

In Popular Culture Feiyue Shoes have their own position.

Feiyue shoes currently enjoy cult status as both a fashion item and as a shoe for martial artists. Feiyue shoes had returned into the spotlight after actor Orlando Bloom had been spotted wearing the shoes causing a resurgence in interest for the brand. The shoes were also worn by a number of performers during the opening of the 2008 Beijing Olympic Games showing that they are still in common use in China.

FIG_2.88



FIG_2.89





FIG_2.90



FIG_2.91

• HISTORY OF FEIYUE

Feiyue is pronounced « fēi yuè ». Feiyue shoes originated in Shanghai in the 1920s and were originally manufactured by a company called DaFu (大孚). They became famous during the 30's for their robustness, flexibility and comfort which were considered essential requirements for martial arts and various forms of athletics. The shoes are a staple for almost all wushu practitioners and athletes in China with the shoes even being used by numerous shaolin monks and kung fu masters. Feiyue continued to be popular for numerous decades with hundreds of thousands of shoes manufactured by the original factory over the course of its lifetime continuing to the present day. The shoes are a popular export with numerous foreign martial arts clubs and schools importing them as the standard shoes for their students. According to Chinese tradition, Feiyue symbolizes the dual el-

evation of both body and mind. With the opening up of China and the associated cultural and economic changes, this sneaker was gradually forgotten and began to lose prominence in China.

In 2005, Patrice Bastian, an entrepreneur living in Shanghai who had a passion for “sneakers”, decided to team up with a group of artists and recreate the brandname with the intention of lifting up the image and looks of Feiyue. With the help of Nicolas Seguy and Clement Fauth, an ideal Team was created to give back to Feiyue its noble touch. After a creative transformation/modification, yet keeping Feiyue's vintage touch, hard work on quality requirements bound to western markets has been done. Thus, in February 2006, the first real Feiyue collection was born.



FIG_2.92

This is original FEIYUE classical type , from the biggest C2C website in Asia taobao.com.(here is the Link: <http://s.taobao.com/search?q=%B7%C9%D4%B E&commend=all&ssid=s5-e&bcoffset=1&cat=50010388&from=compass&navlog=compass-1-c-50010388>), the average price of one pair is around 30 RMB, which eaqules ground 3 euro.

Patrice Bastian tried his best to do the brand communication to the public. Firstly he used the Chinese Gongfu figure as this new brand's advertisement. This brand also attracted the attention of fashion press. From 2006 to 2010, there were many articles in different fashion ans sports-wear magazines about this brand. These magazines incude EIIE, SNEAKERS, CLARK, SPORT&STYLE, SPRAY, MODZIK, FASHION JOURNAL and so on.

For the retail part, Patrice Bastian launched different retail stores in worldwide range. Not only in France, but in UK, Sweden, Spain, South Africa, Netherland, Singapore, Australia, Hong Kong as well, there are numerous Feiyue retails stores. From the beginning he put this brand to the fashion cutting

FIG_2.94



FIG_2.93

This is new FEIYUE LO - WHT RED/BLUE, from the French Feiyue official website,(here is the Link: <http://shop.feiyue-shoes.com/Accueil.ips>), the price of one pair is 50 euro.

edge.

During the process of communication, Patrice Bastian used MADE IN SHANGHAI as the resource label of this brand. But in fact, no matter this brand, or all the products are all MADE IN CHINA.

As a comparison, the old brand Feiyue in China in forty years just has one style. The old producing factory just wished to take the OEM jobs to make money, relying on their comparative superiority of low producing cost. Also because of the issue of copyright, there are so many fake products from everywhere. That have damaged this brand so much in local Chinese market.

FIG_2.95

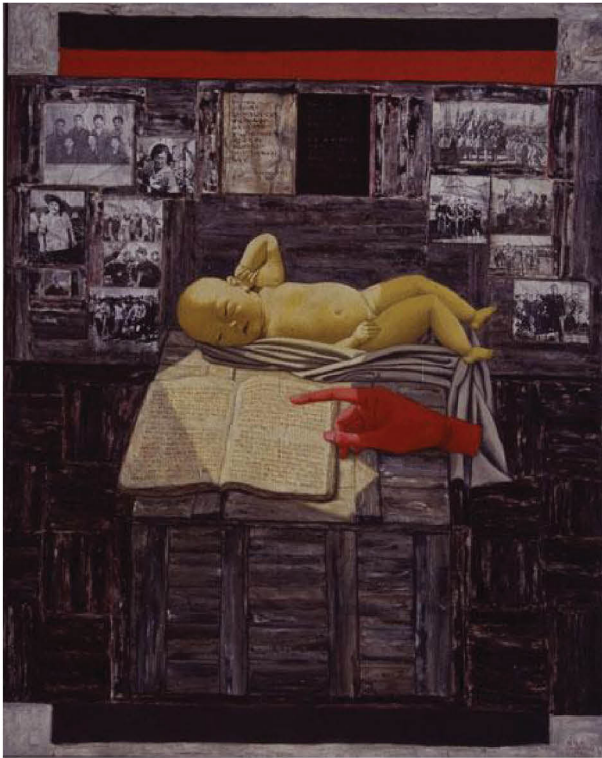


FIG_2.96



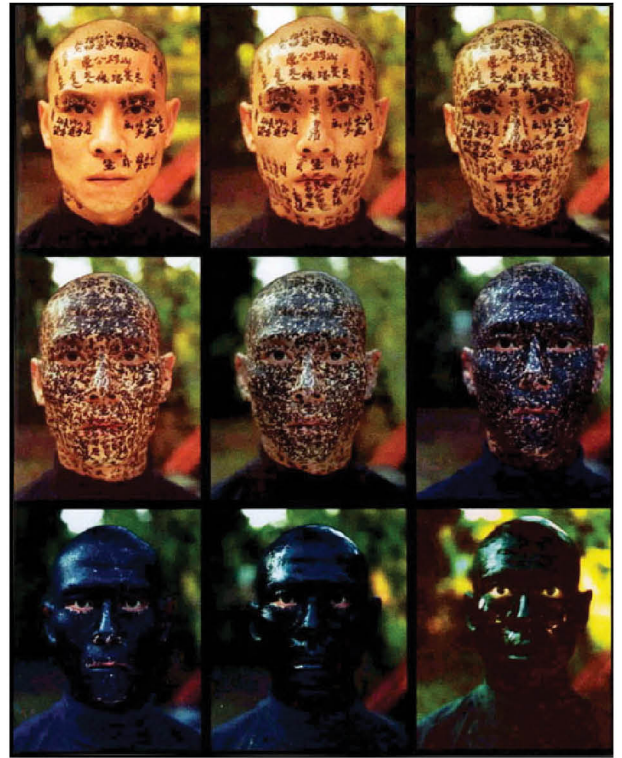


2.2.3 BOOMING CHINESE ART MARKET



FIG_2.98

Zhang Xiaogang; Genesis, the creation of republic II; 1992; This drawing was sold for HKD \$ 52.18 million at Hong Kong Sotheby's auction on October 6th 2010.



FIG_2.99

Zhang Huan; Family Tree, Portfolio of 9 images, 25 x 20 inches; 2000; New York.

• CONTEMPORARY ART MARKET

Today, the market for Chinese art, both antique and contemporary, is widely reported to be among the hottest and fastest-growing in the world, attracting buyers all over the world. The Voice of America reported in 2006 that modern Chinese art is raking in record prices both internationally and in domestic markets, some experts even fearing the market might be overheating. The Economist reported that Chinese art has become the latest darling in the world market according to the record sales from Sotheby's and Christie's, the biggest fine-art auction houses. The International Herald Tribune reported that Chinese porcelains were fought over in the art market as "if there was no tomorrow". A 14th century porcelain vase was sold by Christie's for a record £15.68 million. In terms of buying-market, China re-

cently overtook France as the world's third-largest art market, after the United States and the United Kingdom, due to the growing middle-class in the country. Sotheby's noted that Contemporary Chinese art has rapidly changed the Contemporary Asian art world into one of the most dynamic sectors on the international art market. During the global economic crisis, the contemporary Asian art market and the contemporary Chinese art market experienced a slow down. The market for Contemporary Chinese and Asian art saw a major revival in late 2009 with record level sales at Christie's. For centuries largely made-up of European and American buyers, the international buying market for Chinese art has also begun to be dominated by Chinese dealers and collectors in recent years.



FIG_2.100

Zhang Xiaogang; Bloodline, Big Family III; 1996; This drawing was sold for HKD \$ 42.63 million at Hong Kong Sotheby's auction in 2008.



FIG_2.101

Ai Weiwei; Instillation, a bamboo construction of suspended chairs, Venice Biennale 2008

One of the areas that has revived art concentration and also commercialized the industry is the 798 Art District in Dashanzi of Beijing. The artist Zhang Xiaogang sold a 1993 painting for USD \$ 2.3 million in 2006, which included blank faced Chinese families from the Cultural Revolution era. Collectors such as Stanley Ho, the owner of the Macau Casinos, fund manager Christopher Tsai, and casino developer Stephen Wynn would capitalize on the art trends. Items such as Ming Dynasty vases and assorted Imperial pieces were auctioned off.

Other art works produced in China-mainland or Hong Kong were sold in places such as Christie's including a Chinese porcelain piece with the mark

of Emperor Qianlong sold for HKD \$ 151.3 million. A 1964 painting "All the Mountains Blanketed in Red" was sold for HKD \$ 35 million. Auctions were also held at Sotheby's where Xu Beihong's 1939 masterpiece "Put Down Your Whip" sold for HKD \$72 million. The industry is not limited to fine arts, as many other types of contemporary pieces were also sold. In 2000, a number of Chinese artists were included in Documenta and the Venice Biennale of 2003. China now has its own major contemporary art showcase with the Venice Biennale. Fuck Off was a notorious art exhibition which ran alongside the Shanghai Biennial Festival in 2000 and was curated by independent curator Feng Boyi and contemporary artist Ai Weiwei.



FIG_2.102

Wu Guanzhong, White Poplar Woods



FIG_2.103

Lin Fengmian, Opera Figures

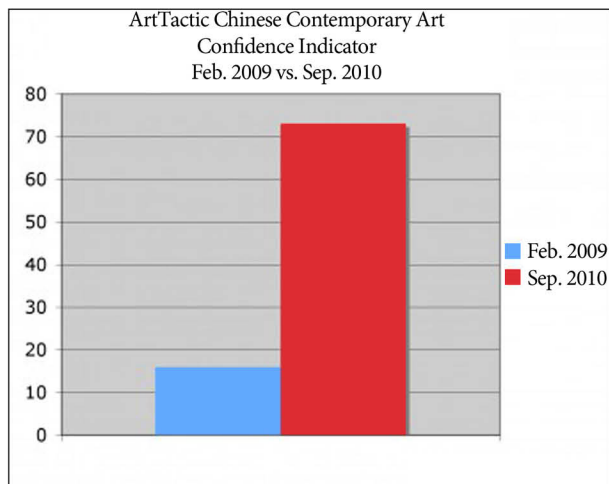
“ Chinese contemporary art is one of the fastest-growing segments of this market, attracting buyers from around the world. Sotheby’s is planning to hold its first sale of contemporary Chinese art in March, during Asia Week in New York. Xiaoming Zhang, the expert in charge of the sale, comes to Sotheby’s from the Guggenheim Museum, where she helped organize its giant show “China: 5,000 Years” in 1998. She was later part of a Guggenheim team exploring possible satellite programs around the world. Ms. Zhang is now traveling through China looking for property to sell. “It’s not easy,” she said in a telephone interview. “The demand is far greater than the supply.”

Chinese contemporary artists generally fall into two categories: in the first group are those whose style is based on traditional Chinese images and forms, like ink-wash landscapes, harking back to the 17th

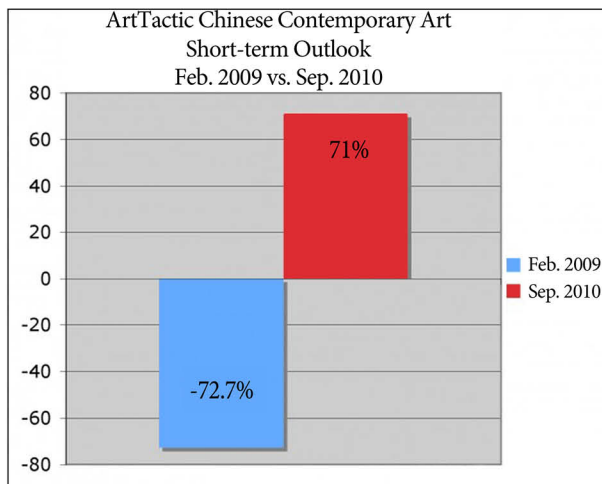
and 18th centuries. One example is Wu Guanzhong, who produced “White Poplar Woods,” a modern twist on a densely painted forest that is expected to sell for \$770,000 to \$900,000 at Forever/Christie’s in November 2005. Another is the artist Lin Fengmian, who studied in France and has painted scenes like “Opera Figures,” a scroll estimated to fetch \$154,800 to \$232,300 in November 2005 in Beijing.

The second category consists of an important group of Chinese artists whose work is based in Pop and conceptual art and who have a wide international following.”¹²

(12. *Christie’s Going, Going to China to Hold Auctions*; The New York Times; http://www.nytimes.com/2005/10/20/arts/design/20emer.html?_r=1&ex=1287460800&en=7cfe74154b7f5de8&ei=5090&partner=rssuserland&emc=rss)



FIG_2.104



FIG_2.105

ArtTactic is an art market research firm based in London set up by Anders Petterson in 2001. The company uses similar techniques used in the financial markets to analyse the art market and build up art market trends. Their services include market sector reports for both art mediums like Photography and regional sectors like China, auction analysis, artist reports and the ArtTactic confidence reports. These Confidence reports are surveys of the leading art market players and what their sentiments and confidence for the art markets are. There are Confidence reports for US- European, Chinese and Indian markets.

From one report - Chinese Art Market Confidence Survey, September 2010 – from ArtTactic, it shows that “ the overall Chinese Contemporary Art Market Confidence Indicator sees a positive increase of 27% from December 2009. Also the strong recovery in art market confidence is driven by substantially better Hong Kong and mainland auction results in the 1st half of 2010, as well as a pick-up in primary market activity. The Economic component of the Confidence Indicator increased by 8% between December 2009

and September 2010. The Economic Indicator related to the next 6 months is 10.7% below the current reading, which signals that there is some uncertainty regarding the short-term economic outlook. What is more, 35% of the respondents believe the Chinese contemporary art market has rebounded, with a further 36% believing art market will rebound within one year. This is a significant change in sentiment from the last reading in December 2009, where only 22% believed the market would rebound within a year or earlier.”¹³

Compared with Chinese design, Chinese modern and contemporary art already stepped into people’s insights and art markets all over the world. Of course art is not the same as design, but both art and design stand for the aesthetic chasing. What is more, art is one of the most important cultural resources for design. The booming Chinese art market will definitely influence the Chinese design market.

(13. Chinese Art Market Confidence Survey, September 2010; ArtTactic; <http://www.arttactic.com/view-report.php?type=reports&id=27>)

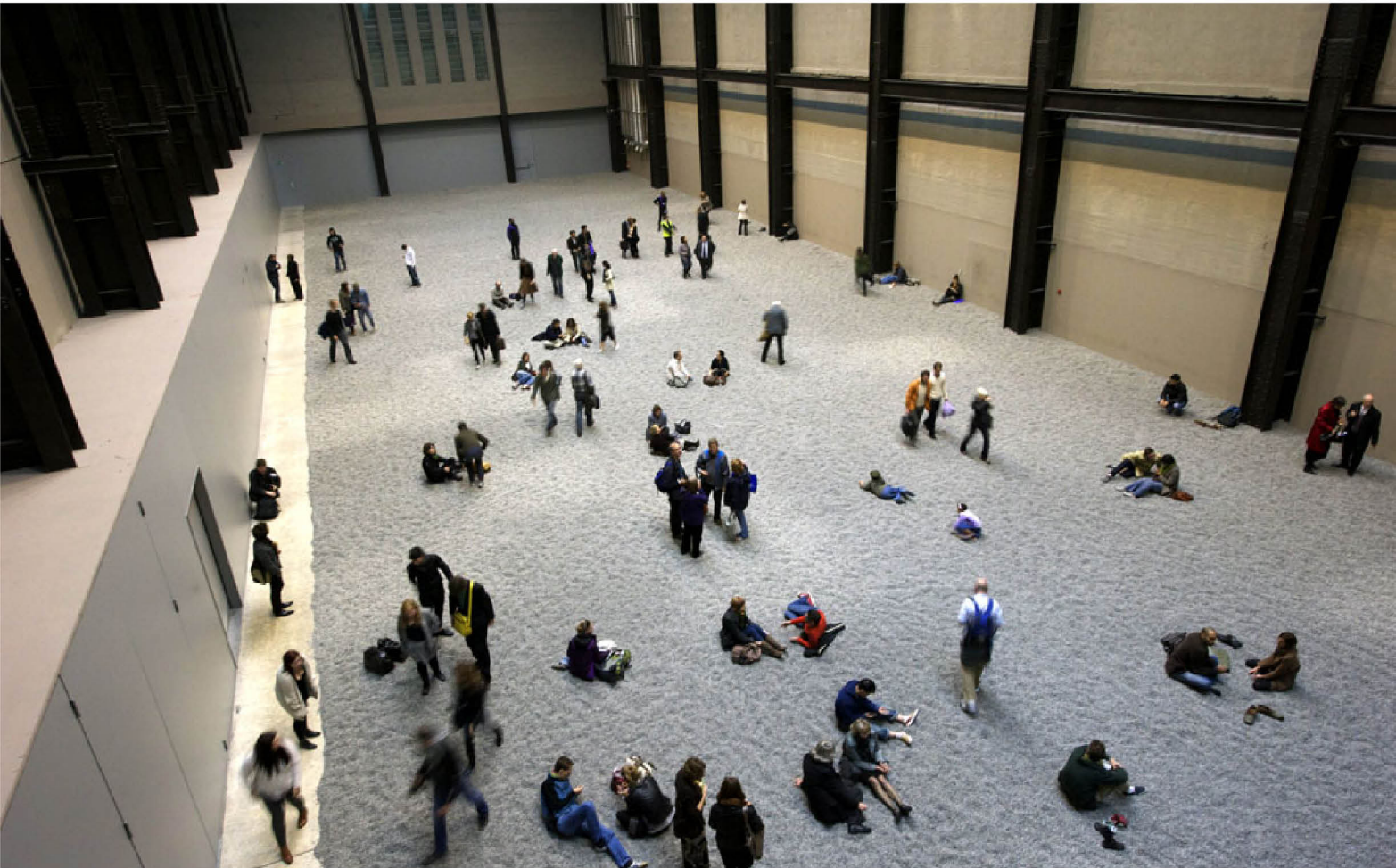
This is an Ai Weiwei's installation work called Sunflower Seeds in turbine hall at Tate Modern Bankside, London, until May 2nd 2010. This installation is made up of 100 million porcelain sunflower seeds that were made by 1600 craft workers from Jingdezhen, which is a Chinese city famous for its porcelain. One craft worker made more than 60 thousand porcelain sunflower seeds on average.

From the website of Tate Modern, it says, "Sunflower Seeds is made up of millions of small works, each apparently identical, but actually unique. Each seed has been individually sculpted and painted by specialists working in small-scale workshops in the Chinese city of Jingdezhen. Far from being industrially produced, they are the effort of hundreds of skilled hands. Poured into the interior of the Turbine Hall's vast industrial space, the 100 million seeds form a seemingly infinite landscape.

Porcelain is almost synonymous with China and, to make this work, Ai Weiwei has manipulated traditional methods of crafting what has historically been one of China's most prized exports. Sunflower Seeds invites us to look more closely at the 'Made in China' phenomenon and the geo-politics of cultural and economic exchange today."



FIG_2.107



SET
TECHNOLOGY
科技



2.3.1 MADE IN CHINA STILL ON THE WAY

How many products are MADE IN CHINA? From one article - Made in China - from OECDobserver.org, I read that : "China is now the world's largest mobile phone market, both in demand and supply: 303 million mobile phones were produced in China in 2005, exceeding production levels in most OECD countries. However, as this year's OECD Information Technology Outlook points out, mobile phones are not the only sector of information and communication technology (IT, also known as ICT) where China is making inroads.

That same year the country also churned out 81 million computers, taking second place as the world's largest PC market, and it became the world's third largest producer of semiconductors. This dizzying pace of output has brought down IT costs globally, and helped make IT products an integral part of daily life. In terms of spending, China now ranks sixth in the world IT market, making it important for exports from OECD-based firms.

The new economy is vibrant too. At the end of 2005, China had 111 million Internet users, up from 94 million in 2004. The number of broadband users stood at 64.3 million. By comparison, India, another IT giant with a similar population and considerable potential, only had roughly 35 million Internet users in 2004."

OECE means The Organisation for Economic Co-operation and Development (in French: Organisation de coopération et de développement économiques, OCDE). It is an international economic organisation of 34 countries founded in 1961 to stimulate economic progress and world trade. It defines itself as a forum of countries committed to democracy and the market economy, providing a platform to com-

pare policy experiences, seeking answers to common problems, identifying good practices, and coordinating domestic and international policies of its members.

The OECD originated in 1948 as the Organisation for European Economic Co-operation (OEEC), led by Robert Marjolin of France, to help administer the Marshall Plan for the reconstruction of Europe after World War II. Later, its membership was extended to non-European states. In 1961, it was reformed into the Organisation for Economic Co-operation and Development by the Convention on the Organisation for Economic Co-operation and Development. Most OECD members are high-income economies with a high Human Development Index (HDI) and are regarded as developed countries (Chile being the only OECD member which is also a member in the organisation of developing countries, the Group of 77). The OECD's headquarters are at the Château de la Muette in Paris, France.

What the statistics I saw is about the situation of MADE IN CHINA five years ago. Also according to the research from China Market Monitor Co., LTD (Chinese name: 北京中怡康时代市场研究有限公司), which is a Chinese local professional market research and consulting company whose main fields are electrical household appliances and cosmetics, it is reported that in the year of 2010, nearly 80% of the small electrical household appliances in the world are MADE IN CHINA.

Compared with the households that have around 40 kinds of electrical home appliances in developed countries, every household in the middle and big cities in China just have 10 kinds. The Chinese local market is far away from saturation.

FIG_2.108



FIG_2.109



FIG_2.110



FIG_2.111

FIG_2.112



FIG_2.114

FIG_2.113



FIG_2.115

FIG_2.116



FIG_2.117



FIG_2.118



FIG_2.119

FIG_2.120



FIG_2.121



FIG_2.122



FIG_2.123

There is also a predicting article from Financial Times called Us Manufacturing crown slips. It says that the US remained the world's biggest manufacturing nation by output last year, but is poised to relinquish this slot in 2011 to China – thus ending a 110-year run as the number one country in factory production.

The original resources are from IHS Global Insight, a US-based economics consultancy. The details are: "Last year, the US created 19.9 per cent of world manufacturing output, compared with 18.6 per cent for China, with the US staying ahead despite a steep fall in factory production due to the global recession."

However, it is not so surprising, just as Hal Sirkin, head of the global operations practice at Chicago-based Boston Consulting Group, said the US should not despair too much at the likelihood that it would lose the global crown in manufacturing to China. "If you have a country with four times the population of the US and a tenth of the wages, it is fairly obvious they will pull ahead at some time in productive capabilities," he said.

What does these statistics mean? It means China will become the biggest market and supplier of all the industrial products sooner or later, the design market as well. In China there will be more and more new local generation of consumers to influence the design market, which means a huge opportunity of

design. The complete manufacture basic facilities will provide the basic physical advantages for Chinese design, because industrial design is bound up with manufacture. Also the low cost manufacture would leave so much space of freedom for designers to realize their ideas. What is more, this is also good for the consumers.

Here is a case to show this phenomenon in China – Shan Zhai Ji (in Chinese 山寨机). Literally it means Mountain Bandit Machine. This term refers to Chinese imitation and pirated brands and goods, particularly electronics, because the term Shan Zhai (山寨) refers to the mountain stockades of regional warlords or bandits, far away from official control. The use of "Shanzhai" to refer to imitation products comes from Cantonese slang, in which "shanzhai factory" means an ill-equipped, low-end and family-based factory. However, with the accumulation of profit, quite a few those factories invest a lot of money to improve their equipment. Some factories also get investment from someone other than family members. Nowadays, a significant portion of Shanzhai factories are no longer ill-equipped or family-based. And their products are no longer poor-quality. Yet they still can not escape the fate of no-brand (or fake brand), not-for-sale in top department stores with non-shanzhai phones. One of the motivations for going 'Shanzhai' is the difficult regulations the Chinese government has established to become an

FIG_2.124



FIG_2.125



official cell phone manufacturer. So to avoid the hassles companies try to operate under the radar. They can avoid taxes that way and also avoid regulation. Another account of the origin is that because imitation electronic appliance manufacturers are largely located in Shenzhen, thus wholesalers from other parts of China started calling their products “Shenzhen product”. Yet gradually “Shenzhen product” became “Shanzhai product” because they sound similar when people speak mandarin Chinese with a Cantonese accent.

The use of “shanzhai” became popular with the outstanding sale performance of “shanzhai” cell phones. According to Gartner’s data, 1.15 billion cell phones were sold worldwide in 2007, and according to data provided by the Chinese government, 150 million “Shanzhai” cell phones were sold in the same year, thus making up more than one tenth of the global sales. In 2010 the Financial Times estimated that Shanzhai phones accounted for about 20 per cent of the global 2G mobile market.

The market for “shanzhai” cell phones is not only in China, but also in the surrounding developing countries in Asia, and Third World countries in Africa and Latin America. The outstanding sales performance

of “shanzhai” cell phones is usually attributed to their low price, multifunctional performance and imitations of trendy cell phone design. Although “shanzhai” companies do not use branding as a marketing strategy, they are known for their flexibility of design to meet specific market needs.

Here is a sample of Shan Zhai Ji. In all the Nokia cellphone serials you can just find the type E61 and E71, but here in Shan Zhai Ji market you can find Nokia E81. From the appearance you can see it is not so low quality. Also for this E81 there are indeed creative elements. For this phone, it has almost all the functions including camera, address list, games, mp3, some easy gesture interaction and so on based on GSM standard. It is not just a copy. As well it is definitely cheap. In the market of developing countries, sometimes the price would be the vital standard for the consumers. If they could enjoy the high-tech with a low price, there would be the demand for these kinds of products.

In fact, for the studio who had made Nokia E81, it could develop a new brand for himself. You can see the manufacture and design quality from this product. They stem from MADE IN CHINA, and they are willing to grow up.

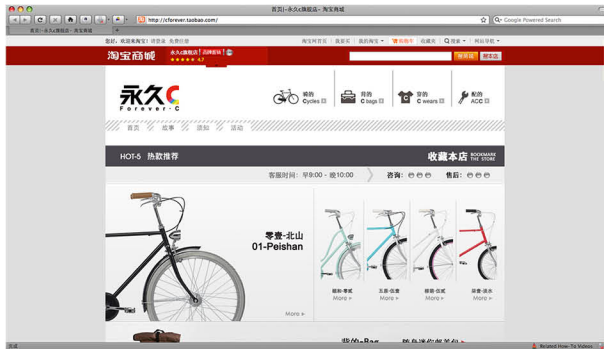
FIG_2.126



FIG_2.127



2.3.2 ALIBABA
OPEN SESAME



FIG_2.128



FIG_2.129

• INTRODUCTION OF ALIBABA GROUP

During the process of research, I found a phenomenon that so many new redesign products, like Yongjiu C, Seagull Camera and so on, have chosen online selling as their new sales channel. The website platform they have chosen is Taobao.com. Here you can find so many old products like MEIHUA sports wear, even now the original factory already do not exist. Also there are numerous online shops in taobao.com to sell HAI HUN SHAN, FEIYUE sneaker, and other stuff under popularly chasing.

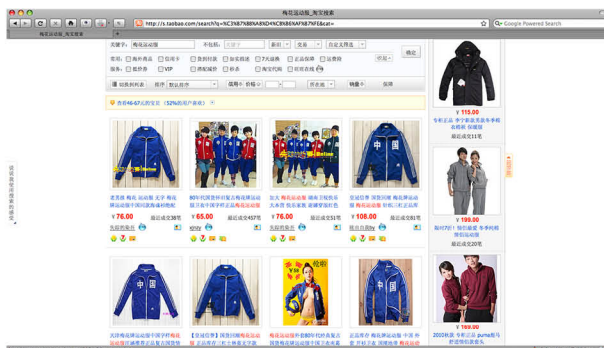
So, what is taobao.com? It is a subsidiary company of **Alibaba Group**.

Alibaba Group (simplified Chinese: 阿里巴巴集

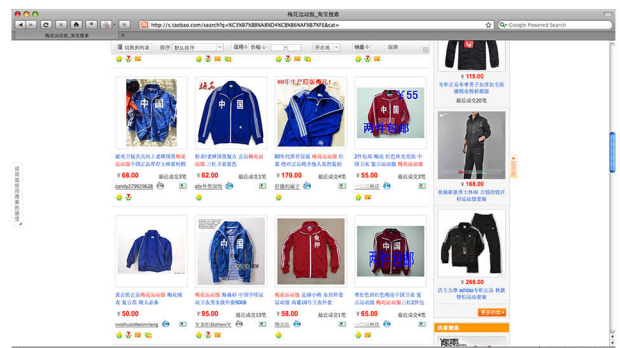
团; traditional Chinese: 阿裏巴巴集團; pinyin: Ālǐbābā Jítuán) is a privately owned Hangzhou-based family of Internet-based businesses that includes business-to-business international trade, online retail and payment platforms, and data-centric cloud computing services. It was founded in 1999 by 18 founders, led by Ma Yun (Jack Ma). The company raised US\$25 million from Softbank, Goldman Sachs, Fidelity, and other institutions in 1999 to 2000.

The company now has nearly 18,000 employees across 60 cities and regions, including China, Hong Kong, India, Japan, Korea, Taiwan, the United Kingdom, and the United States.

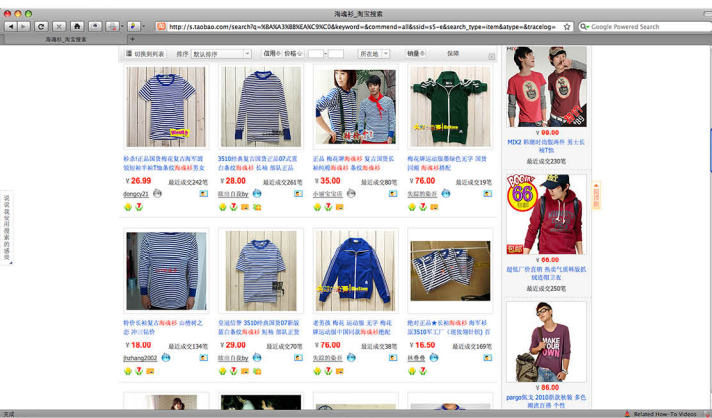
FIG_2.130



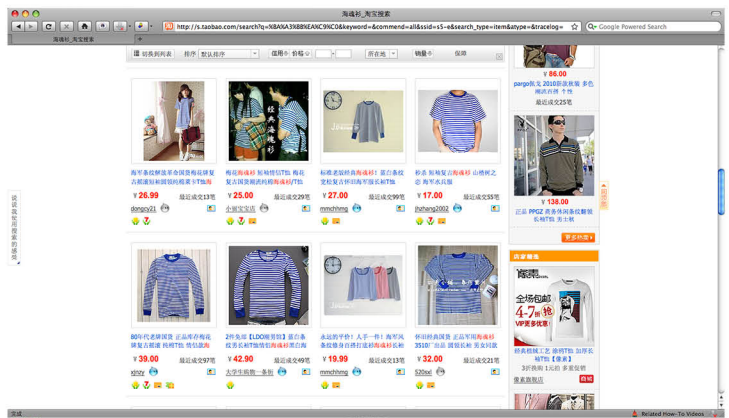
FIG_2.131



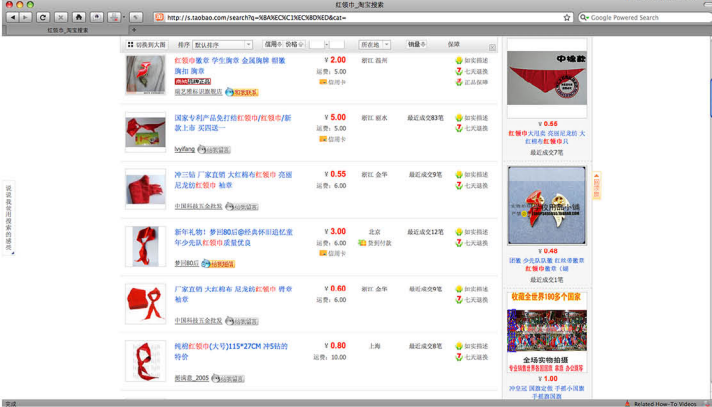
FIG_2.132



FIG_2.133



FIG_2.134



FIG_2.135





FIG_2.136

There are different companies inside this group:

- **Alibaba.com** (HKSE: 1688) - publicly traded company in e-commerce for small businesses, mainly focused on the service of Business to Business(B2B)

Alibaba.com Limited (HKSE: 1688.HK) (simplified Chinese: 阿里巴巴网络有限公司; traditional Chinese: 阿里巴巴網絡有限公司) is the world's largest online business-to-business trading platform

for small businesses.

Founded in Hangzhou in eastern China, Alibaba.com has three marketplaces. The company's English language international marketplace (www.alibaba.com) serves to bring together importers and exporters from more than 240 countries and regions. The China marketplace (www.1688.com) is developed for domestic business-to-business trade in China. It also has a Japanese marketplace (www.alibaba.co.jp), which is focused on facilitating trade to and from Japan through an associated company.

In April 2010, Alibaba.com launched a wholesale platform (www.aliexpress.com) on the international marketplace, which is created for smaller buyers looking for fast shipment of small quantities of goods. The company claims that together these marketplaces have more than 50 million registered users. Alibaba.com was listed in the Hong Kong Stock Exchange at the IPO price of HK\$13.5 on 6 November 2007, raising HK\$13.1 billion (US\$1.7 billion) in the second-largest initial public offering sale of an Internet company after Google Inc.

FIG_2.137



- **Alipay** - third-party online payment platform, also it is the preferred payment solution for transactions on Taobao.

On 8th December 2009, Alipay Company reported that the number of registered users of Alipay was up to 250 million until 2009 December. This number is over the half of all the Chinese Internet users. There were over 5 million deals every day with Alipay and the day trading volume was over 1,200 million RMB.

- **Taobao.com** - online retail marketplace, mainly focused on the service of Consumer to Consumer(C2C)

Taobao (simplified Chinese: 淘宝网; traditional Chinese: 淘寶網; pinyin: Táobǎowǎng) is a Chinese online auction and shopping website operated in China by Alibaba Group.

Founded by Alibaba Group, it facilitates business-to-consumer and consumer-to-consumer retail by providing a platform for businesses and individual entrepreneurs to open online retail stores that cater to consumers across Greater China and beyond. Sellers are able to post new and used goods for sale on the Taobao marketplace either through a fixed price or by auction. The overwhelming majority of the products on Taobao are brand new merchandise sold at a fixed price; auctions make up a very small percentage of transactions.

Taobao reported more than 190 million registered users as of April 30, 2010 and generated gross merchandise volume of more than US\$29 billion in 2009.



FIG_2.138

In April 2010, Taobao ranked 16th overall in Alexa's internet rankings.

Alexa Internet, Inc. is a California-based subsidiary company of Amazon.com that is known for its toolbar and website. Once installed, the toolbar collects data on browsing behavior which is transmitted to the website where it is stored and analyzed and is the basis for the company's web traffic reporting.

- **AliWangWang** – an InstantMessaging software between the buyer and seller.

A distinctive feature of shopping on Taobao is the pervasive communication between buyer and seller prior to the purchase through its embedded proprietary instant chat program, named WangWang. It has become a habit among Chinese online shoppers to "chat" with the sellers or their customer service team through WangWang to enquire about products, en-

gage in bargaining, etc. prior to purchase.

FIG_2.139





FIG_2.140

- **Tmall.com** – online B2C (Business-to-Consumer) business retail website

Tmall (simplified Chinese: 淘宝商城; traditional Chinese: 淘寶商城; pinyin: Táobǎoshāngchéng) originally is part of taobao.com, which is the biggest Consumer-to-Consumer online auction and shopping website. Firstly, taobao.com covered all the

Business-to-Consumer and Consumer-to-Consumer service. But right now along with more and more big brands entered taobao.com, Tmall.com is started to be separate from taobao.com as an individual service.

All the shops that are willing to enter tmall.com have to hand in the certification of registered company and pay for the service of tmall.com, compared with relative free service from taobao.com. Tmall.com provides more services qualified. What is more, Tmall.com is different from the normal Business-to-Consumer online retail service. Tmall.com itself does not provide anything. It is just a service platform that connects the business brands to the consumers directly and charges for the service from the online shops.



FIG_2.141

- **Wu Ming Liang Pin** – online B2C (Business-to-Consumer) business retail website will be launched in January 2011. It mainly focused on the suppliers with good products but without separate brand.

Wu Ming Liang Pin (simplified Chinese: 无名良品; traditional Chinese: 無名良品; pinyin: Wú Míng Liáng Pǐn) literally means Excellent Goods with No Name. As the name says, it is used the help the business suppliers to open their business retail career. So the first customers mainly come from the registered users of ChengXinTong(诚信通), which is an online service for suppliers in Alibaba.com. This service is a cooperation of Alibaba.com and taobao.com and it will be open in January 2011.

All the customers in Wu Ming Liang Pin have to accept the service requirement of the website. They have to sign and claim to provide unified after-sale service for all the consumers. They share the same visual identity of Wu Ming Liang Pin. Also they could enjoy the consumer flow from taobao.com. Annual service fee and consumer-service-certification fee has to be paid.

- **Alibaba Cloud Computing** - advanced data-centric cloud computing services platform
- **China Yahoo!** - a leading Chinese-language internet portal
- **Alibaba UK** - a online retail marketplace specifically for UK buyers
- **AliExpress** - an international online whole-sale platform for smaller buyers

In January 2010, Alibaba Group said it expects gross merchandise volume on Taobao to double from 200 billion Chinese yuan in 2009 to 400 billion Chinese yuan in 2010, as China's e-commerce market is expected to grow significantly in the next five to eight

years.

In May 2010, Taobao and Yahoo Japan launched a cross-border retail initiative that allows Chinese consumers to purchase Japanese products from Yahoo Japan shopping and Japanese consumers to purchase Chinese products from Taobao. For the Chinese consumers, Taobao launched a Chinese-language portal called TaoJapan (www.taojapan.com) offering Japanese products. For Japanese consumers, Yahoo Japan added a Japanese-language portal called "China Mall" to its shopping platform. However, in line with import/export restrictions in both countries, certain products are not available to non-local buyers; for example, mobile phones listed on Yahoo Auctions are not carried over to TaoJapan and certain name-brand goods listed on Taobao do not carry over to Yahoo Japan's China Mall.

• BIG TAobao STRATEGY

From the global economic crisis, the Chinese export was deeply influenced. Because the great part of Chinese economy development is pulled by export, the Chinese suppliers, who mainly depended on export supplying, in alibaba.com have lost their feeding way. Thus they are trying to return to Chinese domestic market. Especially for the exporters whose goods are low-cost daily use products, they did not have a fluent traditional selling channel in domestic market. Then it is a good and economic solution to

built a Business-to-Consumer selling website.

Compared with export, domestic consuming does much less for Chinese economy growing. Also the government has already realized this social issue and has been trying their ways to solve this problem from the point view of economical laws and policies.

For Alibaba Group, the development of Alipay, Taobao.com and other services is obvious and impressed. As it was said before in the article, right now there are 250 million registered users of Alipay. Taobao.com is the biggest e-commercial website



THIRD-PARTY PAYMENT SERVICE ALIBABA GROUP_B2B WEBSITE



After the global crisis in 2009, some registered users of Alibaba.com started to turn to Chinese domestic market to sell their products. B2C and C2C service are important solutions.

The customers have to pay for the service.



INTER-COMMUNICATION SERVICE



platform in Asia. Taobao reported more than 190 million registered users as of April 30, 2010 and generated gross merchandise volume of more than US\$29 billion in 2009. In April 2010, Taobao ranked 16th overall in Alexa's internet rankings. But indeed they did not bring so much business profit to Alibaba Group. Because according to the company strategy, right now it is still the phase of cultivating market and attracting users. The service of Alipay for consumers is still free. Taobao.com is relative free to use. Most of the profit is from the advertisement. It is reported that Taobao.com just got financial balance through advertisement benefit. From the report from a Chi-

nese economical and financial website Caixin online on March 10th 2010, "Peng Lei, the CEO of Alipay, claimed that in 2009 both Alipay and Taobao.com already achieved real business profit."¹⁴

However, the service from Business-to-Consumer, which means Tmall.com and Wu Ming Liang Pin, for online shops, is not free. Alibaba group is willing to subdivide the market by detail. Thus they want to attract different shops to use the service of Tmall.com and Wu Ming Liang Pin.

From cnzz.com, which is a third-party Chinese Inter-



THIRD-PARTY PAYMENT SERVICE
ALIBABA GROUP_B2C WEBSITE



Wu Ming Liang Pin is used to cultivate new brands for business customers. It will be launched in January 2010. The customers have to pay for the service.



Tmall.com is used to serve the business customers with independent brands. Firstly its business was covered in Taobao.com, but right now it started to use the independent address.



INTER-COMMUNICATION SERVICE



net statistic collecting, analyzing and providing company, there is a report called the report of Chinese e-commercial industry in 2010, it is easy to see the present situation of Business-to-Consumer service in China:

“In 2010, the number of B2C website has been growing from 10.1 thousand in January, to 11.8 thousand in December. The growth rate was up to 20.45%, which exceeded the whole growth rate of integral e-commercial industry. 80% of the new e-commercial websites are Business-to-Consumer. There are 23.4 thousand visitors of every Business-to-Consumer

website on average in 2010. This number is much more than the one for all the Internet websites. What is more, this number is still increasing.”¹⁵

So, that is the starting point of the BIG TAOBAO STRATEGY. That means Alibaba Group wants to integrate its own Business-to-Business, Business-to-Consumer, and Consumer-to-Consumer service into a B2B2C service chain to serve more business customers and consumers. Alipay is providing the financial flow service, AliWangWang is providing the inter-communication service and the Company group is trying to shape different online communities



THIRD-PARTY PAYMENT SERVICE ALIBABA GROUP_C2C WEBSITE



Taobao.com now is the biggest e-commercial website platform in Asia. It has more than 200 million registered users. Its services are relative free. Advertisement profit takes up most percentage of its business benefits.

淘宝网

Taobao.com



INTER-COMMUNICATION SERVICE



for small and medium enterprise (SMEs) and consumers. This service chain is definitely under construction. And then the whole group will take up the most percentage of e-commercial market in China.

No doubt that if this become true, it would be the great success for the company and Chinese e-commercial industry. But, is there a position for Chinese design and designers? From my point of view, the answer is absolutely yes. You can imagine there are millions of Chinese consumers browse, search, comment, and buy products online everyday, which will shape their own aesthetic demand and chasing

for different products and services. Chinese design will be stimulated from all the consuming activities. In the next ten years, the Chinese generation after 1980s will become the supporting part of the society. Their habits and activities are able to shape a giant and unique market.

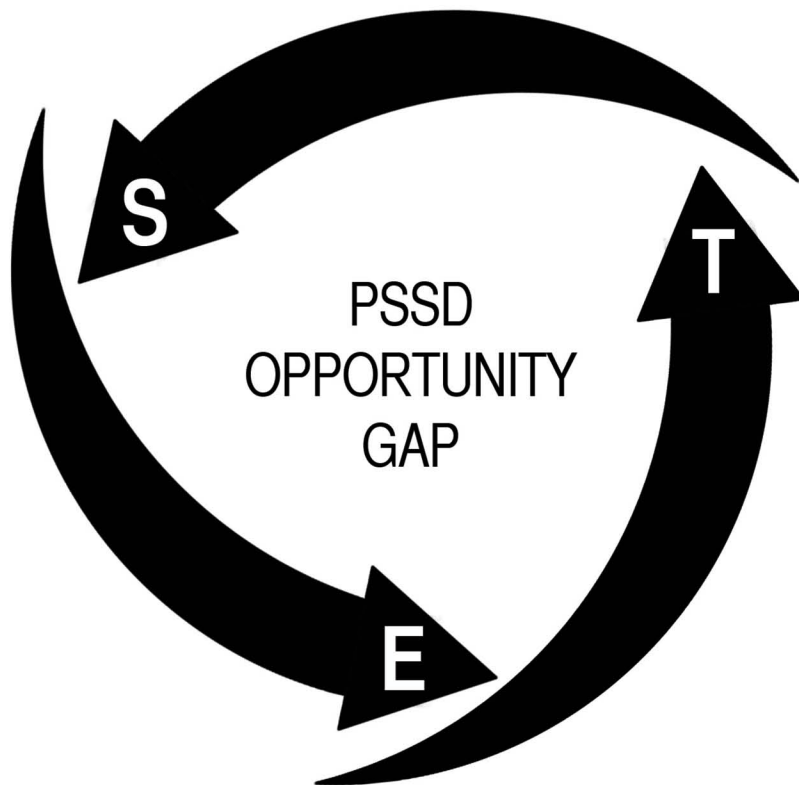
Presently, Alibaba Group is trying to develop the B2C service, which means Tmall.com and Wu Ming Liang Pin. Especially Wu Ming Liang Pin, according to the function of this service that is to help to cultivate the new brands, should involve more designers to increase the registered users.

(14. Alipay and taobao.com already have gained profit; <http://business.caing.com/2010-03-11/100125681.html>)

(15. the report of Chinese e-commercial industry in 2010; <http://www.20ju.com/content/V157927.htm>)

SET
CONCLUSION
結論

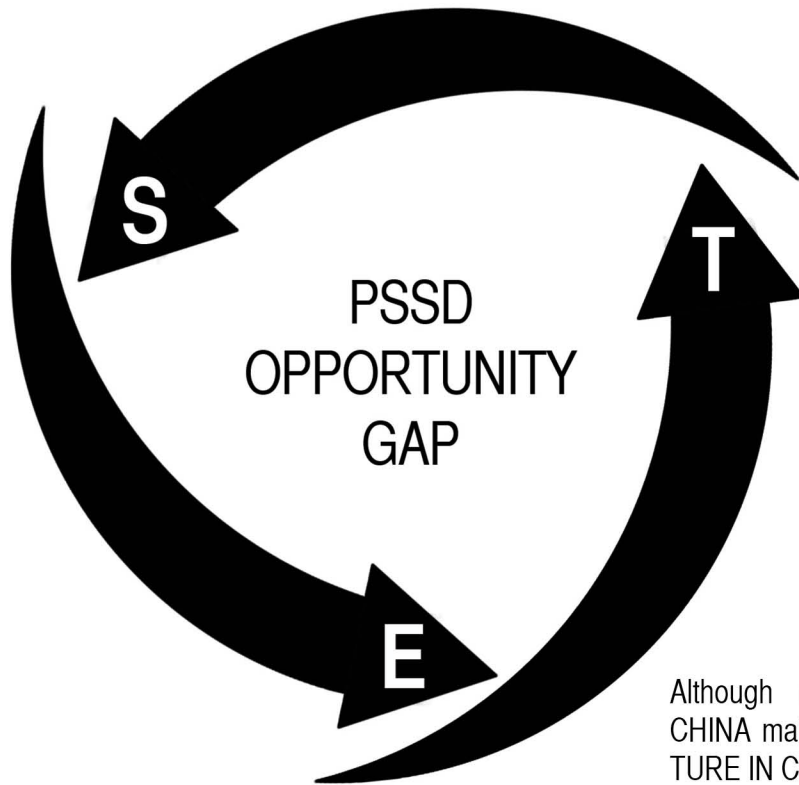
2.1.1
UNIQUE&CULTURE
IDENTITY
2.1.2
MODERN
TRADITION
2.1.3
NEW/OLD
FASHION



2.2.1
RENAISSANCE OF
LOCAL BRANDS
2.2.2
SAME BRAND START
DIFFERENT SITUATION
2.2.3
BOOMING
CHINESE ART MARKET

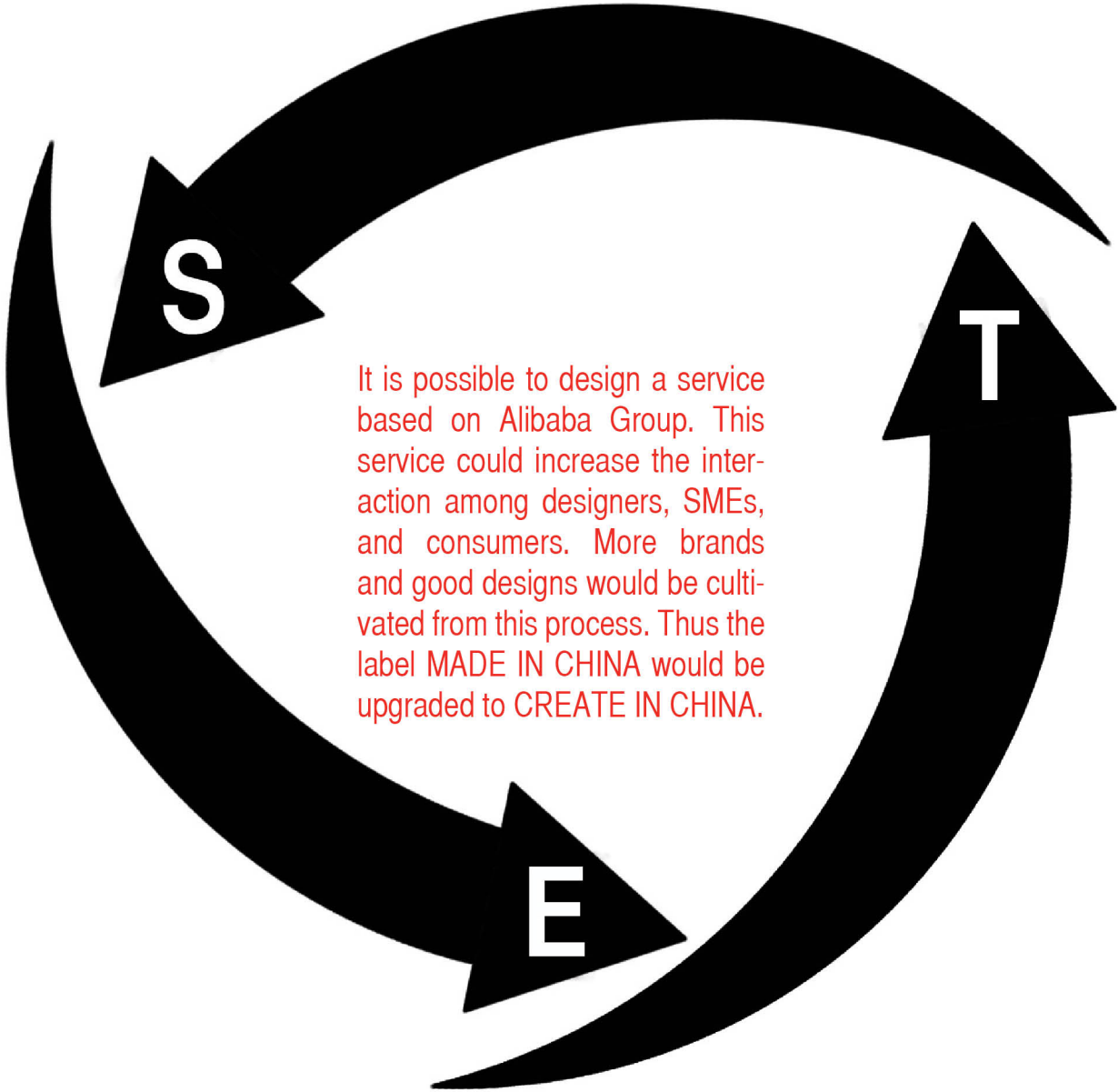
2.3.1
MADE IN CHINA **STILL**
ON THE WAY
2.3.2
ALIBABA
OPEN SESAME

Unique Chinese culture is the great background and identity of Chinese design; also the centuries-old history is indeed the abundant resource of Chinese modern design industry. Right now the Chinese young generation born after 1980s is about to step into Chinese society and become the backbone of society. They have their own consuming taste and shopping habit. So the new modern Chinese design and brand will be cultivated in the future.



Before the Chinese design market, Chinese modern art market already met the booming situation. If the Chinese brands in recent decades of years were through the process of redesign, the old glory of Chinese brands would be rebirth not only to China, but to the world as well.

Although nowadays MADE IN CHINA mainly means MANUFACTURE IN CHINA, it also shows that China already established the complete basic light-industrial facilities. The low-cost and efficient manufacture allows the high freedom for Chinese designers. Alibaba Group, which focuses in e-commercial field, is about to establish a complete Business-to-Business-to-Consumer-to-Service sales chain. This sales channel could influence the Chinese design's development.



PRO
SOL
VING
BLEM

AliDESIGN
阿里设计
DESIGN
BRIEF

3.1

AIiDESIGN INTRODUCTION



ALIIDESIGN

阿里设计

FIG_3.1

AliDESIGN is an on-line and below-the-line design-interaction platform, on which Chinese free designers and design studios could have more interaction with Small and Medium Enterprises and consumers.

This service is based on the under-construction Business-to-Business-to-Consumer e-commercial chain from Alibaba Group. It serves The Big Taobao Strategy, which was already depicted before in this thesis.

In order to involve Small and Medium Enterprises (SMEs) and consumers as many as possible and to protect copyright, it is open to all the registered users of any service belonging to Alibaba Group. Inside the whole Alibaba Group its function is an innovation provider.

On one hand, it is willing to make more and more free designers and design studios cooperate with SMEs. Thus it is possible to upgrade their product-design quality and brand identity. So that the number of registered users of B2C services from Alibaba Group – Wu Ming Liang Pin and Tmall.com – will increase.

On the other hand, it is also possible that the de-

signers themselves start to build their own small enterprises or their own brands from their design. Because in the Alibaba Group there is already-built resources supplier, Alibaba.com, and online sales website. Through the interaction with the suppliers and consumers, possibly they could find their way to carve out their own business. Thus designers are able to become the users of taobao.com, Wu Ming Liang Pin and Tmall.com.

Wu Ming Liang Pin and Tmall.com are the service with costs. If the registered users of these two services were increasing, it would be good for Alibaba Group to build a well-behaved e-commercial service chain and get more business profit.

What is more and what is the most significant is that if there were numerous Chinese SMEs with their own individual design quality and brand identity, the Chinese manufacture industry would be upgraded and the label MADE IN CHINA will mean so much different!

AliDESIGN
阿里设计
BUSINESS
PLAN

3.2.1 POSITION OF AIiDESIGN

SMEs+Designers



SMEs+Designers

阿里巴巴 1688.com

阿里巴巴集合诚信通会员入驻淘宝
抱团抢占! 淘宝千亿市场



无名良品
火热招商!

Designers
Open shops

Design
Assistant

Resources
Supply



Designers
Open shops

Designers
Open shops

Design
Assistant

淘宝商城
mall.taobao.com

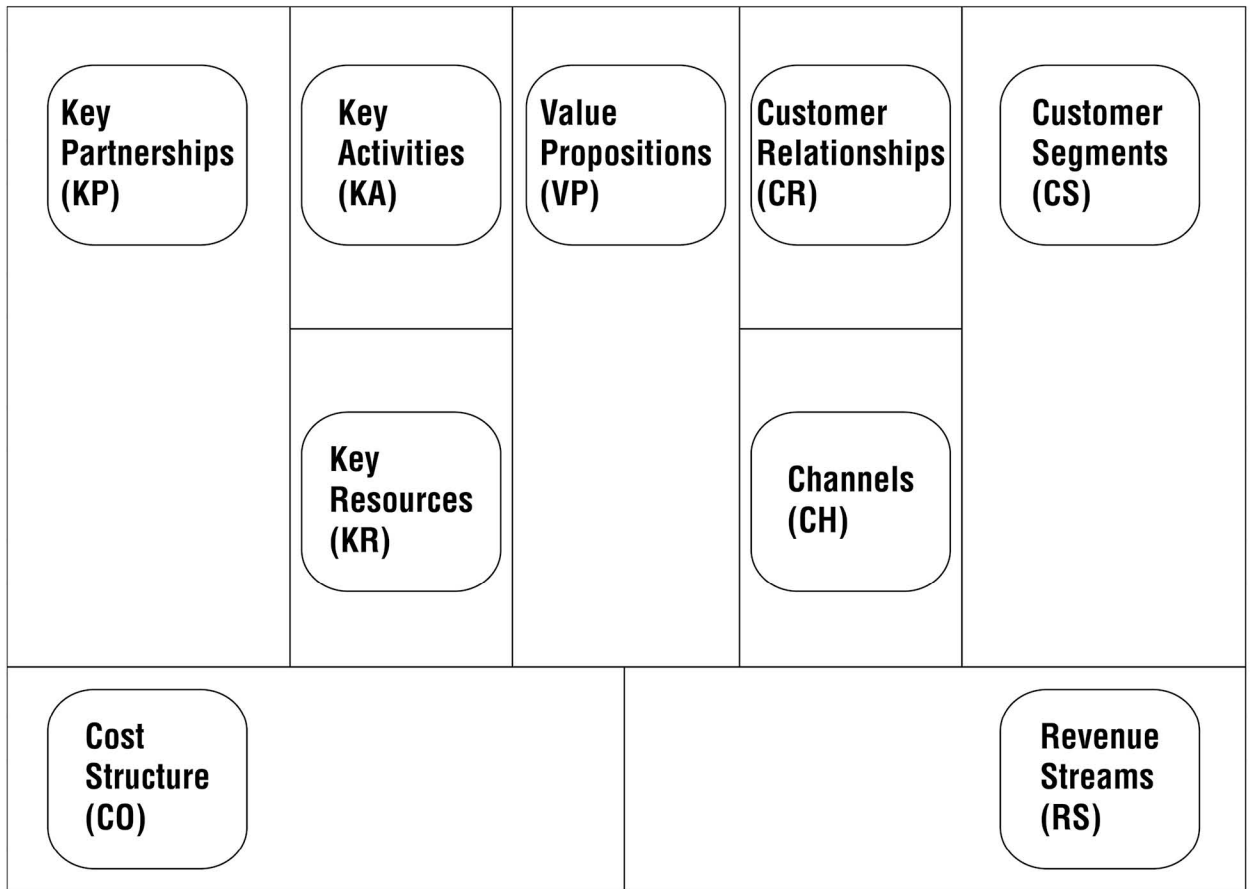
Designers + SMEs



淘宝网
Taobao.com

Designers + SMEs

3.2.2 THE BUSINESS MODEL CANVAS



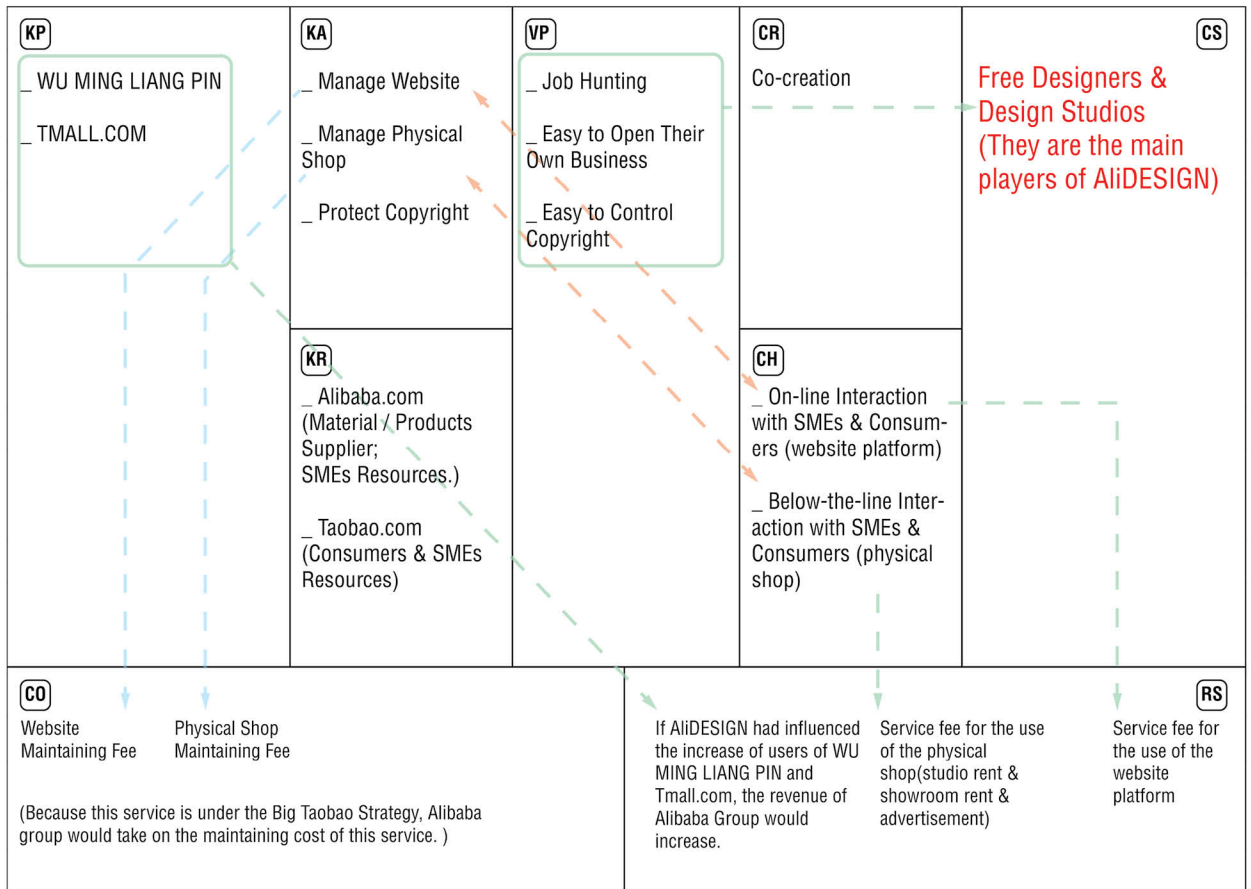
FIG_3.2

The business model analysis methodology, business model canvas, is from the book *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*.

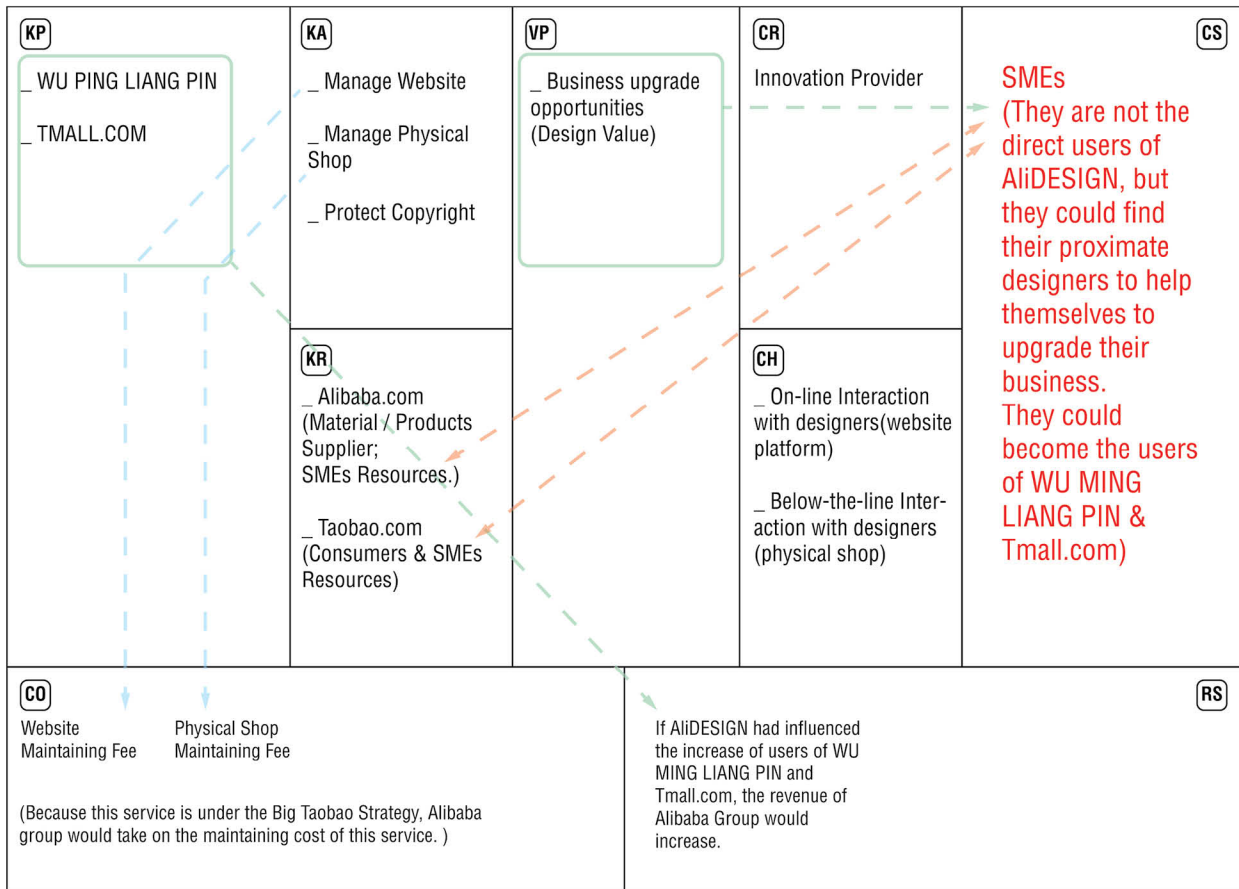
The business model canvas is a simple way, through which everyone could understand and describe the mechanism of an organization, such as companies and enterprises. It is like a blueprint for a strategy to be implemented through organizational structures, processes and systems. This canvas includes 9 basic building blocks: Customer Segments(CS);

Value Propositions(VP); Channels(CH); Customer Relationships(CR); Revenue Streams(RS); Key Resources(KR); Key Activities(KA); Key Partnerships(KP); Cost Structure(CO). The nine blocks cover the four main areas of a business: customer, offer, infrastructure, and financial viability.

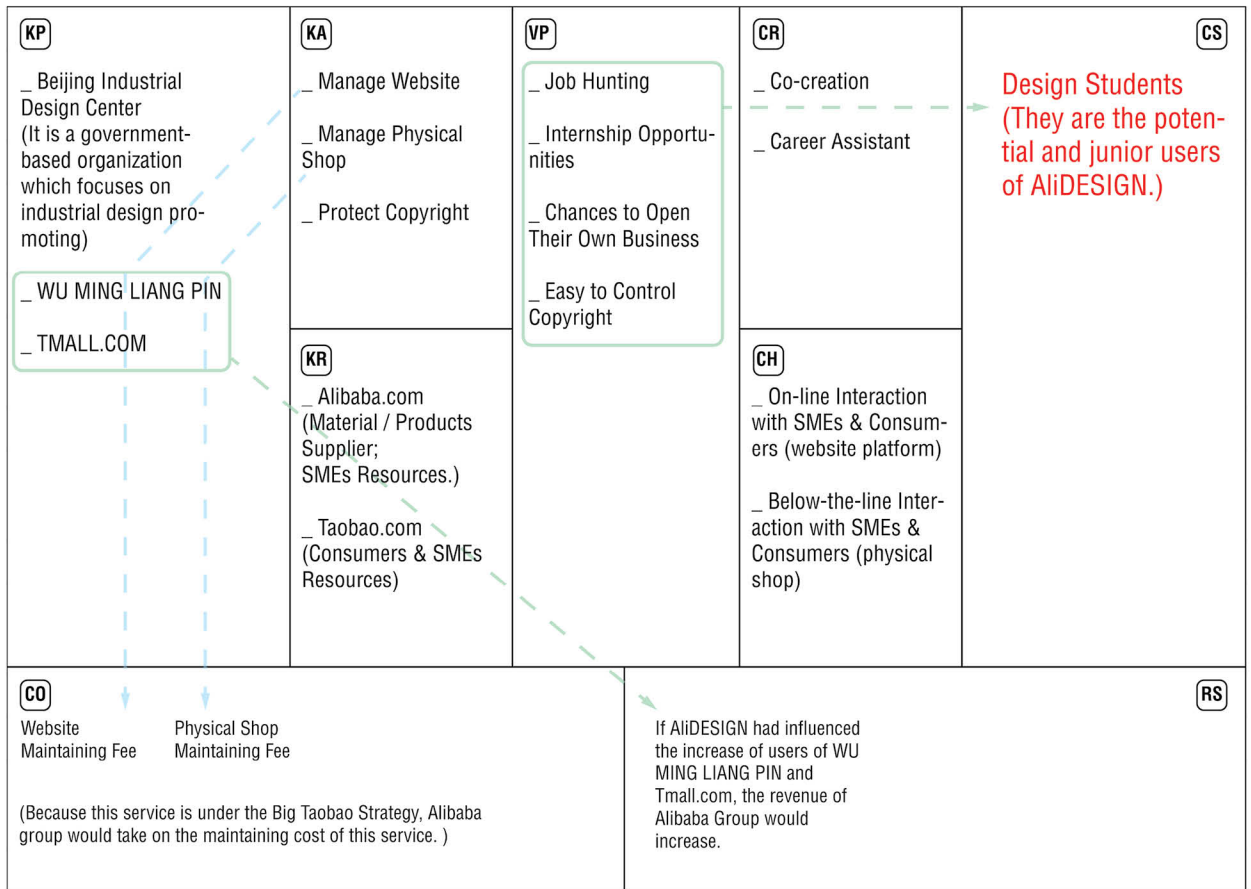
AliDESIGN refers to three main customers: free designers & design studios; Small and Medium Enterprises (SMEs); design students. In the following pages there are three canvases to separately describe the organizational structures.



FIG_3.3



FIG_3.4



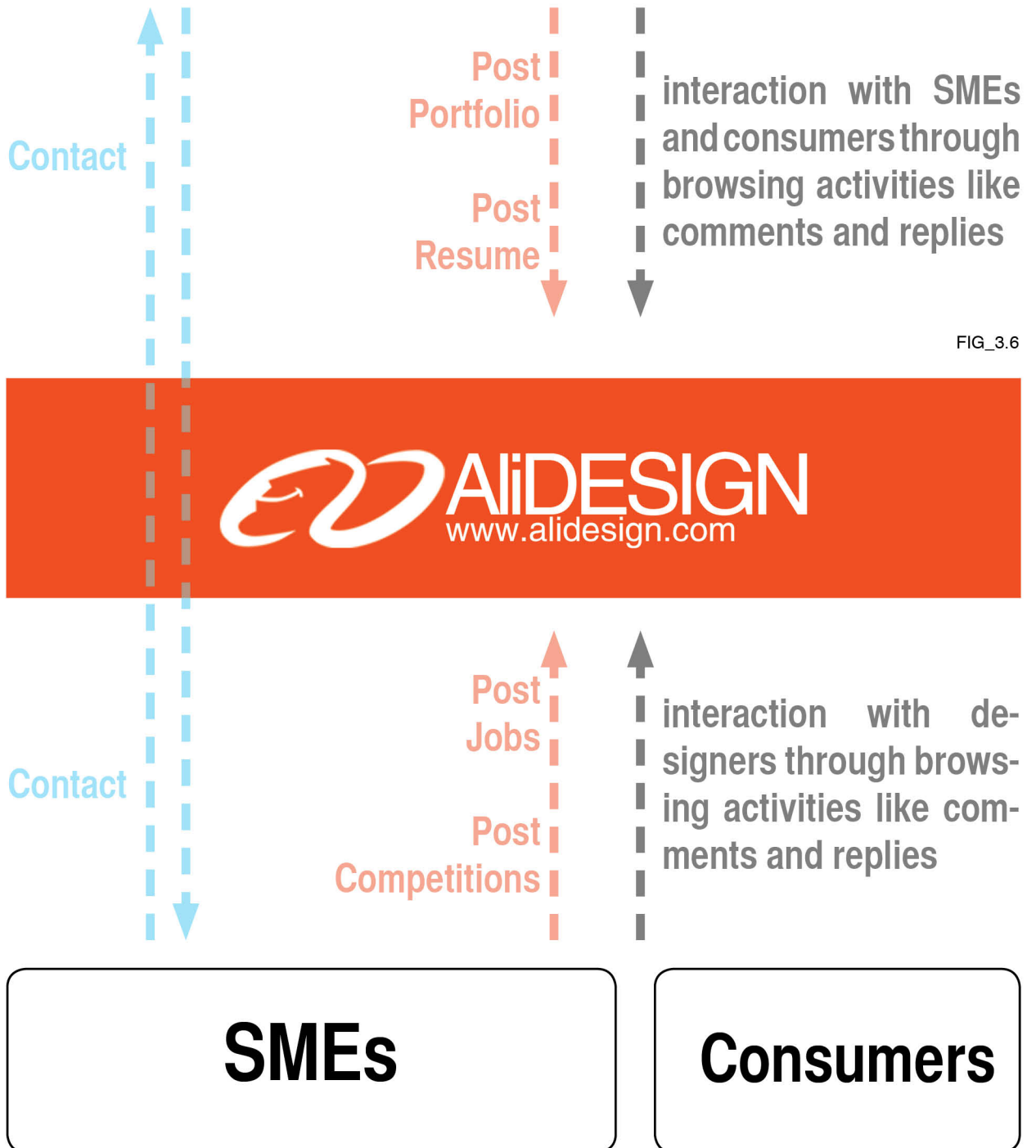
FIG_3.5

AliDESIGN
阿里设计
ON-LINE
INTERACTION

3.3.1 ACTIVITIES

IN AIIDESIGN.COM

Free Designers | Design Students



FIG_3.6

3.3.2 JOURNEY MAP

• FREE DESIGNERS & DESIGN STUDENTS

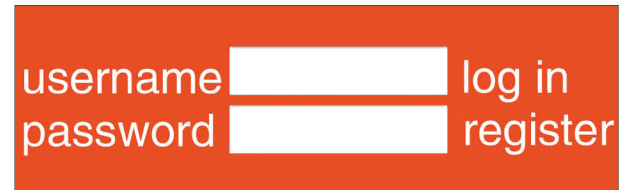
1. Log in

This is the copyright notice on the left corner in the login interface. Copyright protection is one important activity in alidesign.com. In order to browse this website fluently, all of the users have to login this website.

This is the login window for free designers and design students. If the user has already registered for this website, login directly. Or else the user has to register for this website platform.

Because of the need of intelligent property protection, on-line registration is necessary. If you are registered user for any Alibaba Group Services, like [Alibaba](#), [Taobao](#) or [Alipay](#), you can log in for AiDESIGN and browse it freely. If you are SME users from [Alibaba](#) or [Taobao](#), you can also post a job and search for you favorite designers, [HERE](#) for details.

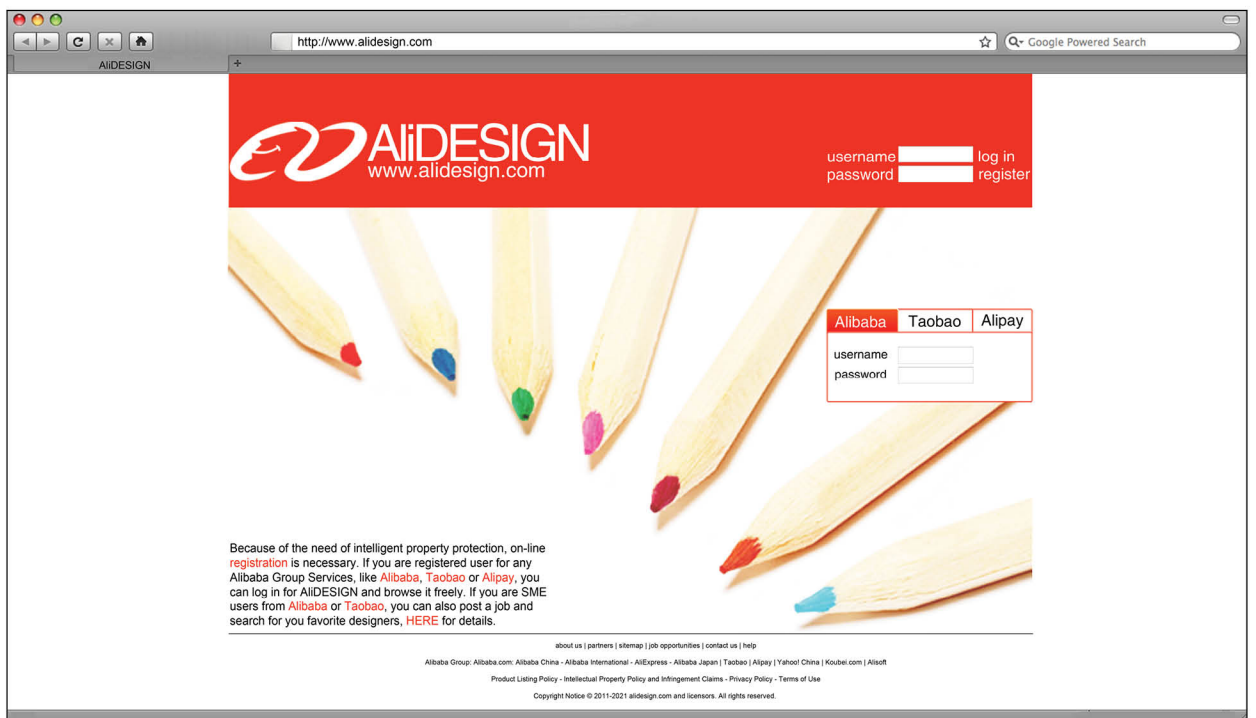
FIG_3.7



username log in
password register

FIG_3.8

FIG_3.9

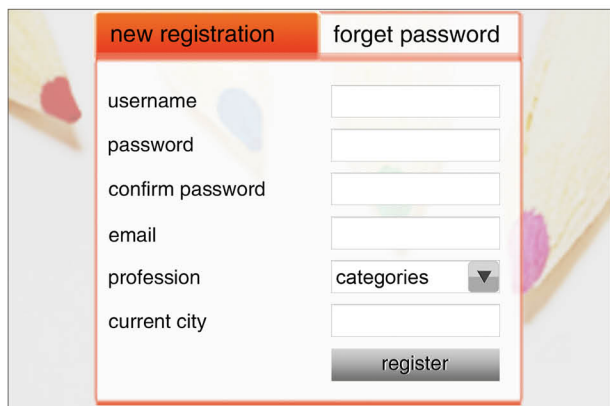


• FREE DESIGNERS & DESIGN STUDENTS

2. Register

This is the registration window for new users. It just includes the crucial information of users. Its aim is to keep the registration process very simple and fluent.

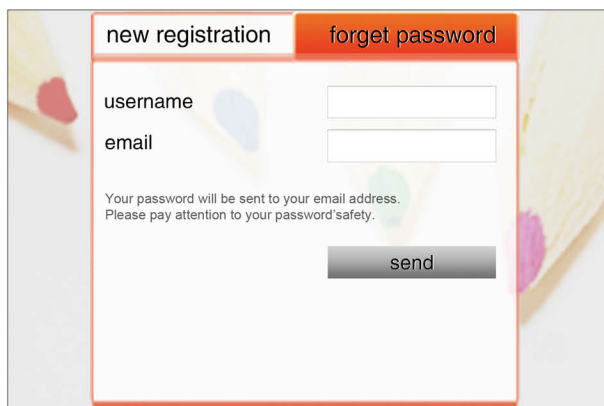
Here is an option for the users who have forgotten their passwords. On the right-upper corner of the login interface the common registration window is still kept.



The 'new registration' form includes the following fields and options:

- username
- password
- confirm password
- email
- profession
- current city
- categories (dropdown menu)
- register button

FIG_3.10

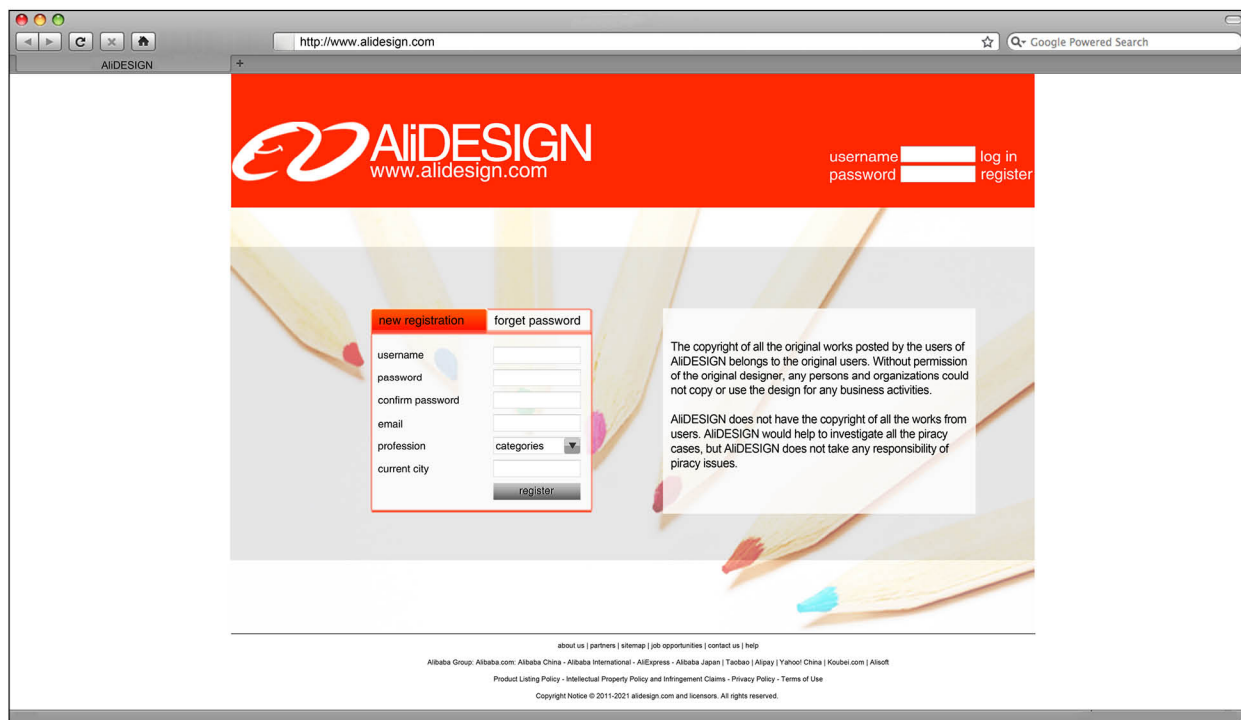


The 'forget password' form includes the following fields and options:

- username
- email
- Your password will be sent to your email address. Please pay attention to your password's safety.
- send button

FIG_3.11

FIG_3.12



• FREE DESIGNERS & DESIGN STUDENTS

3. My AiDESIGN Account

Here are the main three activities of Free Designers and Design Students. POST A DESIGN allows a designer to upload their works to make up of his/her own portfolio. POST A RESUME allows a designer to upload his/her personal CV to present his/her working experiences and other information. GO TO ALIDESIGN CENTER allows a designer to order the use of the studio, showroom places, and meeting rooms from ALIDESIGN CENTER, which is a physical store managed by AiDESIGN.

Here is the designer's personal information area, including one head portrait, name, profession, current city and so on. The user could change and write the information freely.

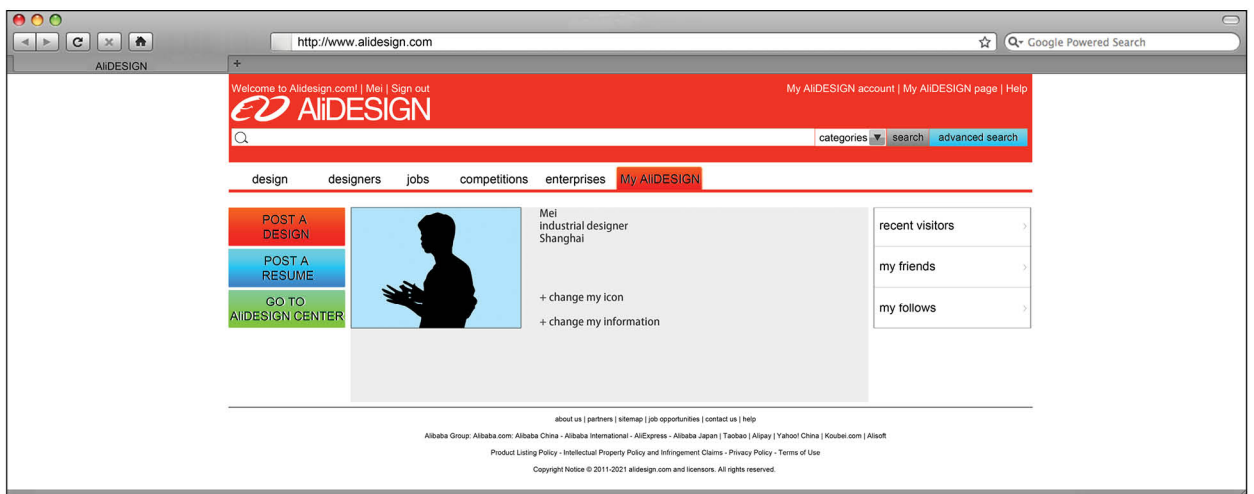


FIG_3.13



FIG_3.14

FIG_3.15



• FREE DESIGNERS & DESIGN STUDENTS

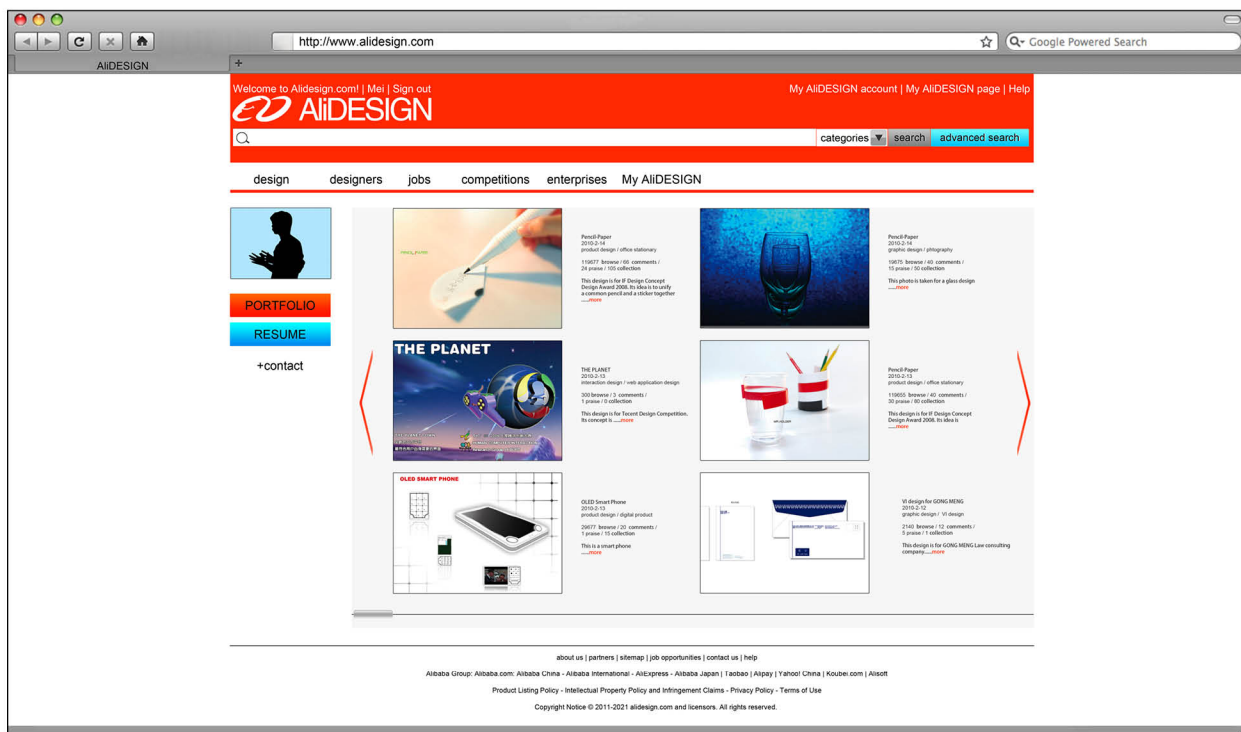
4. My AiIDESIGN Page

My AiIDESIGN page is generated by My AiIDESIGN Account. The portfolio and resume uploaded from My AiIDESIGN Account would be presented at here. All the works showed here would be browsed freely by all the users.

The third important function here is CONTACT. Through this function, the designer could be reached by an email from anybody. And then the connection between designers and SMEs is likely to be established.

My AiIDESIGN Page _ Portfolio

FIG_3.16

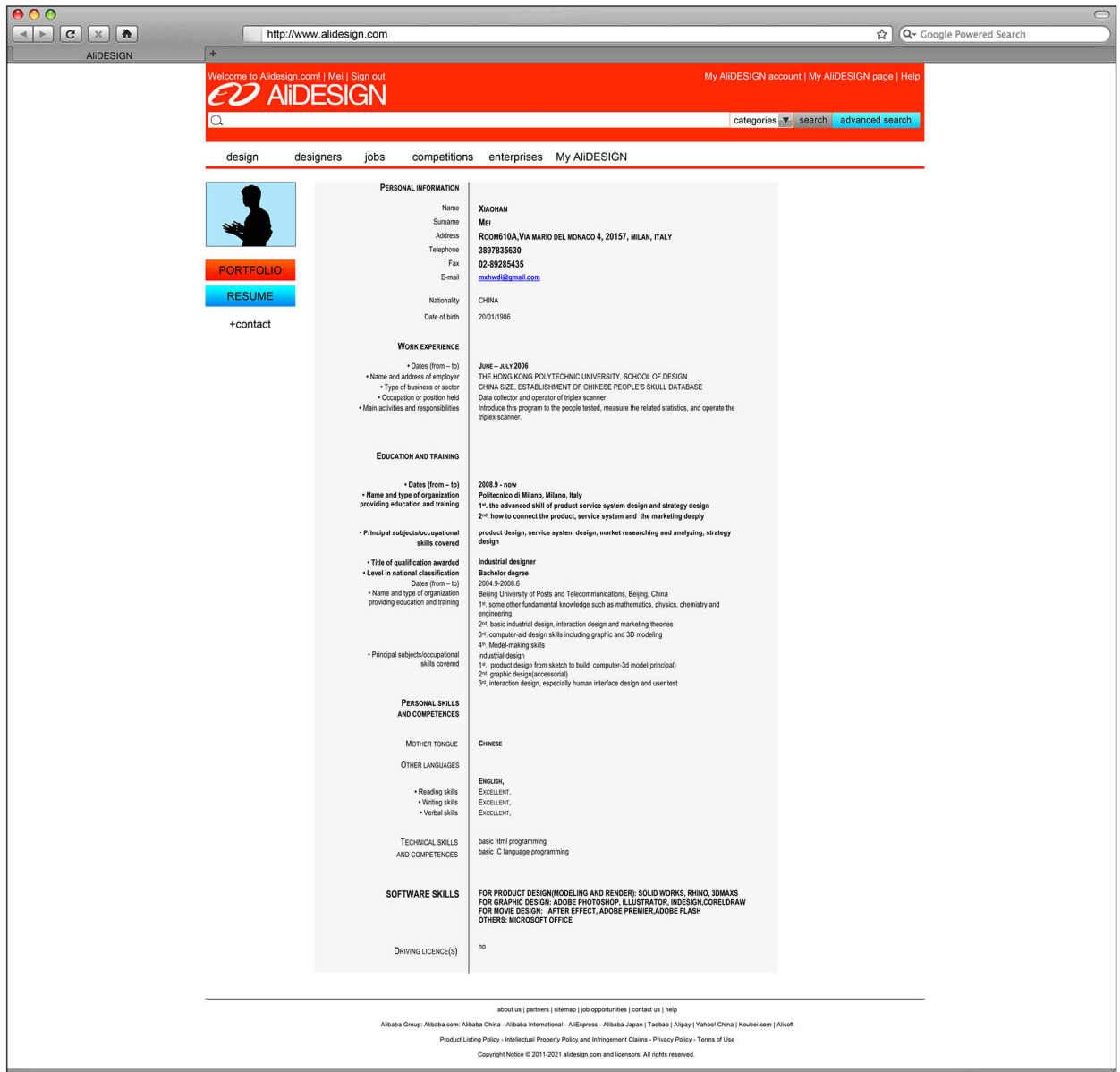


• FREE DESIGNERS & DESIGN STUDENTS

4. My AiIDESIGN Page

My AiIDESIGN Page _ Resume

FIG_3.17



• FREE DESIGNERS & DESIGN STUDENTS

5. Main Pages

Inside the main pages, there are six important categories, which are the main browsing area for the whole website. There are designs, designers, jobs, competitions, enterprises and My AliiDESIGN Account. Apart from My AliiDESIGN Account, the other 5 parts are open to any browsers:

Designs Part includes all the portfolios posted. It refreshes instantly by the mean of time. Click one picture and it would lead you to the single design-show page.

Designers Part includes all the designers who have registered online and posted their materials. Click

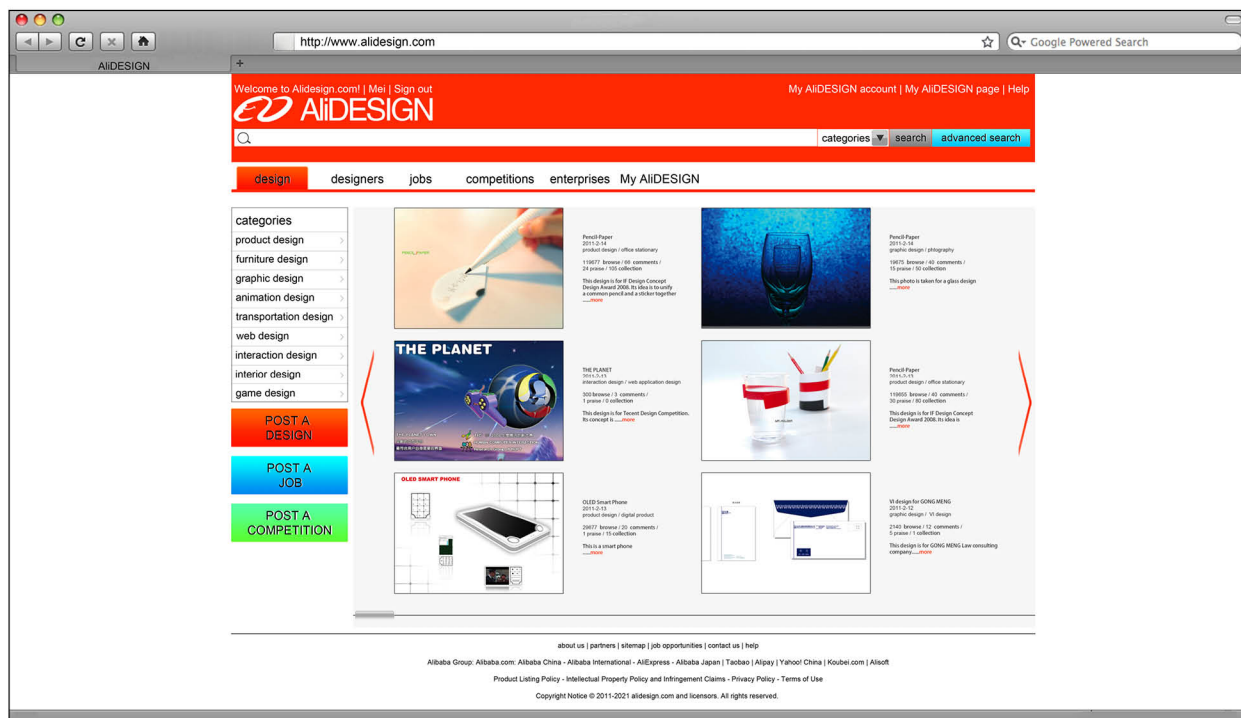
one design you could enter its personal page to see his/her portfolio or resumes.

Jobs Part includes all the jobs posted by the SMEs or persons. The designers could follow the information and get in touch with the posters.

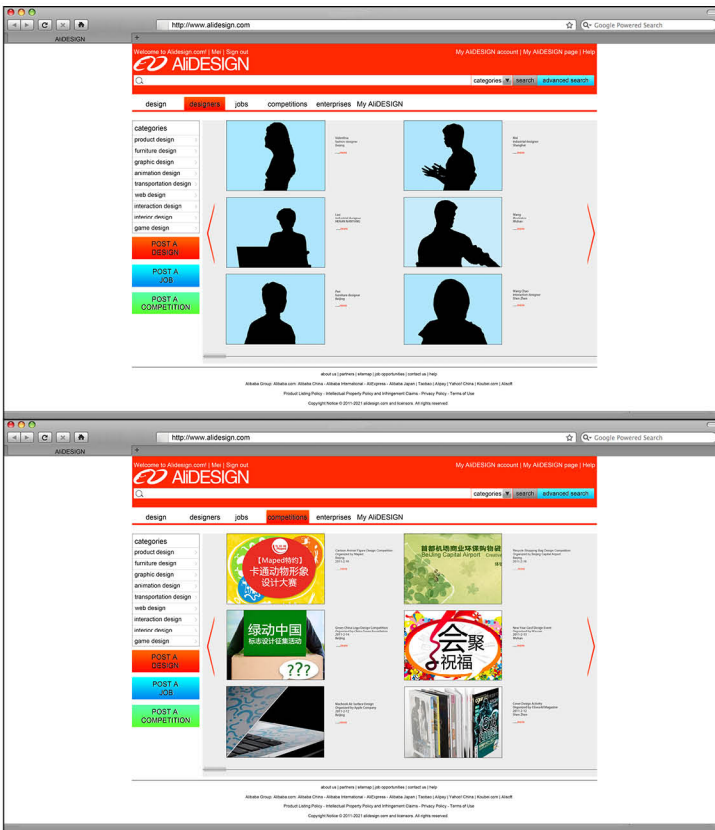
Competitions Part is like Jobs Part. It includes all the competitions posted by the SMEs or organizations.

Enterprises Part includes all the SMEs that have posted any advertisement or information in alide-sign.com. It shows all the details and records of SMEs' activities.

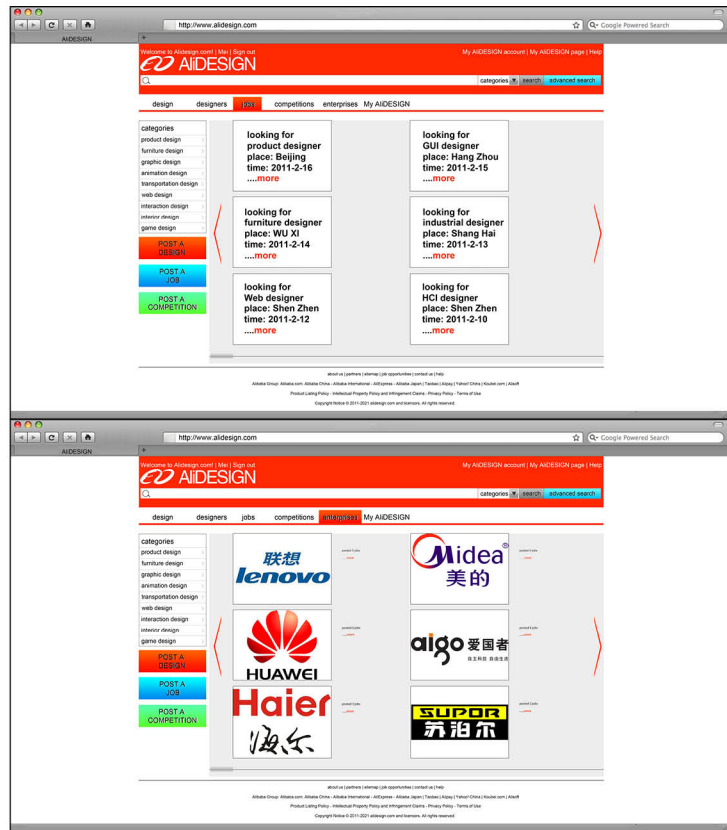
FIG_3.18



FIG_3.19



FIG_3.20



FIG_3.21



FIG_3.22



• SMEs & Consumers

1. Log in

This is the copyright notice on the left corner in the login interface. Copyright protection is one important activity in alidesign.com. In order to browse this website fluently, all of the users have to login this website.

This is the login window for SMEs and consumers. Alibaba, Taobao, Alipay and AliDESIGN belong to Alibaba Group. What is more, SMEs and consumers are bound up with Alibaba, Taobao and Alipay. Thus in order to control copyright protection and make the browsing more convenient, SMEs and consumers could use their account of Alibaba, Taobao and Alipay to browse AliDESIGN.

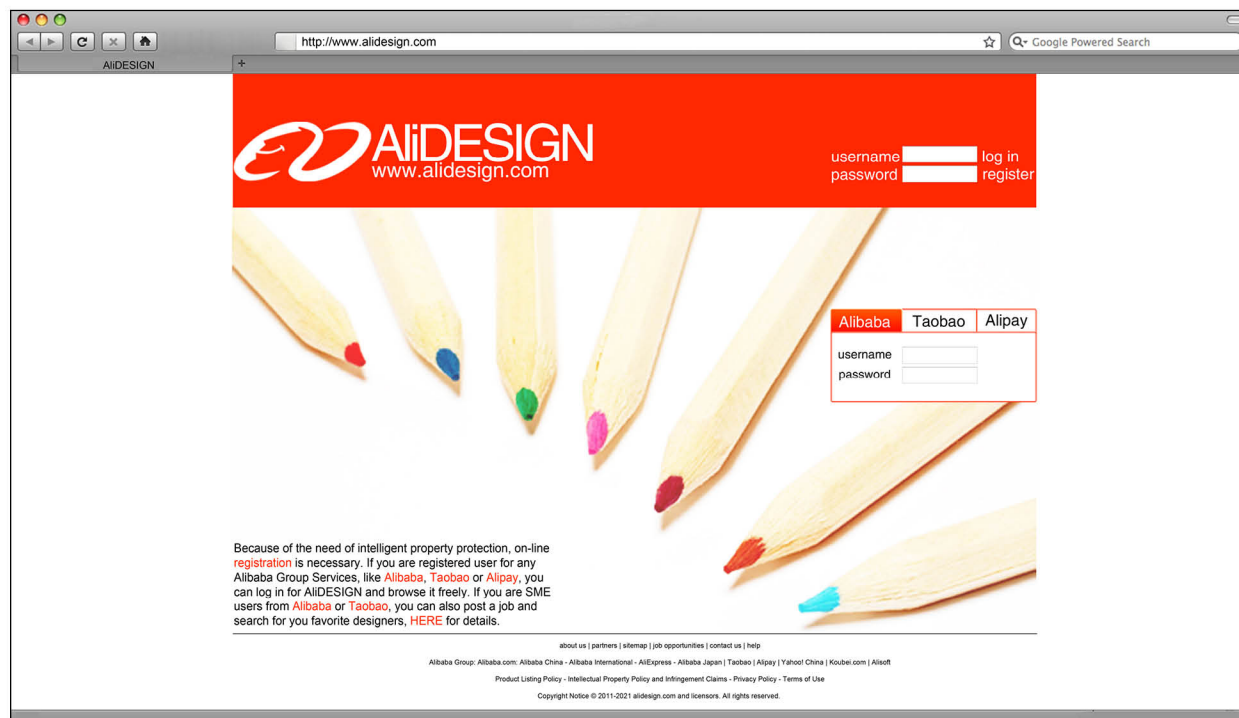
Because of the need of intelligent property protection, on-line registration is necessary. If you are registered user for any Alibaba Group Services, like Alibaba, Taobao or Alipay, you can log in for AliDESIGN and browse it freely. If you are SME users from Alibaba or Taobao, you can also post a job and search for you favorite designers, [HERE](#) for details.

Alibaba	Taobao	Alipay
username	<input type="text"/>	
password	<input type="password"/>	

FIG_3.23

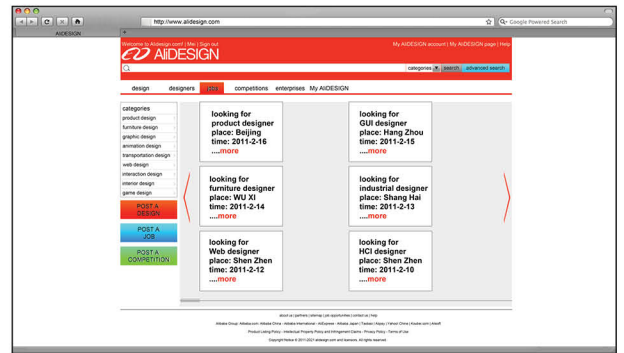
FIG_3.24

FIG_3.25

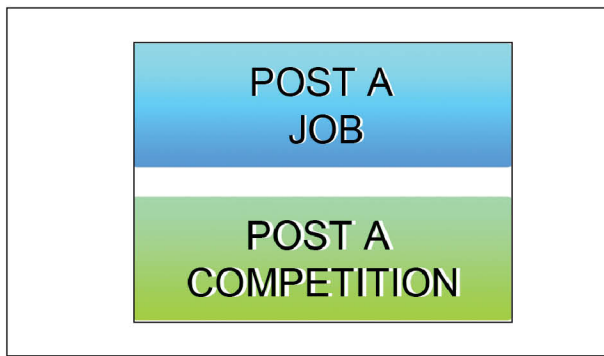


• SMEs & Consumers

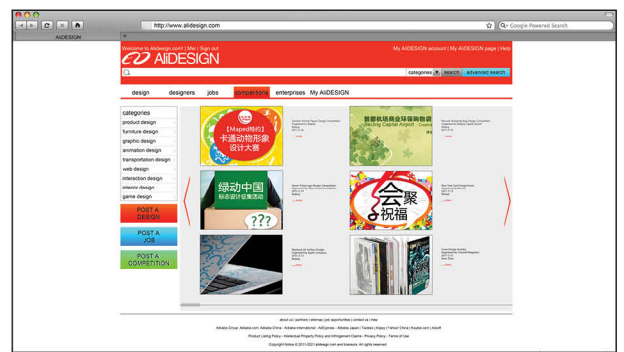
2. POST A JOB / POST A COMPETITION



FIG_3.27



FIG_3.26

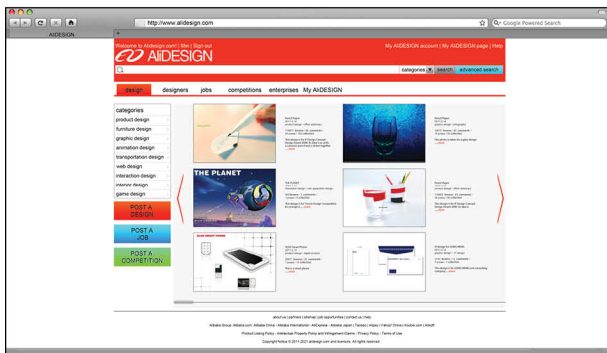


FIG_3.28

• SMEs & Consumers

3. BROWSE DESIGNER'S PERSONAL PAGE

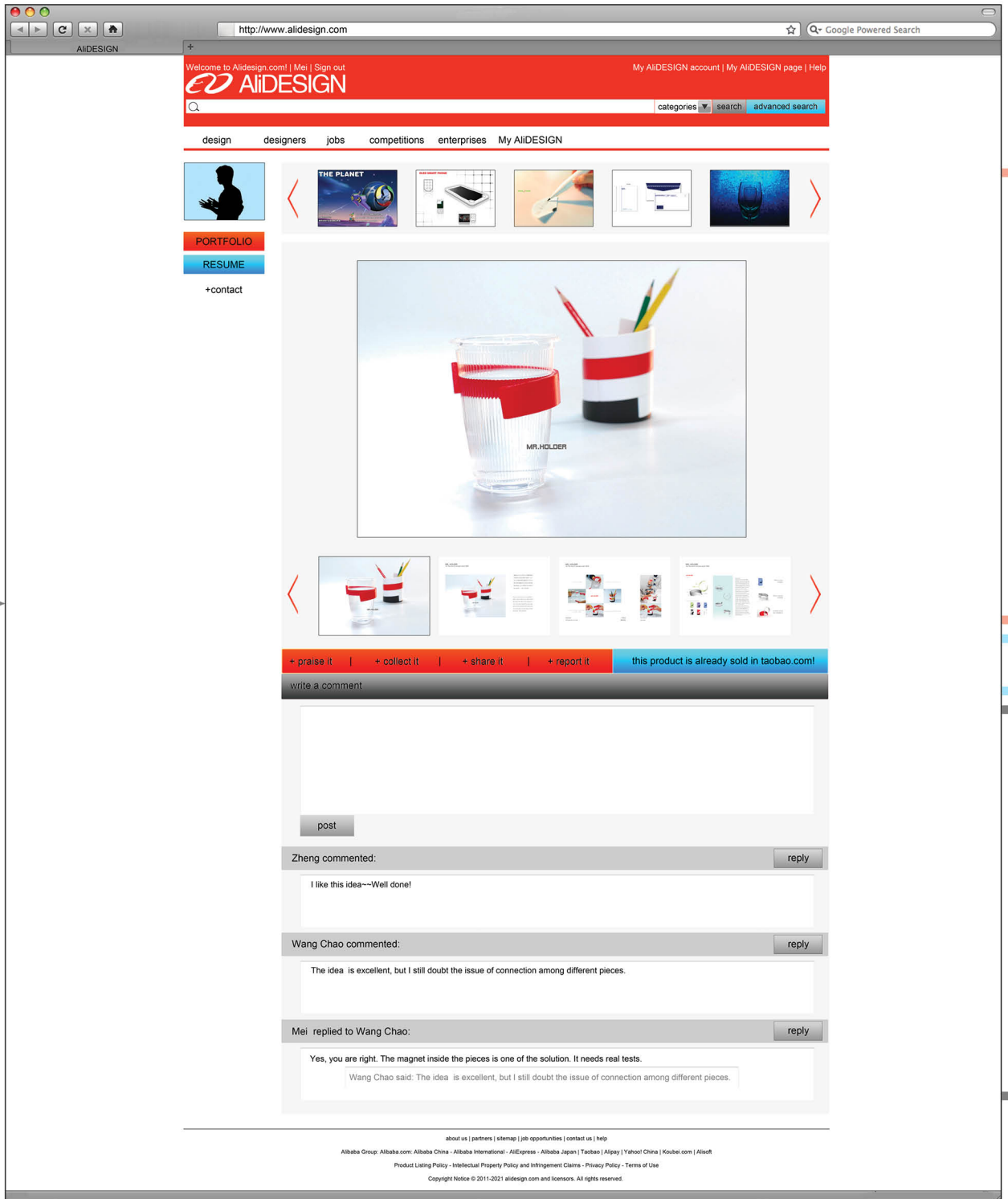
FIG_3.29



click one design

directly enter personal page

FIG_3.30



→ This is the presenting area. The browsers could see all the portfolios from designers page by page.

→ This is the connection link between AiDESIGN and other digital commercial platform, like Tmall.com, taobao and WU MING LIANG PIN. If this design is already on the sale, the consumers could buy it directly. This is the crucial point of AiDESIGN.

→ This is the communication area between designers and browsers. Browsers could give comments freely, and designers could reply to them.

AliDESIGN
阿里设计
BELOW-THE-LINE
INTERACTION

3.4.1 BRIEF OF AIiDESIGN CENTER

• AliDESIGN Center

What is AliDESIGN Center?

AliDESIGN Center is a physical shop managed by AliDESIGN. It is like a concept store, including a managing office, a library, a temporary studio, show room and meeting offices. AliDESIGN Center always locates in the creative area in big cities in China, such as 798 art zone in Beijing, Nuo Luo Gu Xiang in Beijing and Tian Zi Fang in Shanghai.

Show room is a totally public area in AliDESIGN Center. All the registered designers in alidesign.com could apply for a place to present their products or prototype. If any tourist of AliDESIGN Center likes one product and decides to buy it, as long as this product is already sold in Tmall, Taobao or Wu Ming Liang Pin, he/she could order this product online through the reception. Later this product would be delivered directly to his/her address.

The library is a public area for all the visitors of AliDESIGN Center, including designers, Small- and Medium-sized Enterprises (SMEs), AliDESIGN staff, and public tourists. There is always a bar inside this library. Therefore, this library is a leisure zone of AliDESIGN Center.

The staff office is for the staff from AliDESIGN. It mainly takes charge of maintaining and managing AliDESIGN Center.

A temporary studio is a semi-public zone. It is for the designers who have ordered one or more places inside it. Every registered designer in alidesign.com could order one or more places online and pay for that.

Meeting offices are mainly for designers and SMEs meeting together to talk about their possible business. This area is semi-private. Like the temporary studio and show room, Meeting offices could also be ordered through internet by registered designers

in alidesign.com. Also the meeting offices could be used to host some temporary business events.

To conclude, AliDESIGN Center is a physical communication place for designers, SMEs and consumers. Its aim is to increase the interaction among designers, SMEs and consumers to involve more people to enjoy design.

• NAN LUO GU XIANG

Here I choose Beijing as the first city to launch AliDESIGN Center. What is more, I have found a place called Nan Luo Gu Xiang to locate the first AliDESIGN Center.

Why Nan Luo Gu Xiang?

Nan Luo Gu Xiang is very close to the city center-forbidden city. It was built 700 year ago in the Yuan dynasty and is mainly a protected street of traditional courtyard homes called Siheyuan. The street is about 1000 meters long with 8 symmetrical lanes, or Hutong, on both the East and West sides. The lane is so neat that it looks like a centipede. This is where it got its second name, "Centipede Street."

The walls and tiles on Nan Luo Gu Xiang are a grayish tone, not the royal red of the Forbidden City just one street away. The court officers and literates used to live on this street. The lane has now turned into a meeting place for people, with many different types of bars and small shops.

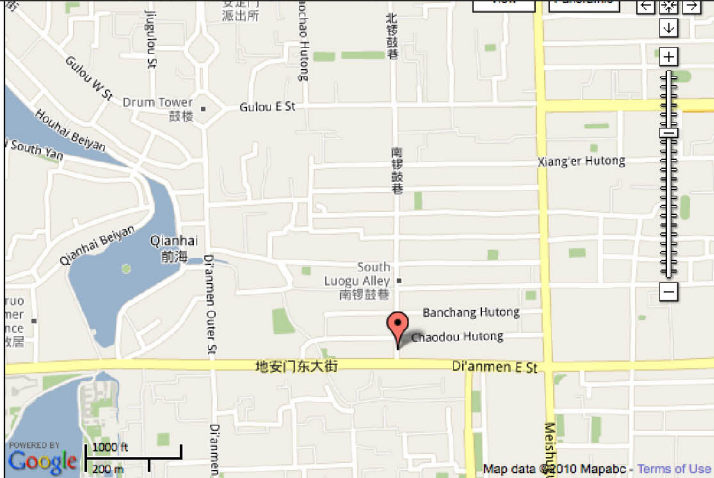
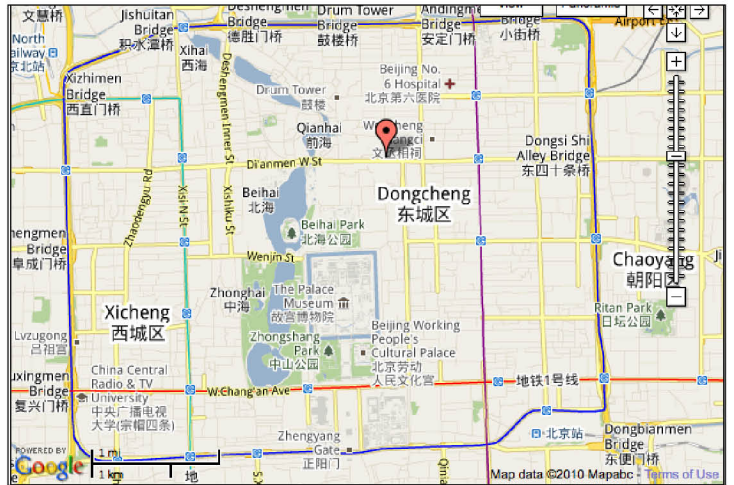
Most are cafes or small stores. The stores sell a wide variety of small Peking style items. You can quickly see the ingenuity and originality of the shopkeepers when looking through the selections that include everything from a small decorative craft to a practical hat.

This place always attracts a many tourists from all over the world.

FIG_3.31



FIG_3.32



FIG_3.33

FIG_3.34

FIG_3.35



FIG_3.36



FIG_3.37



FIG_3.38

FIG_3.39



FIG_3.40

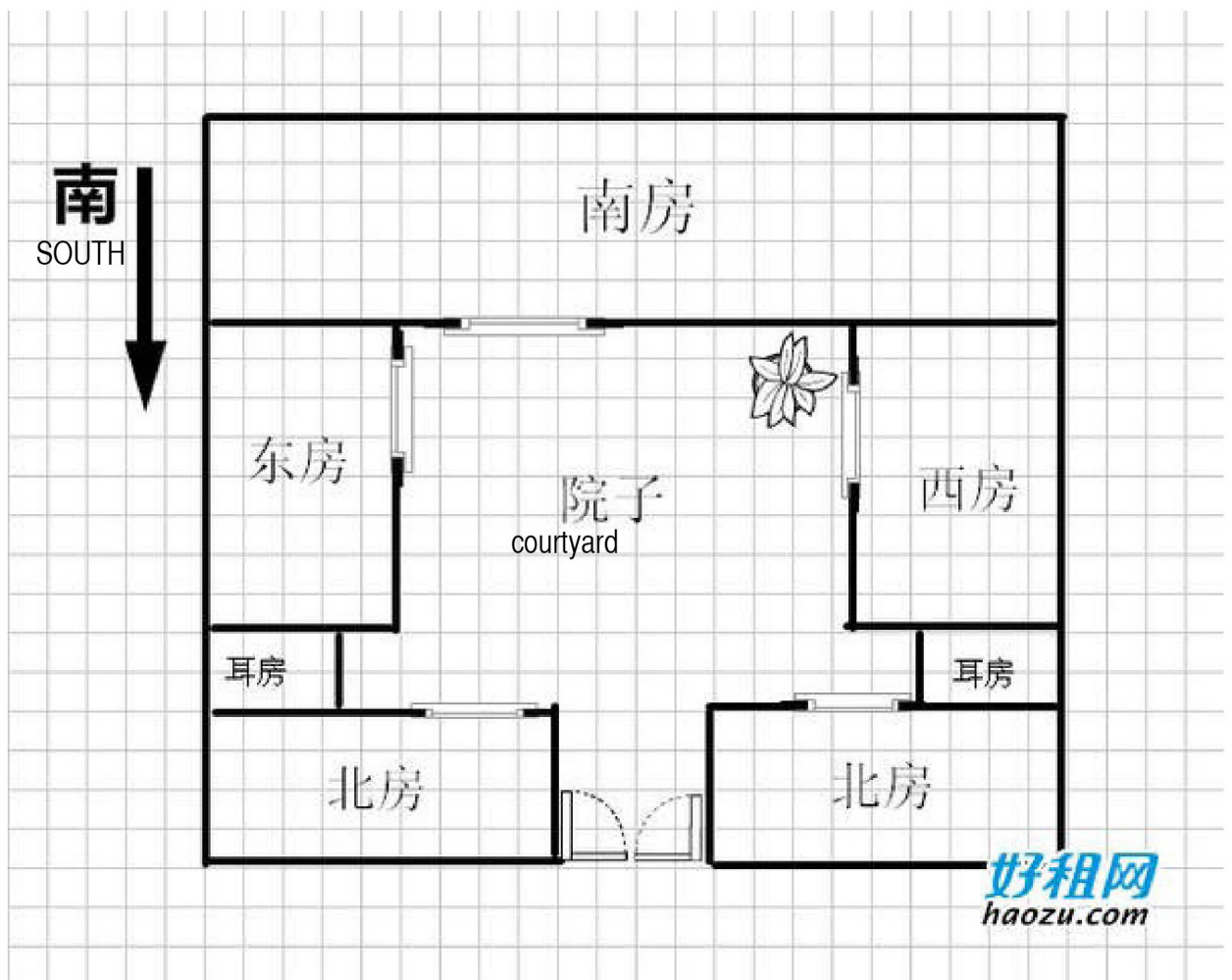


• The Original Real Estate Resource

In one website of a real estate company, I found a place for rent in Nau Luo Gu Xiang. Here is the link: <http://beijing.haozu.com/rental/broker/43793682#picAnchor>.

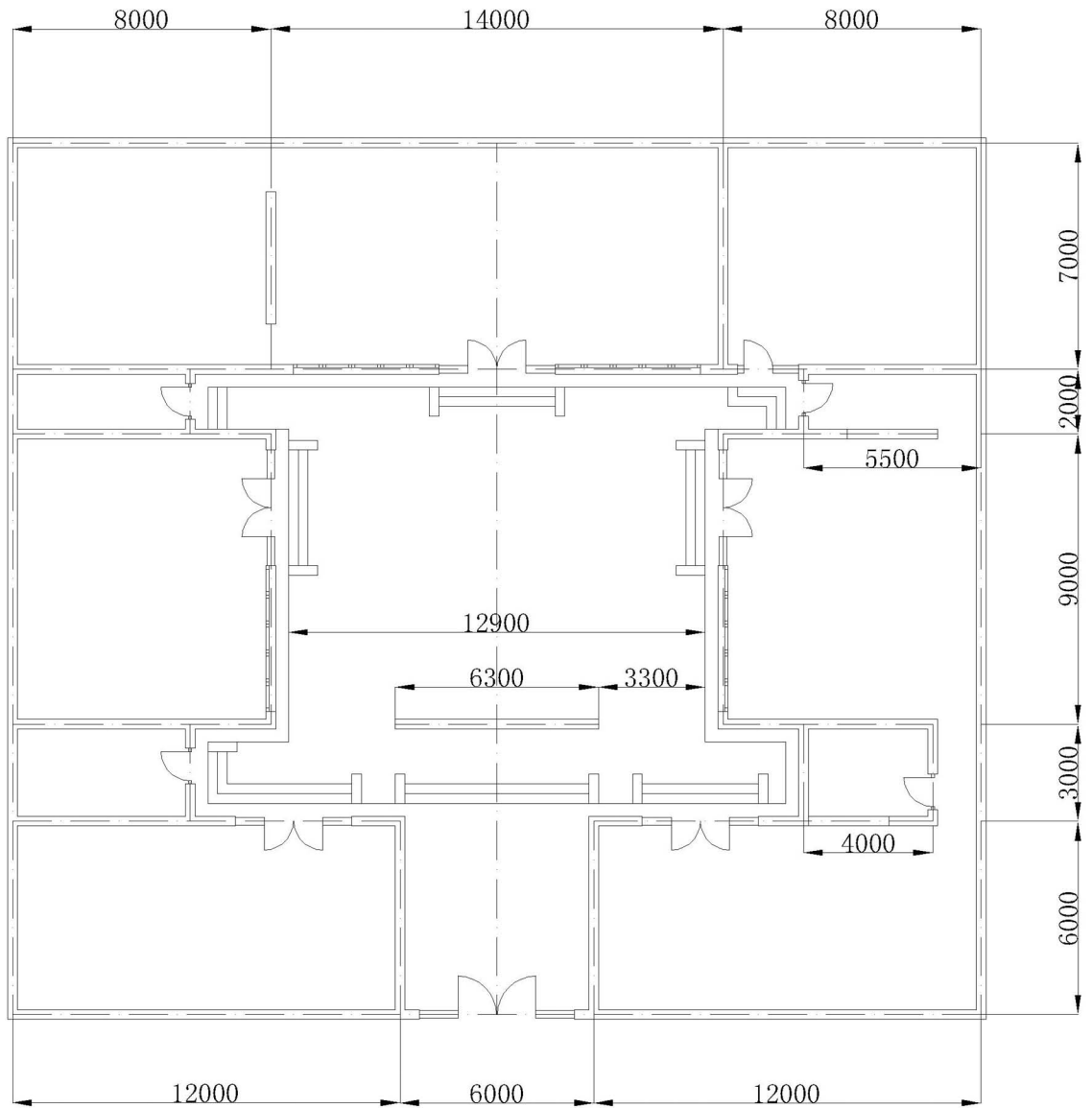
From this page I got one original plan. From the plan I can see it is a typical traditional Si He Yuan in Beijing. Therefore, I choose this place as the location of the first AliDESIGN Center.

FIG_3.41



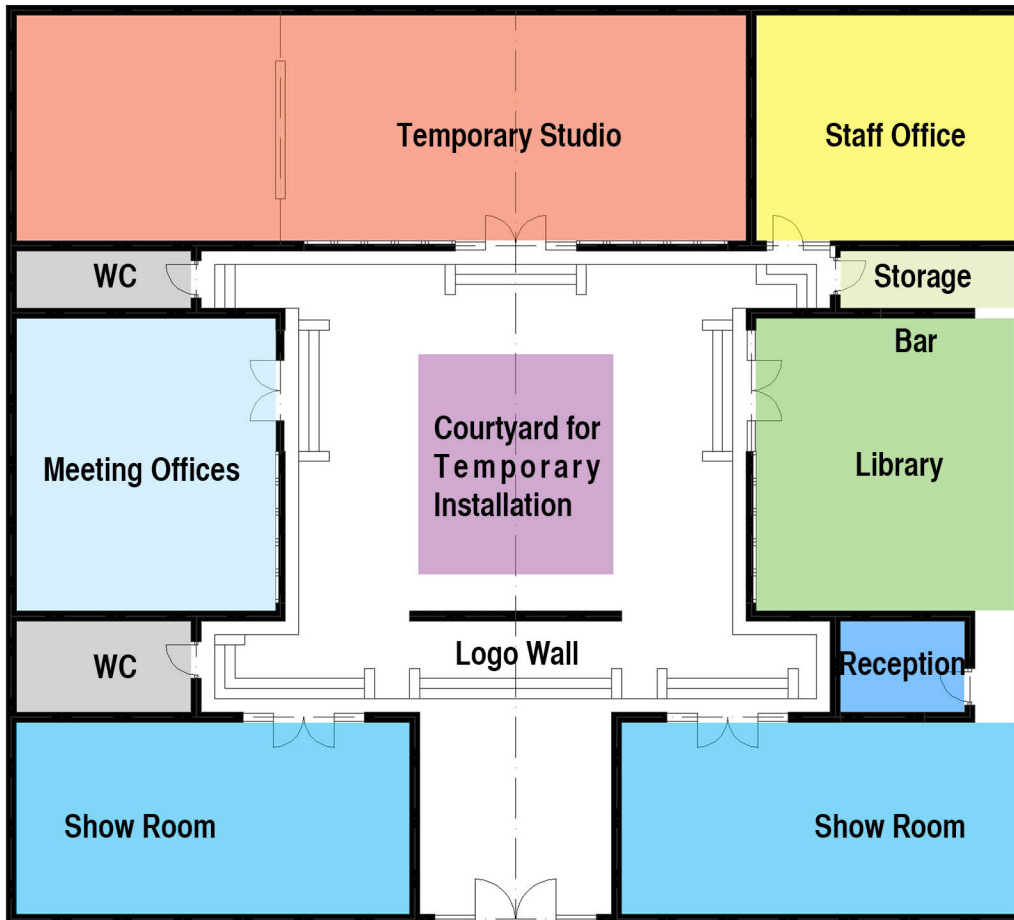
3.4.2 PLAN OF AIiDESIGN CENTER

• The General Dimension of AliDESIGN Center

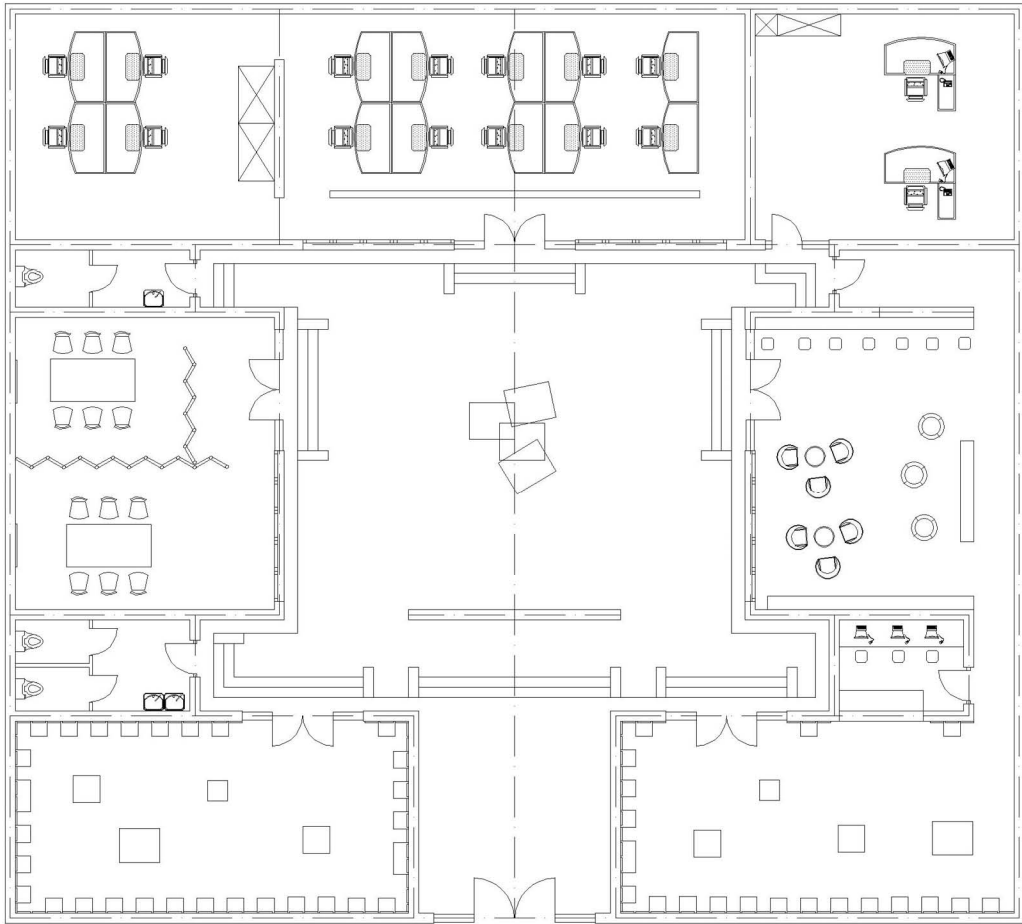


FIG_3.42

• The Function Zone of AliiDESIGN Center

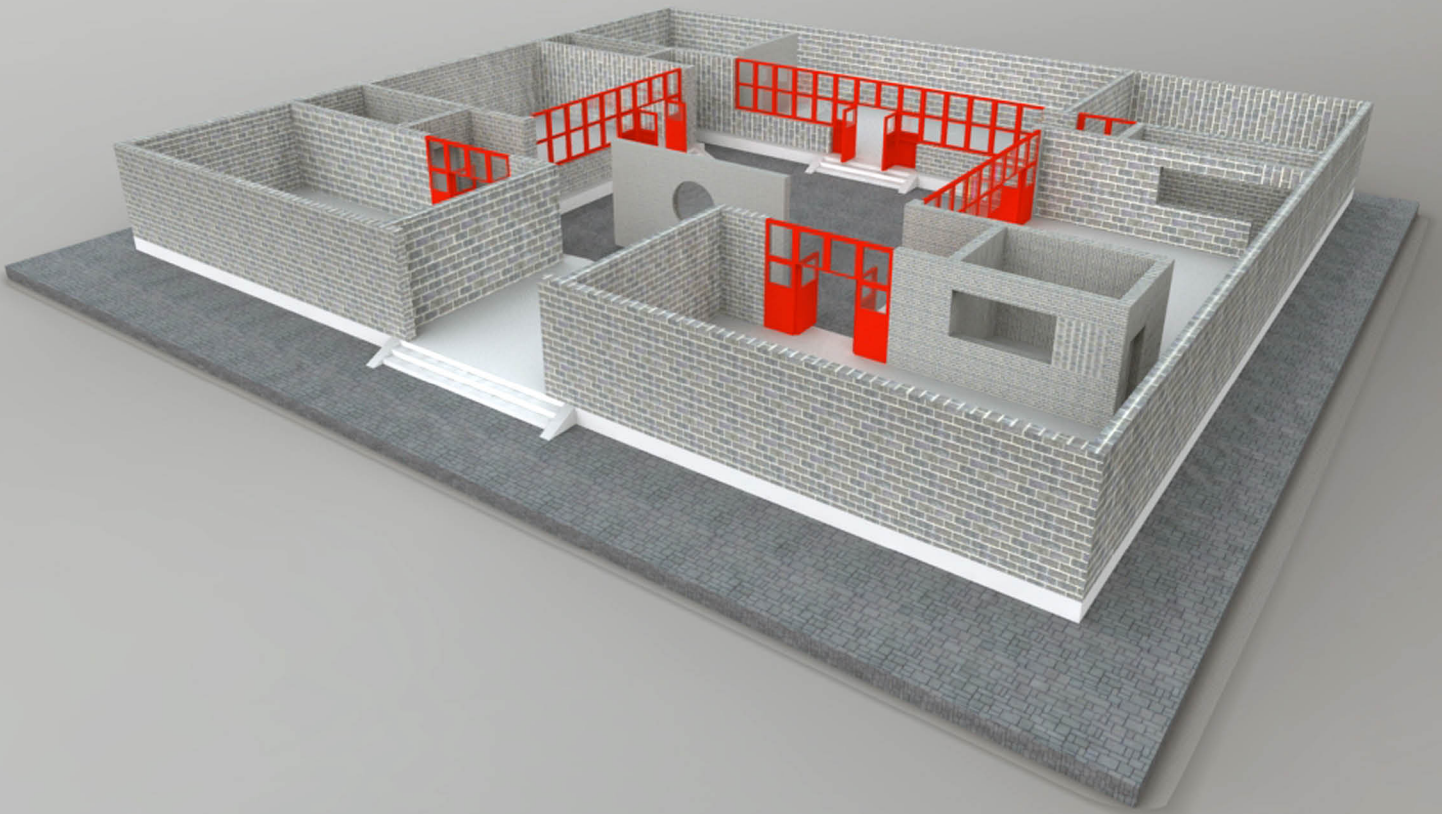


FIG_3.43



FIG_3.44

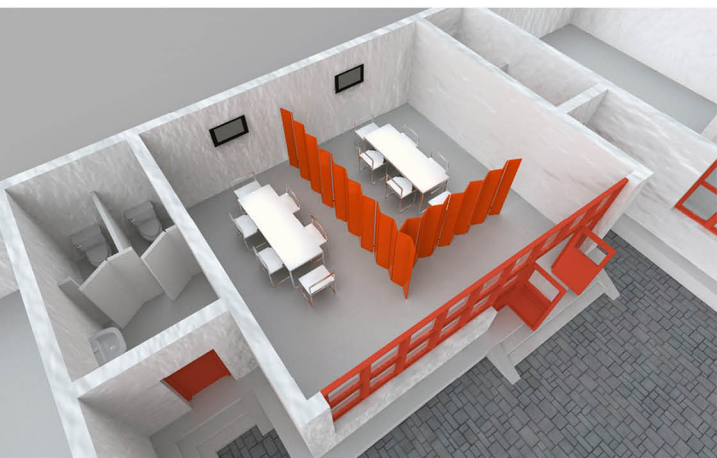
3.4.3 RENDER OF AIIDesign CENTER



FIG_3.45

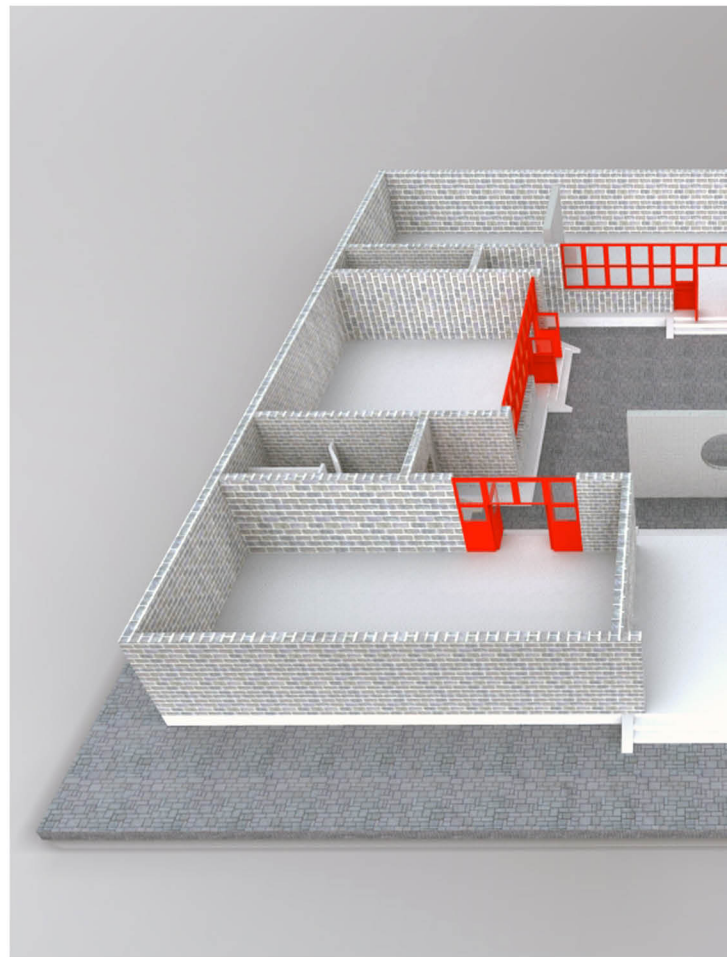
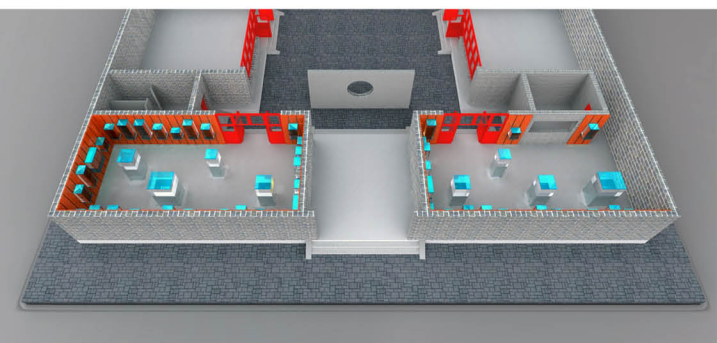


FIG_3.46

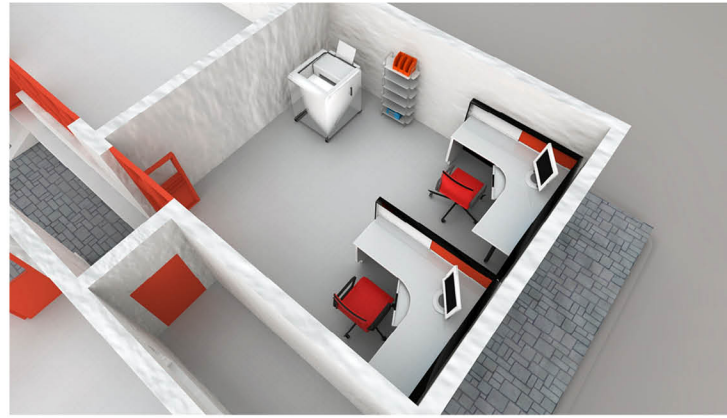
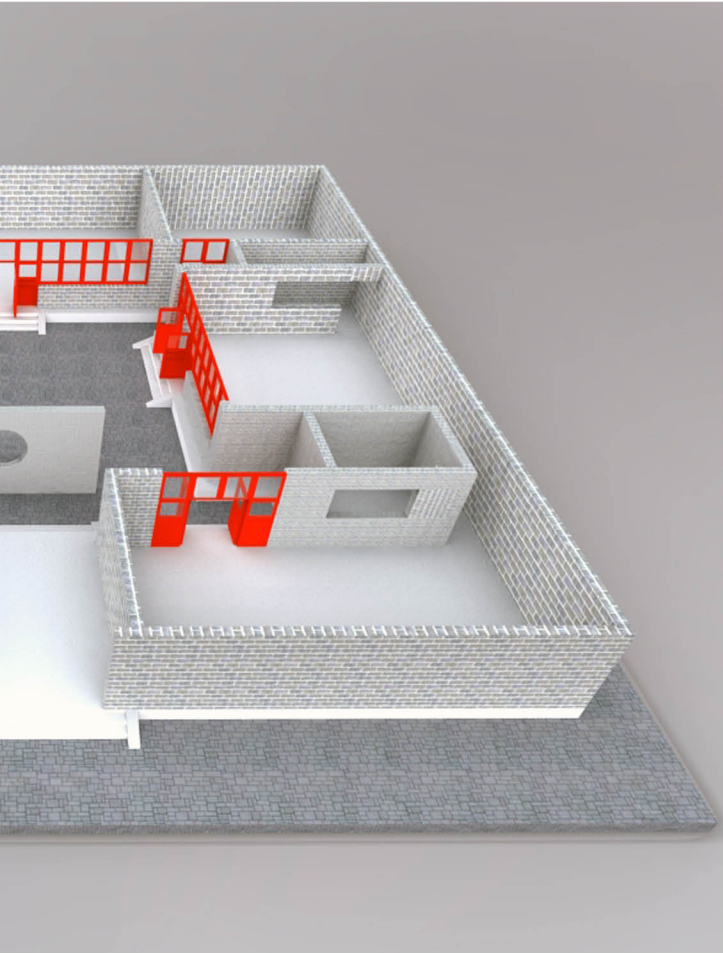


FIG_3.47

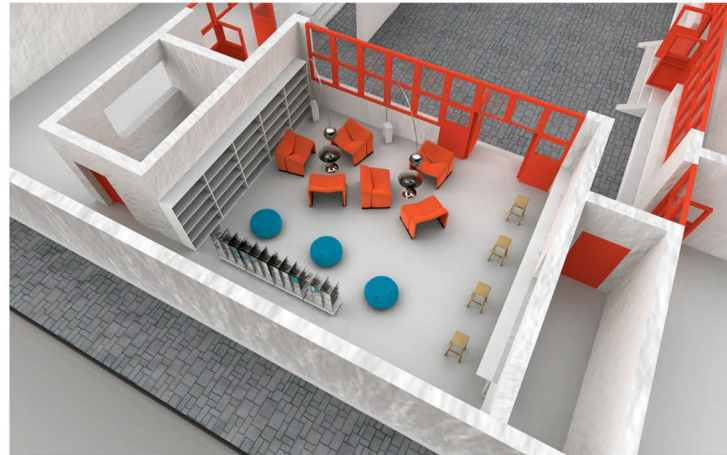
FIG_3.48



FIG_3.49



FIG_3.50



FIG_3.51

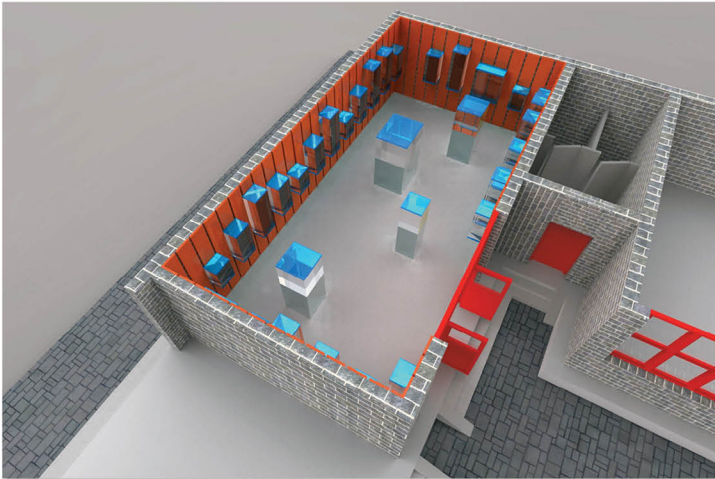


FIG_3.52



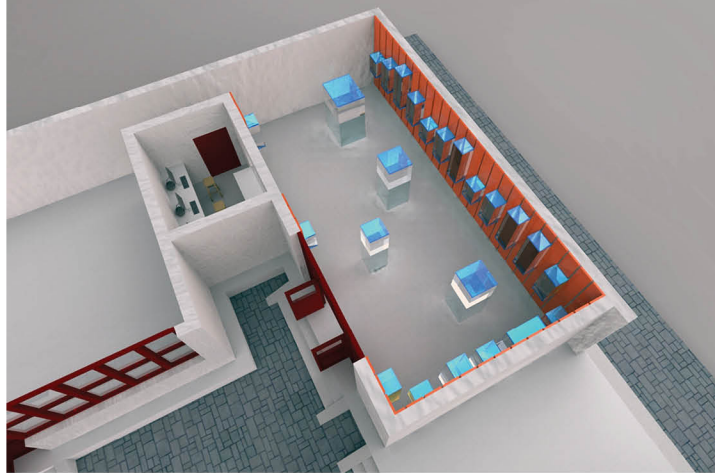
FIG_3.53

FIG_3.54



• Show room & Reception

Show room is a totally public area in AliDESIGN Center. All the registered designers in alidesign.com could apply for a place to present their products or prototype. If any tourist of AliDESIGN Center likes one product and decides to buy it, as long as this product is already sold in Tmall, Taobao or Wu Ming Liang Pin, he/she could order this product online through the reception. Later this product would be delivered directly to his/her address.



FIG_3.55



FIG_3.56

• **The library**

The library is a public area for all the visitors of AliiDESIGN Center, including designers, Small- and Medium-sized Enterprises (SMEs), AliiDESIGN staff, and public tourists. There is always a bar inside this library. Therefore, this library is a leisure zone of AliiDESIGN Center.

FIG_3.57



FIG_3.58



FIG_3.59

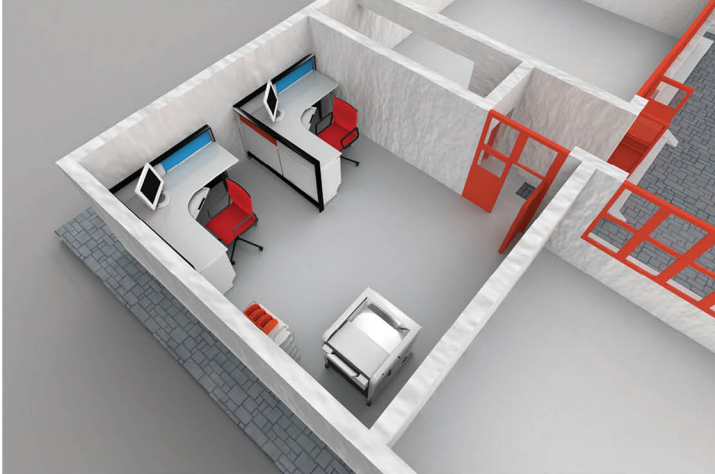


FIG_3.60



FIG_3.61

FIG_3.62



FIG_3.63

• Staff Office

The staff office is for the staff from AliiDESIGN. It mainly takes charge of maintaining and managing AliiDESIGN Center.

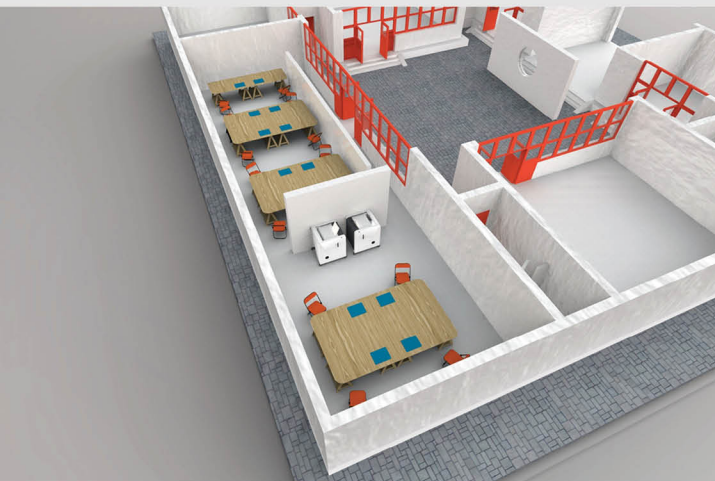
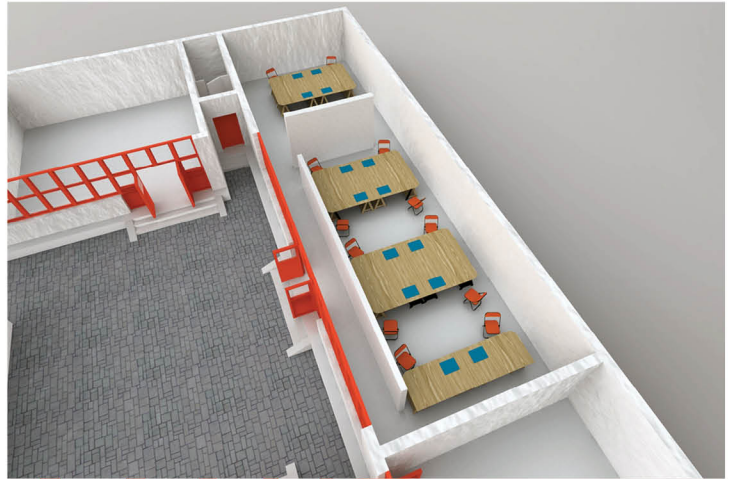


FIG_3.64

• **Temporary Studio**

The temporary studio is a semi-public zone. It is for the designers who have ordered one or more places inside it. Every registered designer in alidesign.com could order one or more places online and pay for that.

FIG_3.65



FIG_3.66



FIG_3.67

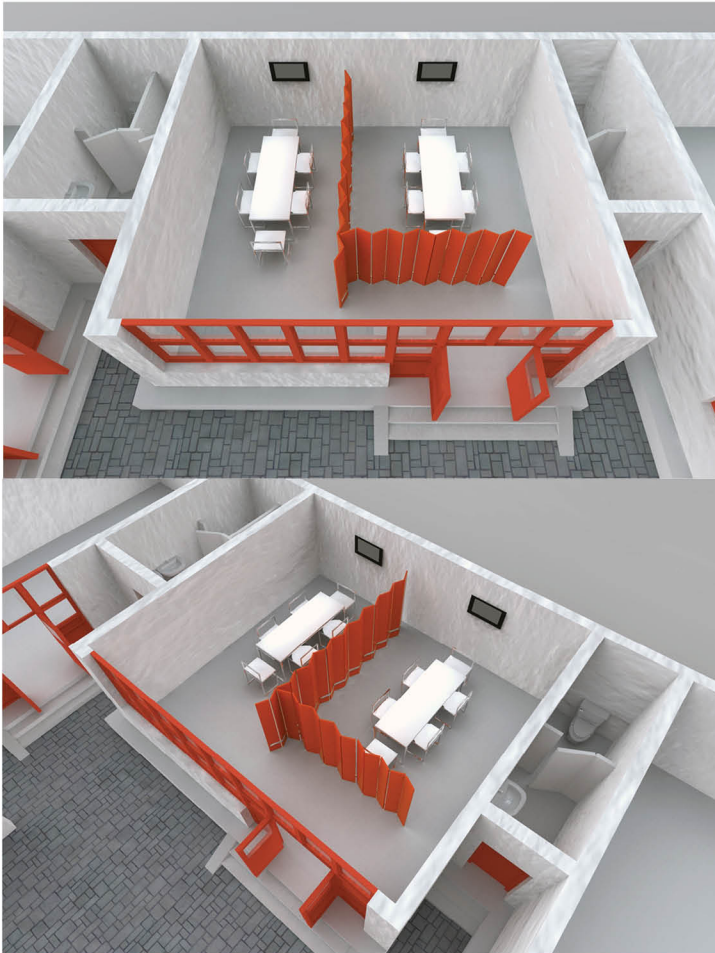


FIG_3.68



FIG_3.69

FIG_3.70



FIG_3.71

• Meeting Offices

Meeting offices are mainly for designers and SMEs meeting together to talk about their possible business. This area is semi-private. Like the temporary studio and show room, Meeting offices could also be ordered through internet by registered designers in alidesign.com. Also the meeting offices could be used to host some temporary business events.



FIG_3.72

FIG_3.73



• Further Development

Apart from Nan Luo Gu Xiang, in other areas in Beijing and other cities there are also many a creative zone, such as 798 art zone in Beijing, Tian Zi Fang in Shanghai and Xiao Zhou Cun Village in Guangzhou. There areas could also be the location for AliDESIGN Center.

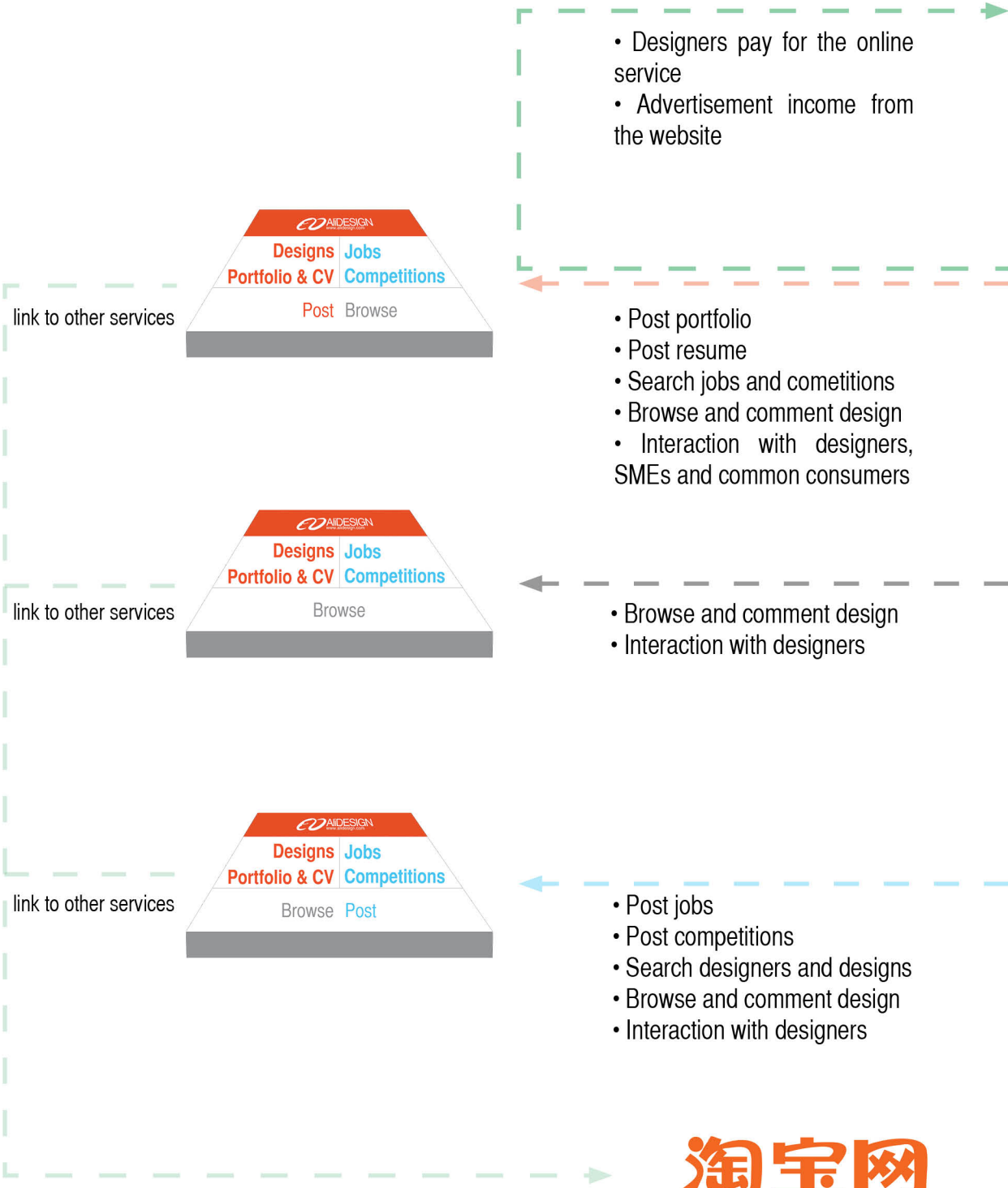


FIG_3.74



FIG_3.75

AliDESIGN
阿里设计
SYSTEM
MAP



Designers

Consumers

SMEs



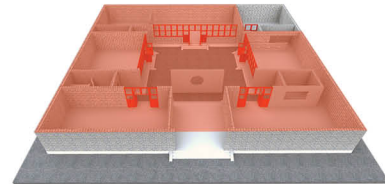
Designer

Consumer

SME

- Designers pay for the use of showroom, meeting office and temporary studio
- Advertisement income from AliDESIGN Center

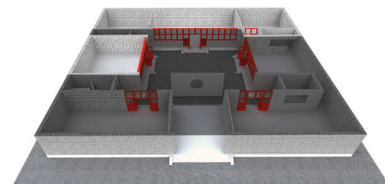
- Order showroom
- Order meeting office
- Order temporary studio
- Use library and bar
- Online order products



Designers' range of activity

link to other services

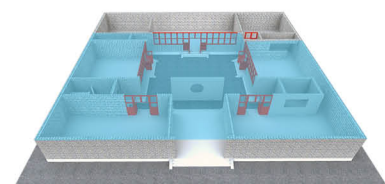
- Visit showroom
- Online order products
- Use library and bar



Consumers' range of activity

link to other services

- Meet designers
- Visit showroom
- Online order products
- Use library and bar



SMEs' range of activity

link to other services

• SMEs pay for the service from Tmall and WU MING LIANG PIN



AliDESIGN
阿里设计
SWOT
ANALYSIS

• STRENGTH

Alibaba Group now provides the biggest E-commercial platform in Asia. This means Alibaba Group is about to establish e-commercial service chain – Business 2 Business 2 Consumers (B2B2C), which allows the product users, designers, and manufacture and resources suppliers to communicate with each other very well. The number of the service users stands for the real need from the market. On one hand, ALIBABA Group could have enough resources to manage AliDESIGN Service. On the other hand, if the Design Part were involved in the B2B2C service chain, the designers would have a well communication with Small and Medium-size Enterprises (SMEs) and common consumers.

Meanwhile, the range of customers of Alibaba Group is from resources suppliers, manufactures, and sellers to online disbursers. So inside the whole business production chain, it is easier for Alibaba Group to control and protect the intelligence property. Also Alibaba Group could help to investigate the pirate cases because of its information strength.

Also the physical site, AliDESIGN Center could be the key point. Because it provides a physical place for the designers to show their design to consumers in the real society.

• WEAKNESS

Firstly all the services provided by Alibaba Group are mainly for the digital businesspersons and consumers. It never tried any services for designers. Also there are already some designers' professional online forums and online portfolio service platform. That will increase the difficulties for the first business launch.

• OPPORTUNITIES

After the economical crisis, the low-level Chinese manufactures started to face the survival emergency. If some of them did not look for production upgrade, they would die sooner or later. Presently more and more SMES are looking for the breakthrough. Self-identity building is on the way, which would stimulate the design need in China. If Alibaba provides the design service, the numerous old customers of Alibaba will give it a try.

Now the China-based consuming market is starting to shape. Thus the Chinese consumers could have their own consuming taste and habits. That will influence and help to establish the Chinese unique design style. The Chinese designers could have the chance to identify themselves in Chinese market. Definitely they could find their appropriate position for this tide.

• THREATS

The professional Designers' online forum and other design-communication platform could be the competitors of alidesign.com, like zool.com.cn and coroflot.com. Zool.com.cn is a Chinese designers' social network site (SNS). It is used to help designers to communicate each other, look for services, share design resources, launch design competitions and present themselves. Coroflot.com is one son-company of core77.com, which is an American design forum. The aim of coroflot.com is to establish a platform to make designers and enterprises match each other. Alidesign.com has to face their business competitions and find its own way.

ACKNOWLEDGEMENT

At the end of this thesis, I am glad to state my acknowledgement to all of those who have offered me help for this project.

First of all, I have to thank my parents. They always support me and never lose their confidence on me, not only from the financial point, but from the spiritual view as well. Without them, I am nothing.

Also, I have to thank Politecnico di Milano and MAE Scholarship commission. Three years ago, in 2008, they admitted my capability and gave me the chance to come to Italy. Thus three years later, I have this opportunity to present myself here to finish my study in Milan.

What is more, I am obliged to thank my mentor Professor Fabrizio M. Pierandrei and all the members from Pierandrei Associati. The one-year time, which I spent in Pierandrei Associati, is the happiest time I have spent in Italy. The internship in Pierandrei Associati is the first official internship that I have achieved. Here I got the chances to try various design fields that were totally new to me. Therefore, I was lucky to accept the design methodology from Pierandrei Associati, enlarged my view, and practiced my skills. There are so many benefits points that are worthy to learn from all the members who are working in the office, and indeed they did give me so much help in different ranges. Because I was al-

lowed to stay in the office to do my thesis, I could communicate with Professor Fabrizio M. Pierandrei very well. From the previous research to the final design, from the general thesis frame to the little graphic details, I received so many instructive advices from Professor Fabrizio M. Pierandrei. During this process I have learned so much. In one word, the memory of working with Professor Fabrizio M. Pierandrei and Pierandrei Associati is a very precious and memorable experience in my life.

Meanwhile, I have to thank Professor Valentina and Professor Cabirio. During the previous research and Business Plan parts, I troubled them so much. But every time that I asked for help, I received so much response with benefits and patience.

I also want to thank all the friends who gave me any advices during the last one year.

The last but not the least important is that I have to thank my girlfriend. The two years and a half far away from each other were really tough for us, but we are examined by the time. She is always awaiting me in China and keeping encouraging me whenever I need her. For her, I never want to lose my word.

At the end I want to say there is no end for MADE IN CHINA upgradable. It never, ever, stop its steps.

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<http://www.taobao.com/go/chn/tbcampus/index.php>
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<http://baike.baidu.com/view/2785300.htm>
<http://www.chuangxin.com/>
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<http://baike.baidu.com/view/2413854.htm>
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<http://www.livinglabproject.org/>
<http://www.helsinkiivlivinglab.fi/node/196>
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17. the fresco of DUN HUANG; 敦煌壁画
<http://baike.baidu.com/view/45671.htm>
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