



Cooperative Education Report

B2B Marketing in China

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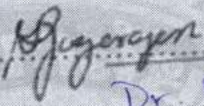
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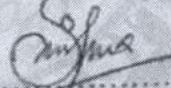

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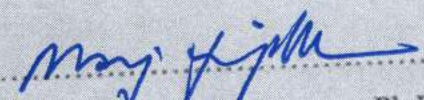
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Abstract

This internship is conducted at Dezan Shira & Associates, which is widely known for its services that facilitate companies to establish itself and survive in the Chinese Business Climate. The services include but are not limited to Business Intelligence Consulting, Accounts, Legal and Human Resources Consulting.

Main objective of this report was to gain insights on practical implication of Business to Business Marketing Strategies and how different tools like social media etc. are used.

Community Development was one of the most effective Business to Business Marketing Strategies where partners and clients were brought under one umbrella. It helped build a network among the partners and clients. It also establishes a goodwill and reputation of the brand with the clients. This ultimately increases the brand recall value.

WeChat was one of the tool used for the community development. Clients and Partners often interacted with each other in the Wechat group. Frequently Asked Questions were usually answered by Dezan Shira's Associates to bring in the engagement.

Keywords: Business Marketing, Niche Marketing, Social Media, WeChat, B2B Marketing, Asia Briefing, Dezan Shira & Associates

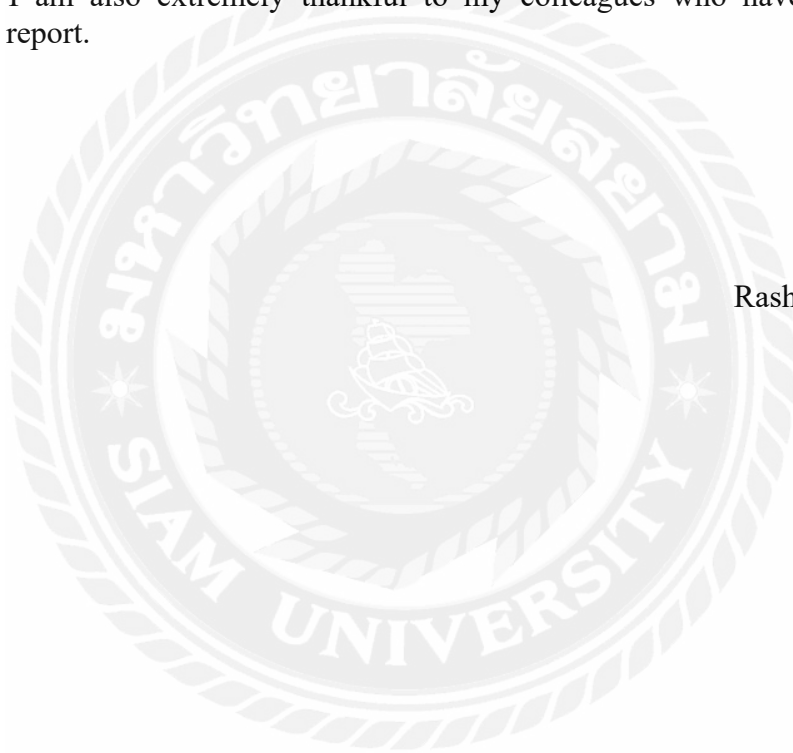
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Rashmi Bhattarai

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CHAPTER 1

INTRODUCTION

1.1: Company Profile:

Dezan Shira & Associates is a pan Asian, multi-disciplinary professional services firm first established in 1992 by founder Chris Devonshire-Ellis with an aim of providing Legal and Accounting Consulting Services. In its 25 years of service, Dezan Shira & Associates has grown in providing variety of legal, tax and operational advisory services. They have essentially become a guide for international investors through the complex regulatory environment of Asia; assisting them with all aspects of establishing, maintaining and growing their business in the region. Dezan Shira is run by a large team lawyers, auditors, tax experts, business analysts and researchers. It initially started in Hong Kong in 1928 AD. Currently it has 28 offices throughout Asia. It also maintains client liaison offices in United States, Europe and Russia.

Some examples of Services, Dezan Shira provides are:

1. Business Intelligence Services

Business Intelligence is the act of deciding where, when and how much investment should be made in which sectors. Business Intelligence Services provided the firm include services in the field of market and industry sizing, cost of doing business, regulatory and licensing issues, partner identification & match making, sales channel identification and partners, labor market costing and analysis, market segmentation, etc.

2. Corporate Establishment & Structuring Services

Corporate Establishment & Structuring is the first step towards the birth of the company. A well planned legal structure is essential to make a difference. Services include legal incorporation of investment, company background check, deregistration, corporate governance and company secretarial, amendment of company registration, mergers and acquisition, repatriation, cross border transactional support, joint venture negotiation etc.

3. Due Diligence

Due Diligence Services are the services that help the businesses to comply with the local regulations. Dezan Shira and Associates provides services like site visit, corporate health check, human resource health check, credit check, contract review, verification of corporate documentation, financial and tax review, internal control review, Anti-Corruption and Anti-Bribery Review, IP Protection Review, Compliance Check, supplier cost and Sales Price Review etc.

4. Human Resource & Payroll Services

Human Resource & Payroll are one of the routine services that Dezan Shira provides for. Services include services like income tax advisory, compensation and benefits consulting, HR Administration, Salary Benchmark Study, Employment Background Check, Expatriate Management, HR & Payroll Audit etc.

5. Technology Services

Technology Services are the advisory services on whether or how to incorporate technology into the company to ensure optimization of company resources. It includes services related to ERP advisory, payroll & Accounting, Expense & Invoice Management Systems, Systems & Power BI Report Design, Cloud Based Services, IT Infrastructure Services, IT Consulting and Help Desk.

6. Tax

Tax services include services that help the company understand and comply with updating tax laws and regulations. Tax Services include services like transfer pricing, international tax, corporate tax, indirect tax, Individual Income Tax.

Dezan Shira & Associates is targeting the mid capital companies which includes family firms, subsidiaries of listed companies, and small and medium businesses from any sectors. The majority of their clients include clients from Telecommunication, IT, Infrastructure, Automobiles and related Companies, Consumer Goods, E-Commerce, Import-Export etc. (Dezan Shira & Associates, 2018)

1.2: Organizational Structure



Figure 1: Organizational Structure

Partners:

Dezan Shira & Associates currently has four partners i.e.

1. Founding Partner: Chris Devonshire Ellis

Chris Devonshire Ellis founded the company in 1992. He is currently dissociated with the day to day management of the company. He is currently active part of editorial team of Asiapedia, a subsidiary publishing company of Dezan Shira & Associates. He is one of the most frequent writers of Russia Briefing and Silk Road Briefing.

2. Managing Partner: Alberto Vetterotti

Alberto Vetterotti joined as the equity partner in 1998. He is responsible co-ordination of inter-nation operations. He also oversees the global operations in particular South China, Vietnam, and Singapore.

3. Partner: Sabrina Zhang

Sabrina Zhang serves as the China National Tax Partner. She is the head of the Beijing Office. She is mostly in charge of operations inside China and specifically North China. She also heads the Corporate Accounting Services Team of China.

4. Partner: Adam Livermore

He is currently based in Qingdao, China. However, he is responsible for Dalian, Qingdao and Indian Offices. He also specializes in Human Resource Services and heads the team providing integrated payroll processing services to clients in China, Hongkong, Vietnam, India, Malaysia and Singapore.

Regional Heads:

Regional Heads in Dezan Shira & Associates are responsible for smooth day to day function of the region. They also serve as the necessary link between the departments. They are also the point of communication between different regions. The people currently serving as the regional managers in the company are:

1. North China: Sabrina Zhang
2. South China, Vietnam, Indonesia and Malaysia: Alberto Vetterotti
3. Central China: Vivian Mao
4. India: Adam Livermore

Departments:

Depending upon the need, regional managers are free to decide how many and which departments, they want to introduce in their area based on the demand of the customers. The departments in Guangzhou were:

1. Business Advisory Team

Business Advisory Services Team consisted of 3 people. And the team provided services such as Business Intelligence Services, Incorporation and Structuring Services, IT consulting services etc. Business Advisory Team was headed by Ms. Daisy Huang.

2. Corporate Accounting Services Team

Corporate Accounting Services Department in Guangzhou is a team of five people responsible for services like Accounting & Auditing Due Diligence; Payroll and Tax Advisory services lead by Sean Huang.

3. Legal Service Team

Legal Team was a team of 2 to 3 people. They provided services such as Legal Due Diligence, Contractual Documentation, Back Ground Check, IP related services, Data Protection, Dispute Resolution etc.

4. Marketing & Operations Team

Marketing and Operation Team of Dezan Shira was part of the global marketing team. It was team of 3 people and is responsible for branding, creating global marketing strategies and implementing it in a global and regional scale.

A. Managers:

Under Each Department there were three key managerial posts who in Dezan Shira are known as Associates:

A. Senior Associates

B. Junior Associates

C. Assistants

A. Senior Associates

Depending on the department, the job description of the Associates varies. Under the Marketing Department and Business Advisory Team that I worked on, the job description of the Senior Associates was as follows:

i. Business Development

Business Development responsibilities include the meet independently with the clients (existing or potential) to discuss their needs and issues effecting their business plans, conceiving and developing business projects with other colleagues, represent the Dezan Shira in various events and forums, expand Dezan Shira Client Base, Assist in coordinating the completion of deliverables, Managing Strategic Partnership, communicating and coordinating with clients about their needs and assist in resolving problems to clients satisfaction.

ii. Public Relations

Public Relation responsibilities include drafting articles and preparing presentations on different matters related to the core services of the company, Regulatory Updates of different markets according to the needs of the market, changing marketing trends etc. for Dezan Shira's sister publications like Asia Briefing, China Briefing, Vietnam Briefing etc.

B. Junior Associates

Junior Associates is an entry level position in the company. They work as the assistant for Senior Associates. The responsibility of Business Advisory Associate includes:

- i. Represent Dezan Shira & Associates in Business and Community Events
- ii. Help expand client base
- iii. Act as project leader on multi-discipline, multi-country projects
- iv. Conceive and develop new services as needed
- v. Assist in developing new projects and completing the existing ones.
- vi. Aid in writing articles and preparing presentation on various topics as required
- vii. Co-ordinate and develop partnership with local and international professional firms to increase the exposure of Dezan Shira and its sister publication.

C. Assistant:

Assistant is the official position given to the interns. They are usually placed under the associates. Personally I was placed under Senior Associates Ms. Cindy Zhang and Mr. Stephen O Reagen and Junior Associate Mr. Juan Rojas.

- i. Assist with Marketing of Dezan Shira & Associates and Asia Briefing
- ii. Co-ordinate, Develop and Maintain relationship with partners and media relations
- iii. Organize Marketing Campaign & Activities
- iv. Tracking Marketing Activities
- v. Keep Abreast of Regulatory Issues
- vi. Assisting Internal HR and Administration

1.3: Statement of Report

This report has been made as a part of the internship program. This report will talk about the entire work done during the internship process and how it was beneficial for the student. This report will focus on the main responsibilities that were performed during the internship period.

1.4: Objective of the Study

The primary objective of this report was find out how the marketing strategies are broken down and implemented in a strict B2B environment

The secondary objectives of this report were:

1. To acquire general knowledge on niche marketing and its tactics
2. To find out the need for the brands in China to regard WeChat as one of the platforms that should be used to promote their products, services and the brand itself.

1.5: Limitation of the Study

1. Access to Information:

Due to censorship issue in China, I did not have access to many websites or other information sources. This has affected the report.

2. Short experience in the industry:

Most of the report has been prepared on the basis of the short internship that I had within the company. The short time period within the company

3. It is also prepared by an amateur

This is the first time that I have prepared any report of this kind. My lack of experience might have impacted the report.

CHAPTER 2: LITERATURE REVIEW

2.1 Business to Business Marketing

Business to Business Marketing was a term coined for businesses whose intended target market is other businesses that buy it in large quantities for consumption or resell purposes either through online or offline mediums

Successful Business to Business strategies have the following features:

A. Relationship driven

Business to business customers are usually long term thinkers and choose their suppliers more carefully than other buyers. They also tend to stick to one supplier for a long period of time. Therefore instead of quantity, the B2B sales person goes for quality. They develop and maintain personal relationships with the customers and often are on first name terms.

B. Maximize value of said relationship

Business Relationships are consequential in B2B market. People feel more comfortable buying from suppliers that they have personal relationship with. And since comparing and selecting suppliers is a long and costly process for businesses they tend to stick to one supplier for a long time. And it is noticeable mostly in the hiring sector, where recruiters headhunt people with the most number of such relationships.

C. Small and focused target market

Mostly, the intended sales of business to business is a carefully selected profitable sect of people who the entrepreneur or sales team thinks will be interested and are able to afford the businesses products or services. There are four broadly classified categories that the brand can choose from:

- a. Price Focused Segment
- b. Quality & Brand Focused Segment
- c. Service Focused Segment
- d. Partnership Focused Segment

D. Multi-step buying process, longer sales cycle

The buying decisions in businesses are made by a group of professionals with different interests and motivation. The groups of professionals are also ever changing. They are also knowledgeable in their particular field and have ample experiences. Therefore it is also made analyzing benefits versus the financial and other costs of acquiring it. The buying processes also mostly passes through levels of bureaucracy before getting the approved sign.

E. Brand identity created on personal relationship

The targeted segments in B2B marketing are smaller. Strong Brand identity in this market will help by communicating core strengths. Strong brands will also help differentiate the products or services from its competitors. Apart from that, known and familiar brands relatively have trust and goodwill value, which is important in selecting a suppliers.

F. Educational and awareness building activities

Educational and Awareness building activities are done by organizing events, seminars, workshops, training sessions, networking activities, sending out newsletters, market and regulation updates for customers.

G. Rational buying decisions based on business value

Buyers in Business to Business Market are well informed, and careful and accountable to their superiors while buying the products. As a result their buying behaviors tend to be well thought out, and analyzed vis a vis with other options available to them. As a result, marketers have to be more careful and well informed about the products/service, its features and how that particular product or service is beneficial for intended customer. (B2B International) , (Marketing Teacher), (Masterful Marketing)

2.2 Business to Business Marketing in China

Chinese have a strong sense “Guangxi” roughly translates into networks. They usually prefer to make contacts and develop relation with any person before conducting business. Therefore establishing contacts before business is a very important part of Business to Business Marketing. In China the act of establishing contacts is made simpler with the national and international level events like:

Canton Fair:

China is currently gearing up to host 124th Canton Fair. Every year two fairs are held one in summer and other one in winter. It is the initiative of regional and central government of China. According to the data provided on websites, the accumulated volume of facilitated trade in amount to \$1.29 trillion and the total number of foreign buyers have reached \$8.2 million from 210 countries.

Chamber Events:

There are currently International and National Chambers of Commerce in China. Special Administrative Regions like Hong Kong too have their own Chambers. There are also other regional chambers. All of these chambers are very active and routinely organizes networking events. They also organize other training and development sessions. Both of which could be used to create business to business contacts in China.

Consultancies:

Consultancies in China are big part of their business culture specially for foreign companies in China. They are often the first place the businesses turn to if they are looking to find a partner etc. They are often a critical link in between those businesses and often serve as partners' mediation and arbitration in case of disputes. (Canton Fair)

2.3 Importance of WeChat in B2B Marketing

WeChat is a Chinese social media app that is often compared to Facebook by international community. WeChat started out as an messaging app made popular by its voice message feature. However over the years, it has grown from just a messaging app to a whole new world on its own. WeChat often is compared with Facebook but it has many features that makes it an integrated platform instead of any particular app. Some of those features are:

A. Social Media

Social Media part of the WeChat can be compared to Facebook and has many features that are taken straight out of the app. WeChat's messaging can be compared to the messenger. Moments can be compared to the Timeline. Official Accounts to the Pages in the Facebook app. The third part of the social media in the app, is the location and events part which can be used to seek out businesses, events and hang outs from the nearby areas.

However within these apps, there are a lot of differences. The differences start right on the start. To add someone on the WeChat, Scannable QR Code is the most preferred option. And it has been extremely successful. Many times even in the business context, WeChat connection has replaced business cards. The next big differences is the like and comments in the content shared. Only the likes and comments posted by the people on their own friend's list are seen by users. And finally, the contents from official accounts are neatly structured into one folder. And the user would have to consciously seek out the content.

B. Mini Apps

Mini Apps can be best compared to the Play Store. Its a platform for third party apps. Unlike Play Store, the apps operate within the app and does not need any extra space in the phone. It can be used for almost anything from playing games, booking services and appointments to government services like filling and submission of various kinds of forms directly to the government office which has been helpful in surpassing the red tape. Some of the services people can currently use with mini apps are: hailing a cab, e-commerce, ordering food, filing a police complaint, filing for marriage of divorce registration etc. (Beijinger)

C. WeChat Pay

WeChat Pay is another feature of the app that's extremely popular in China. It became popular after the marketing scheme of WeChat Red Envelope. According to Chinese tradition seniors give away some amount of money every year on the Chinese New Year. WeChat made a marketing scheme where a person can offer a red envelope in a group chat and whoever clicks first gets a higher sum of money than others according to predetermined amount sent out by the sender.

Tier 1 and Tier 2 cities of China boasted 93% and 69% population as users geographically. Almost one billion people are actively utilizing Wechat on a day to day basis. This makes WeChat the most popular app on China currently. This makes access to WeChat pay extremely easy. All the user would have to do is transfer their money from bank to their WeChat account. It also makes it extremely convenient for people as they can forego their wallet and all hassles related to cash.

It is also extremely profitable for businesses since it reduces all the hassles of carrying cash like theft, wear and tear of the cash etc. They also have added benefit as they can easily access user data. Almost everyone in the business world is carrying their QR Code with them for ease of payment from street vendors to taxi drivers and even big businesses.

WeChat Pay is also growing their market. WeChat was being used by businesses targeting Chinese tourists across the globe. However Bhutan and Malaysia are two countries where WeChat pay have been introduced recently in their local currencies. (kr-Asia)

Wechat is very quickly becoming a one stop solution for mobile payment, e-commerce, cab hailing, games, networking and other activities, the user engagement which is already record high at 50 times a day is said to increase. The WeChat's parent company has announced that it is working with the Chinese Government to integrate Chinese Electronic Id System in Wechat. Therefore the importance of Wechat in China is growing.

As China is growing, so is the market of WeChat. Businesses across the world have been integrating WeChat into their payment option to cater to Chinese Tourists, or business clients. Tencent recently launched WeChat pay in the local currency in Malaysia. Bhutan is another such country where WeChat is part of day to day life.

2.4 History of Consulting Industry

Consulting is an age old profession. Kings and Noblemen everywhere required advise on how to manage their affairs and make decisions. Some of the famous of consulting have been Chanakya, Birbal, etc. in South Asian Sub-Continent, Biblical Kings had prophets, Persians sultans had viziers, Romans had people like Aristotle etc. Unofficial consulting by experts were common pre-industry era with people like Babbage and Frederick Taylor have known to be paid to work in this field.

Industrialization was one of the first catalyst for development of consulting industry. As people returned from war to factories, there were little technical expertise available to organize people, processes and machinery to meet their maximum efficiency. First official firm to register as a consulting company was “Booz Allen Hamilton” in 1914. The second catalyst became the Ronald Reagan’s government in USA. When the American companies were growing and becoming an empire bigger than the US Government. US Federal Government played a big part on the formation of this industry. While trying to curb the growing power of American Companies, Washington introduced laws such as Sherman Anti-Trust Act, The Federal Trade Commission Act, and The Glass Steagell Act. Unintended effect of which was the acceleration of informal platform, the creation of legal way of sharing information among the oligarch. (McDonalds, 2013)

The internationalization of Consulting Industry occurred in 1960s when American firms like McKinsey, Booz Allen Hamilton etc. moved to Europe bringing their management expertise, management models etc. (Consulting Ideas)

2.5 Consultancy Industry in China

China adopted an open-door policy in 1978. After which China started investing heavily in their infrastructure. Large construction projects were designed and implemented. And with it came the first boom of consulting business in China. They also made access to their resources easy with introduction of Free Trade Zones. Free Trade Zones were special economic zones where goods could be imported, manufactured, handled and exported without any direct interference from customs. The free trade zones were so successful that China introduced 11 FTZ over time. And it had announced on 2016, that is on the process of introducing 6 more FTZ. China’s economy started improving drastically. As a result, it became a desirable market for many investors from US and Europe. (Erdenebileg, 2017)



Figure 2: Top 10 Attractive Market

China also became extremely tech friendly in their day to day life. Almost 68% of population has access to the internet. Among the population that has internet access; 95% use mobiles to access to internet. With conventional form of social media like Facebook, Twitter, Instagram, SnapChat and WatsApp banned, Chinese Social Media sites like Weibo, Wechat, etc. took the platform and made the most of it. To

put things into perspective, WeChat has 1 billion active monthly users with 50% of user engagement rage. It currently has transformed itself into a platform for e-commerce, appointment bookers, e-wallet, gaming site, dating etc. app. WeChat has been given credit for the maximum of internet consumption

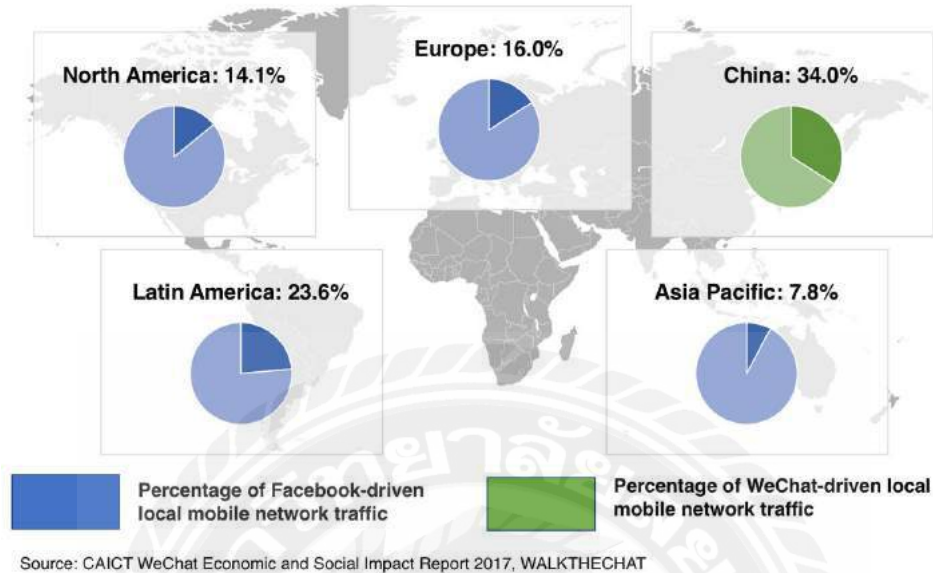


Figure 3: Percentage of Internet Traffic Driven by Popular Media Sites

Therefore many businesses have been entering into China from all over the world. The foreign direct investment of China in 2017 was \$136.36 billion. (Shuiyu & Nan, 2017) More than 40000 firms are currently operating in China. And as the FDI numbers show, more firms wants to join in.

Consulting Industry in China started in 1990s, after China joined the World Trade Organization. Modern consulting companies started in China nearly two decades ago. Consulting Companies targeting various sectors like Data Research, Market Research, Human Resource, IT, Management Consulting etc. have emerged in the industry. China's Consulting industry recently reached \$4.5 billions recently increasing by 12% from 2016. (Management Consulting Market of China grows by 12%, 2017) However the Consulting Industry is still in its Growth Phase (USCBC, 2015). And it is still mostly unregulated industry in China.

Since then Chinese Economy has grown over multiple folds. The Chinese Economy is currently the second largest economy of the world still growing 6.9% (Bradsher, 2018). This already makes China a lucrative market. The current per capita income as per the data of 2016 is \$8000. The access to 1.3 billion people, whose per capita is rising impressively is also attracting businesses from all over the world. (World Bank, 2016)

Chapter 3: METHODOLOGY

3.1: Roles & Responsibilities:



Figure 4: Communication Flowchart with Job

1. Ms. Cindy Zhang, Senior Associate

I worked with her for better part of the first three months. I was completely responsible for drafting out the China Chatter, Syndications, and Asia Brief.

a. China Chatter



Figure 5: China Chatter

China Chatter was an internal memo made to update employees about recent industry and regulatory updates of China. It also had information about recent and upcoming DSA and other partner's events for the employees to join or inform clients about. It was to be made and sent out every week.

b. Syndications



Figure 6: Syndications

DSA sent out three different types of Syndications I.e. Weekly, Fortnightly and Monthly to its media partners. It essentially contained industry, regulation and market trends updates from DSA's subsidiary publications China Briefing, Asia Briefing and Vietnam Briefing. It contained links to access the articles in China Briefing, through which the information about the client was collected and accessed.

c. Asia Brief

Asia Brief was similar to syndication. Asia Brief included industry updates, regulatory updates, and other news taken from our subsidiary publication Asia Briefing (umbrella term for China Briefing, Vietnam Briefing, Russia Briefing, ASEAN Briefing and Silk Road Briefing). The regulatory updates covered the entire region of Asia e.g. Russia, China, India and ASEAN. This was to be prepared every week. And it would be sent out by the Senior Associate exclusively to interested clients.

I was also worked on drafting the media relation helped draft the renewed contract with HERE! Dongguan. I also selected the content of Dezan Shira & Associates to be published on Chinese Legal and Investment Updates published by Swiss Chamber of Commerce, Shanghai.

New websites was launched this month. I helped Cindy Zhang update the personnel record from South China in the back end of the website. The records that were updated were only of the employees that would have contact with the clients like those from the Business Advisory Team, Legal Team, and Audit Team.

2. Mr. Juan Rojas, Associate

For the better part of three and half months, I was working on the regional fliers of South China to be sent out every month. It contained industry updates concerning South China, regulatory updates from Asia Briefing, upcoming events etc.



Figure 7: South China Newsletter

Under him, I also researched on various topics ranging from market trends, to VAT regulations.

3. Mr. Stephen O Reagan, Senior Associate

I worked with him for the last two weeks only. We worked on approaching the universities and establishing contacts with the university.

I was given the tasks of conducting initial tasks of hiring new interns. I was responsible for analyzing their cover letters and CVs. I was also given the task of asking them for the SWOT Analysis, which was the first phase of cancelling out undeserving CVs.

3.2 Project Details

Dezan Shira & Associates is looking to create partnership with the current universities existing in South China for three reasons:

- i. They need qualified foreign interns to assist the Associates with the ground level marketing operations
- ii. They also want the direct contact with the university to get the interns as per their qualification and requirement.
- iii. They also would like to avoid sponsoring internship visas as Chinese Government have allotted fixed quotas for issuing visas for internship, employment etc. for each foreign company.

I was assigned to find a point of contact with two of those universities, Sun Yat Sen University and Jinan University. These universities were selected on the basis of their growing international community inside their campuses, their regional presence, and their continuous increase in national ranking. And their ranking as China's Project 211 campuses. Project 211 is the ranking that China has given to their top tier Universities.

Step I was told to follow for this project was:

- i. Go to both the university and acquire the contact details of the Students Affairs Team, particularly of the people that was handling Internship and Employment.
- ii. Send the proposal with the request for an appointment with HR or Marketing Associate
- iii. Followed up two days later to see if they are interested or find out their needs if they have sent a reply.
- iv. And finally forwarded the conversation to Marketing Associate Mr. Juan Rojas Manuel for contract formation. Only Jinan University was interested to make a formal contract. Sun Yat Sen wanted to make a non-binding agreement.

Chapter 4: RESULTS AND DISCUSSION

4.1: Contribution of Student Made During the Internship

As a part of the marketing team, I was entrusted with the following responsibility.

A. Syndication

I was in charge of syndications for the first three months. I was responsible for drafting the contents and sending them out. I was also a point of contact for renewal of the partnership between Dezan Shira & Associates and several media partners including Here! Dongguan.

B. Research

Researching on potential marketing opportunities primarily opportunities to sponsor business events like seminars, shows, workshops etc. Other research I did was under the requirements of Juan Rojas. The topic usually worked around the regulatory updates that China had made recently.

C. Projects under Human Resource Department

I worked under HR to establish the contact between these Dezan Shira & Associates and Jinan University and Sun Yat Sen University. The negotiation for partnership agreement is on process. I also selected my replacement before leaving the office. Her Interview was two days after I left the office. I also helped update the personnel page in the back end of the website.

4.2: Details of New Knowledge the Student Has Received

1. Hiring Process of Interns in Dezan Shira & Associates

The recruitment process for the interns in Dezan Shira and Associates is demonstrated in the Figure 8 below. The first step of the recruitment process was to contact organizations and universities for available candidates. The candidates were asked to send cover letter and their CVs, along with a purpose statement on why they wanted to join Dezan Shira in particular. The second step of the process was to analyze the CVs, organize them and rank them. The ranking was mostly done on the basis of their experience, their knowledge of language (bilinguals were preferred) and their purpose statements.

The third step for marketing interns was to ask for the SWOT analysis from the interns. The shortlisting of the candidates start in this step. SWOT Analysis were ranked and only the top most candidates gets approached for the interview process. Depending upon the number of interns required, the final short listing occurs after the interview.

The candidates that came in with referrals from professors, universities, ex-employers etc. had better chance at being selected.

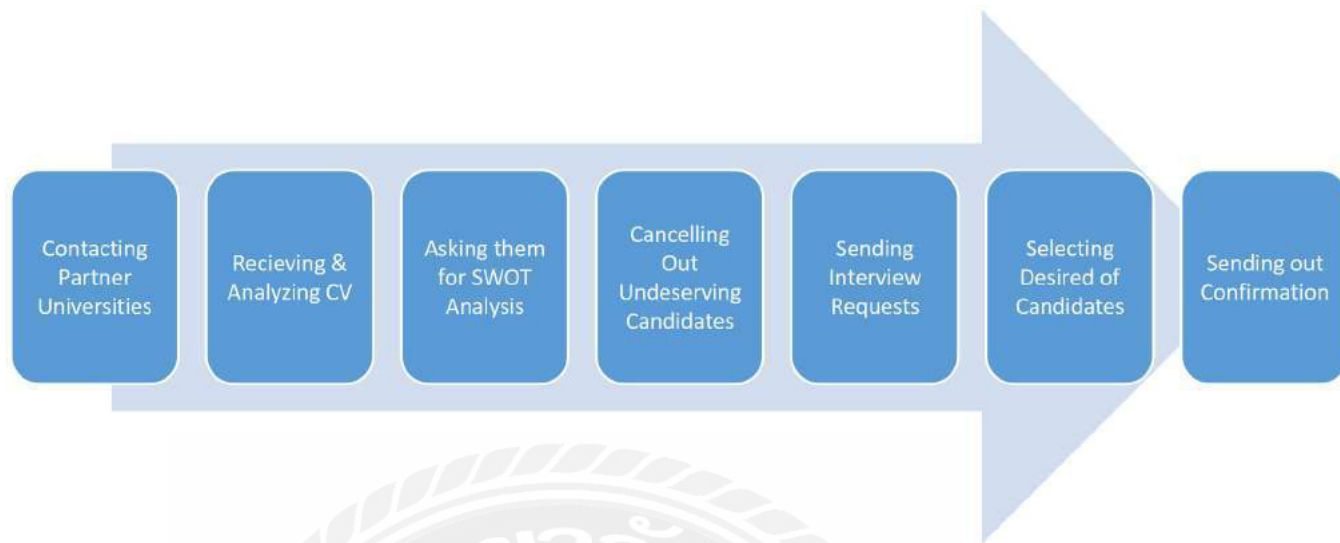


Figure 8: Dezan Shira & Associates's Intern Hiring Process

2. Niche Marketing

I saw the practical application of the Niche Marketing strategies and tactics. Dezan Shira's target market was the international companies that either were planning to enter or were currently surviving in China. To get to their target market, the following tactics was used:

A. Contacts

All the important parties that could be used for business referrals like Consulate, Chamber representatives, and people working in key places like Company Registrar, people in key positions responsible for bringing in the FDI in the Guangdong Province were in contact with the company.

B. Partner Community Events

Networking Events, Seminar and Events dedicated to their key target market were attended by the senior associates depending upon the importance and expectation of potential clients attendance. Some of these events were co-hosted by Dezan Shira & Associates.

C. Community Building

More recently Dezan Shira has been focusing on building a community of clients and partners. Some of the tactics that they have used for the community building is providing space for them to interact. For example:

i. Seminar, Workshops, & Training Sessions for key decision makers

Recently an event was organized on DSA's Shanghai premises where clients and partners were encouraged to take part. It was a seminar about VAT Regulation updates. These events were usually related to their clients major field.

ii. WeChat Group

The key decision makers of the clients and partner companies were added in the Wechat group where they were encouraged to share information, communicate with each other and post minor problems that they are facing.



Chapter 5

CONCLUSIONS

5.1: Self-Assessment as future Professional

The culture of Dezan Shira & Associates was a positive one with people focusing on building the team. We were constantly encouraged to take on more roles and initiative. As a result, I have felt a few developments that has occurred in myself. I was taking on more responsibility and completing it as fast as I could. Therefore I now feel more confident on taking on more responsibility and completing it by myself.

I felt that my communication skills improved during the course of the internship. Initially I was very shy in approaching the seniors and asking for work. However I have gotten better at making that effort. However it is an ongoing effort, I still need to work more on it. Specially at understanding indirect orders or requests and putting forth my questions.

I specially need to work on my attention to details. While I was drafting the newsletters and other promotional materials, there was strict guideline on how it was to be prepared. Sometimes I was the one preparing it or checking it. In both the instances, I struggled with finding faults in small details like fonts, spacing etc. So I really need to work on those details.

I didn't realize when I was outside of China about how dependent I am to Google for research purposes. I was clueless about other search engines and how to utilize them properly to get what I need. I would have to work on it to ensure similar situation does not occur again.

5.2: Theory v/s Practical Knowledge

Integrated Marketing Strategy was one of the theories that we learned in class. Integrating Marketing Communication and other interactive experiences with the company either offline or online to communicate a strong core brand value is known as Integrated Marketing Strategy. I could see those in real life practice in DSA. On Thursday of every week, global marketing team consisting of 10 to 11 people would conduct a Skype meeting. And every single aspect of the business would be discussed. The daily marketing effort, the type of events that employees as a part of the company were attending, workshops and seminars they were hosting, partners and clients the company was associating itself with, upcoming projects, quality of service, satisfaction and dissatisfaction of clients, online reviews, platforms that we could associate with, every single of those would be discussed in the marketing meeting.

Another such knowledge was the Niche Marketing Strategy, while we discussed different kind of strategies and related tactics on class. It was different to see them on practice. The volume of research done on clients, potential leads, partners etc. just to bring them in was astounding. Every single partner and clients were carefully researched.

The associates often maintained a strong relationship with them and were often on first name basis with the existing clients. I was also exposed to the Human Resource Department and was involved in hiring of new interns. In class, we were told about the recruitment process of employees.



Figure 9: Recruitment Process

The recruitment process in the office also followed this general pattern. General job description and required skills set were decided in advance. However it was revisited every time there was a vacancy. The call for applicants would be put forward by the human resource department. However if vacancy announcement were to be made, it would have to be approved by the marketing department. Human Resource Department of the company along side Marketing department would chose where and how to announce for the vacancy. Although mediums such as the official website of the company and its sister publication Asia Briefings were constant. When the CVs were selected, they pass through the an Human Resource Consultancy that checks whether the background of the applicant and whether the information given by the applicants are true. After which interview with the short listed candidates were arranged. Head Hunting was a big part of the recruitment process. People that have been researched or people that have been referred to had a greater chance of getting hired.

5.3 Recommendation to the Company

Dezan Shira overall has a very positive and motivating environment especially for interns who were treated as a part of the team. We were continuously encouraged to speak up and take initiative. However I would like to take this platform to recommend few things:

When I joined the company, the two persons in the marketing department that I was supposed to be working under, one of which had left the company and the other was on a sick leave. As a result no one knew what to do with the two interns that had recently joined the company. I personally was without any work for nearly one week. This could de-motivate the interns. It would have been a good idea to discuss those

things with the intern and related supervisors beforehand. There were also a lot of confusion. The person who contacted me had already left the company.

And the things I was told to do and things the people who were supposed to help me out were told to do was completely different. For example, I was told to bring my laptop. Coco, a junior associate who was in charge of setting up my company account etc. told me it was against company policy. I was supposed to contact Cindy Zhang but was told that she would be on leave for a few days. So, it was a little confusing. While the situation improved after a week when Juan and Valeria joined, it was something that could have been avoided.

The second thing I would like to recommend is about the digital marketing part. The same content that was posted on LinkedIn was also on Facebook, Instagram and Wechat. These three social media sites have vastly different demographic. Even the same users that frequent all of these apps do not like the same kind of content on each of these sites. Therefore we could have better viewer engagement, if we customize our contents according to the kind of social media applications.

5.4 Recommendation to the college

These are the observation that I personally felt could have made my internship much more fruitful:

- i. It would have been much easier if we were informed about the formalities to be completed before the internship started. Since I was in China, I did not have a direct access to information from the college.
- ii. The duration of the internship could be increased. Four to six months would be the ideal duration for the internship as people get time acclimated to the environment and professionals at the office need time to get to know our abilities and assign jobs to the intern accordingly.

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Appendix



Figure 10 Dezan Shira Team

Bibliography



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