



# Tmall Trading Guide

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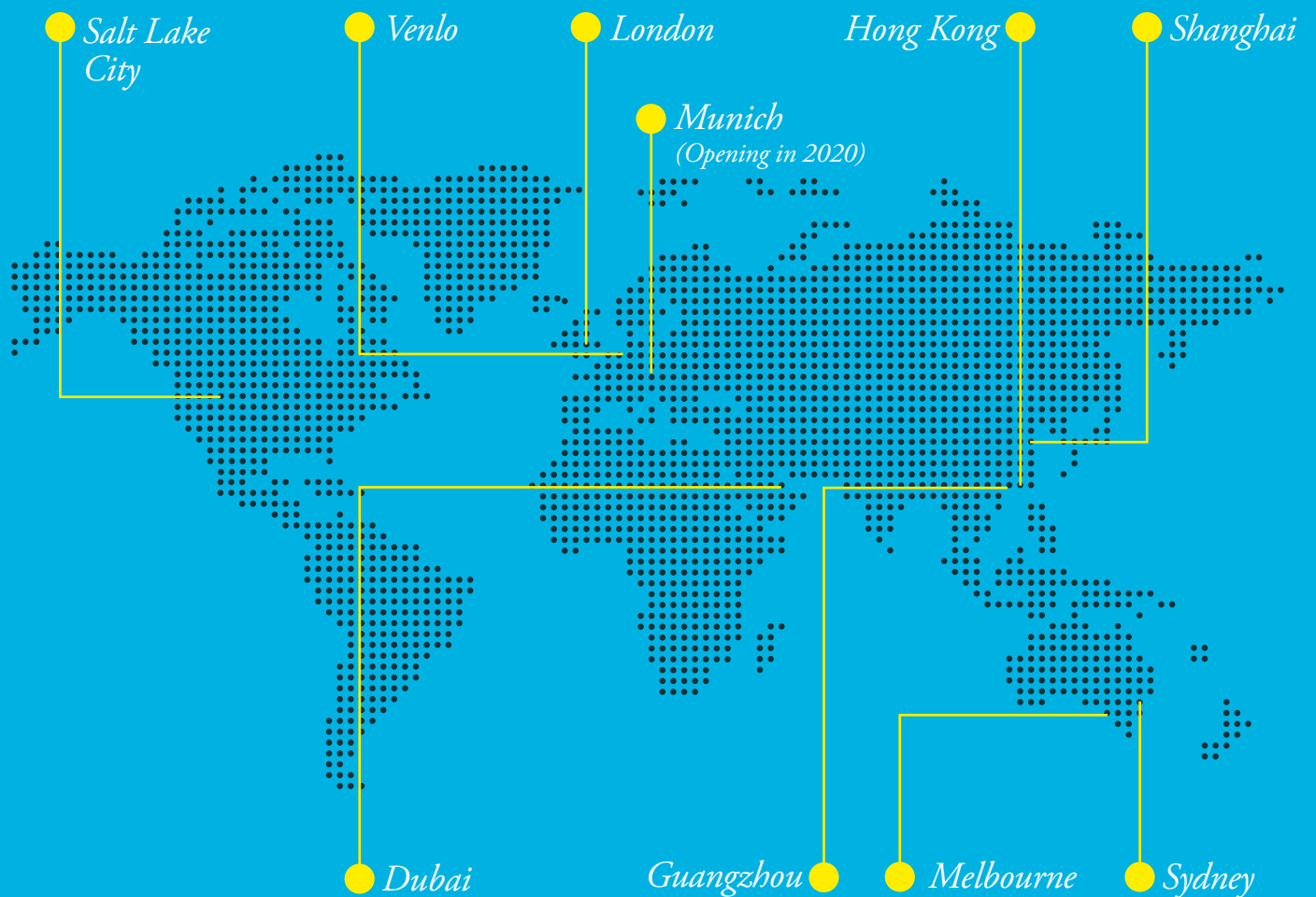
HOW TO PROFITABLY GROW YOUR SALES ON  
CHINA'S BIGGEST ONLINE MARKETPLACE

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MAY 2020



# Our *Global* footprint



To talk to us about how we could help to profitably grow your Tmall sales contact us at: [hello@practicology.com](mailto:hello@practicology.com)

# About this report

We had begun planning this guide before the COVID-19 pandemic struck China and then the wider world. The crisis put the guide's production on hold for a month or so, while our Greater China team doubled down to ensure that the brands we trade on behalf of successfully navigated the huge changes in customer behaviour.

Those brands all saw their sales rise year-on-year through the post-Chinese New Year lockdown and beyond; validating our approach to the market that we outline in the following pages.

Now that we have had time to reflect, we felt that it was more important than ever before to publish this report, and share our experiences as an authorised Tmall Trade Partner to Western brands in China.

The advice that we would have given brands before the pandemic and what we would say now is virtually unchanged. In a lot of cases, the points we make in the following pages – on demand generation techniques, skills and the use of data – are only more important.

China continues to be a lucrative land of opportunity for brands who have invested to develop a strong brand awareness and localised proposition. For those who are lacking focus to drive both of those factors - even if their Tmall sales have been promising in the past - 2020 is likely to be the year that they lose Chinese market share and any chance of further profitable growth in the near future.

In the following pages we outline the realities of trading on Tmall in 2020 and beyond, and the strategies and tactics that must be employed to ensure continued success.

If you have any questions or comments please contact us at [hello@practicology.com](mailto:hello@practicology.com)

**Arthur Cheung**  
General Manager, Greater China

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EXECUTIVE SUMMARY

# Why the numbers count

*Winning in China is no longer a given for a Western brand. A data-driven approach to trading on*

In the past six years many brands have taken the plunge and begun selling online in China via Tmall, to capture demand from a population who have adapted at a startling speed to the digitisation of their economy and lives. Not all of them have been successful, despite the marketplace's continued domination of Chinese ecommerce, with an estimated 64% market share in the last quarter of 2019.

The gulf between those brands who do well and those who don't has widened in the past couple of years. Tmall has become much more selective about the brands it recruits to its domestic and cross-border platforms, and even whether it will renew a contract with a brand.

Tmall wants to work with merchants who bring in new customers and exposure for its platforms. It also only wants brands with a high customer feedback rating – called a DSR score – measured on content, service, and their delivery experience. Tmall will warn brands if it is not happy with their sales or DSR score; and if the poor DSR score is not quickly rectified Tmall stores can even be closed.

Trade Partners – the Chinese businesses who provide services and support to allow brands to sell on Tmall – must be encouraged to share the Tmall data they have access to, so that brands can benchmark both their sales and the customer experience that is being delivered against that of key competitors.

**SECOND CHANCES**

Brands who have struggled in the market have complained that they couldn't sell in China profitably, their brand or products did not resonate as they expected, or local competition was much more fierce than they had been led to believe before launch.

For brands who have underperformed, or need to reassess their China strategy, the data available from Tmall through your Trade Partner is crucial to understanding the opportunity and being able to exploit it. On pages 4 and 5 we outline some of the pain points in more detail, and the information brands need to overcome them.

US cosmetics giant Revlon relaunched on Tmall's local platform in May 2020 after previously pulling out of physical

stores in the market in 2014. Since then its only presence in the market has been cross-border with a Tmall Global store.

Revlon has seen demand for the category quickly increase online in that time: Revlon was the sixth best-selling US brand on Tmall Global during Double 11 in 2017. It has used data from Tmall Global to help hone its re-entry on the domestic marketplace, a strategy we strongly agree with.

Tmall has invested in technology to support data-driven personalisation of the customer experience, ultimately to increase brands' sales. With the launch of its Flagship Store 2.0 format, customers see a personalised product selection and editorial content mix depending on their preferences and previous behaviour.

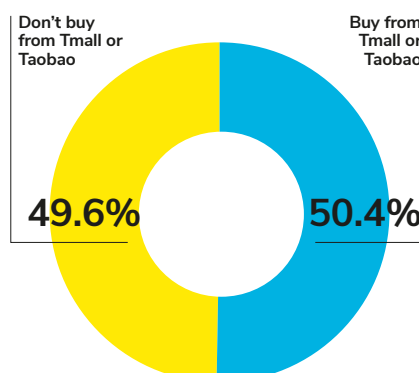
The Flagship store format also shows a brand loyalty score for each customer. Exposing this score – which is based on their interaction with the brand as well as purchases – is designed to boost engagement, as those with higher scores receive more benefits in the brand's "Fan Club" within the store.

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*We've come across brands spending up to 80% of their sales on marketing, with no clear visibility of how this is being spent or the results it is driving*

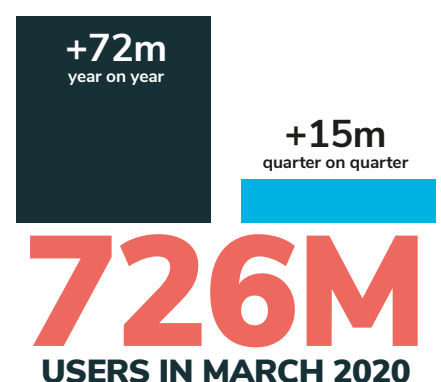
**DATA**

% of Chinese buying from Alibaba retail marketplace



**DATA**

Chinese users of Alibaba retail marketplaces



*Tmall has never been more crucial to achieving profitable growth.*

**DATA DRIVERS**

Data is also available to support brands' strategic and tactical decision-making at every stage of the Tmall journey for a brand:

**Launch strategy** – including brand awareness, product selection and pricing data

**Growth strategy** – customer engagement, marketing effectiveness and market share data

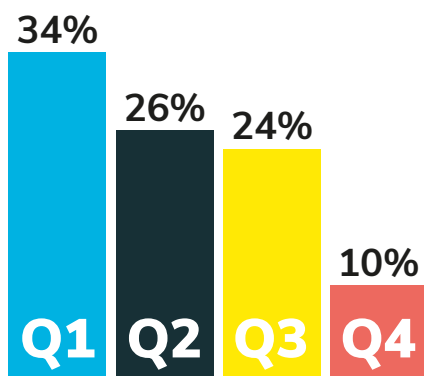
**Route to profitability** – including returns rates, customer retention rates, and promotions and markdown effectiveness

Trading momentum should be built through each calendar year, to take advantage of the ramping up of peaks in demand as explained on pages 6 and 7. Tmall will analyse the success of each promotion to determine your involvement in the next one, and so brands must make maximum use of this data to refine their promotions and markdown strategy, in particular.

Marketing is another area where it is crucial to constantly evaluate the data. Acquisition marketing particularly can be extremely expensive, and we've come

**DATA**

Tmall GMV year-on-year growth FY20



across brands spending up to 80% of their sales on marketing, with no clear visibility of how this is being spent by the Trade Partner or the results that it is driving.

Pages 8 and 9 explain how much you should expect to spend to establish and then grow your Tmall sales, as well as some of the most effective marketing channels that we utilise for the brands we trade.

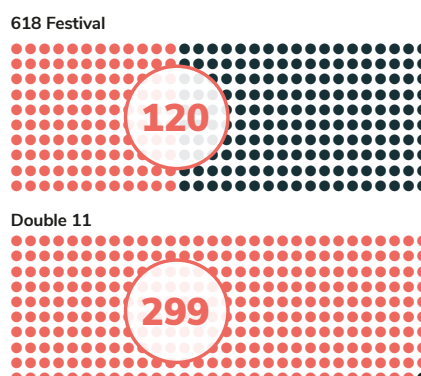
The competition will intensify for brands selling in China in the next few years, as Alibaba expands the scope of Tmall Global in particular.

Alibaba has stated that between now and 2023 it wants to grow the number of countries and regions Tmall Global sources products from to over 120, up from the current 75. The number of product categories will also rise from 3,900 to an estimated 8,000.

Brands and their Trade Partners must work closely together to ensure decisions made during this current turbulent trading period and beyond maximise the opportunity that China still clearly presents.

**DATA**

Brands generating RMB 100m from Tmall promotions



**CROSS-BORDER**

**SOUTH EAST ASIAN EXPANSION WITH LAZADA**

One of the benefits of having a Tmall Flagship store is the support Alibaba offers to expand your customer base to the wider region, and list product on its South East Asian marketplace Lazada.

Alibaba is keen to increase product selection in the six markets in which Lazada operates – Singapore, Malaysia, Thailand, Vietnam, Philippines and Indonesia – and grow its customer base across those markets to 300 million by 2030.

Lazada uses data on demand for different brands and products in its markets to recruit brands selling on Tmall, and helps them set up their store on the platform, and translate their listings too.

Much like Tmall, Lazada has a local and cross-border model dependent on whether your brand has local entities, logistics and fulfilment capability in each market. Brands with Tmall Flagship stores are able to deliver product into Lazada's supply chain in China or Hong Kong, and Lazada moves it cross-border to wherever it's needed in the six markets it serves.

## TMALL CHALLENGES

# Pain points

*We examine the reasons that brands are not able to maintain growth or reach profitability on Tmall, and where to start remedying these problems.*

'Why are we losing market share on Tmall?', and 'Why can't we make money selling on Tmall?' are two of the questions we are regularly asked by Western brands. It is normally at least a year after launch on the marketplace that these questions begin to be asked - while topline sales may still be growing - and indicates underlying problems with their Tmall strategy.

When brands ask us these questions, we recommend an audit of their Tmall presence and performance, to help them identify the exact reasons that sales or profits aren't on track.

These reasons break down into two main areas; the expectations of the brand, and the alignment of the Trade Partner they are working with to sell on Tmall. We will deal with the brands' expectations for their brand in China and the commercial model they have created first, and then cover off the role of the Trade Partner.

## LOCALISING YOUR EXPECTATIONS FOR CHINA

Localising for China doesn't just mean product and content, it includes the fundamentals of the commercial model for successfully selling on Tmall. When key stakeholders from the brand do not understand what is required, it can lead to negative sentiment around Tmall as a channel. Three of the most common examples of this are:

**Brand awareness:** Launching on Tmall when the brand has low brand awareness in China is difficult and costly. Being Western, and even having the pedigree of the brand being manufactured in the West is no longer enough to achieve sales. Strong local brands as well as established Western peers will provide tough competition, and significant investment in on-platform and off-platform marketing will be required to generate a return in the longer term.

**Investment in demand generation:** We advise the brands we work with that in their first year they will need to spend 20% - 30% of their Tmall revenue on marketing. Pages 8 and 9 of this report explain the marketing channels that can be deployed in more detail. Stakeholders must understand the marketing spend that's required to build a customer base in China, otherwise they are likely to be disappointed by the revenue or profits achieved.

**Growth & profit expectations:** Tied to the previous two points are expectations around the commercial model in general. Selling into China is not a guaranteed cash cow, despite the large market size and demand for Western goods. We warn clients that their brand must have enough awareness and appeal to hit annual Tmall revenue of at least US\$1.4 million in the first year if they want to build a sustainable business. At the same time, the costs of achieving that

turnover - particularly marketing costs - mean that only brands with high margin products should expect to break even in their first year of trading.

## LOCALISING YOUR PROPOSITION FOR CHINA

Successful and profitable growth also requires localisation of your proposition, to ensure that it appeals to enough Chinese consumers, and generates repeat business.

Alongside encouraging brands to localise their product to the local market and Chinese tastes - particularly sizing and styles for clothing, footwear and accessories - they must also think about their product launch calendar.

The key trading periods for Tmall are very different from the West, as we explain on page 6. Launching new products at the same time as they launch in the West may not be optimal.

Newness is very important to Chinese consumers, and regularly launching new products is crucial to keep previous customers engaged with your marketing and visiting your Tmall store. New products generate fresh content for marketing channels such as Livestreaming, which can quickly get boring for fans of your brand if there is nothing new for your presenters to talk about.

Launching new and unique products can also reduce the amount of discounting that is required to drive traffic during key promotional periods, such as for 618 and Double 11.

## TRADE PARTNER ALIGNMENT

Your Tmall Trade Partner should advise

# “

*Newness is very important and regularly launching new products is crucial to keep previous customers engaged with your marketing and visiting your Tmall store*

## The skills required to drive ecommerce trading in China

Example Team Capabilities*	Ecommerce Leadership & Strategy	Client Sponsor	Client Team
Analytics Specialist	Copywriting, Content Creation & Editing	Trading & Merchandising	Customer Service
SEO	Social Media Strategy & Management	eCRM & Retention	Media Planning & Execution
Project Management	Digital Design	Channel Optimisation	Logistics & Fulfilment

An excellent trade partner will provide a full-service team that acts as an outsourced ecommerce provider to its clients. The diagram highlights the skillsets within our Greater China team across Hong Kong, Guangzhou and Shanghai. Our onshore team is complemented by Western account management for brands who would like a point of contact closer to home.

you on the above points. However, when we run Tmall audits we find that often these important conversations have not taken place to manage brands' expectations about their Tmall strategies.

In addition, there are some other warning signs of poor Trade Partner performance that can impact Tmall revenue and profitability, even when the commercial model and marketing budgets are appropriate for the market. These include:

**Data transparency:** We regularly talk to brands who do not make use of all of the Tmall data that is available to their Trade Partner. Without this you cannot formulate and optimise your marketing, pricing, promotions and markdown plans.

**Team mix and experience:** If your Trade Partner does not have staff who have previous experience with your product category, or the type of demand

generation techniques that are required, then they are much less likely to give helpful feedback on localisation of product, marketing campaigns, pricing or promotions strategies. The capabilities diagram shows the breadth of what an effective Trade Partner's team should be taking responsibility for.

**Limited marketing capability:** Trade Partners who have no direct-to-consumer experience may only run marketing campaigns on Tmall. Off-platform demand generation from channels such as WeChat, RED and Livestreaming is crucial to maximise Tmall sales.

**Understanding the wider ecosystem:** Our most successful demand generation campaigns employ offline as well as online marketing and engagement channels, such as outdoor advertising, and partnership programmes to generate referrals to our brands' Tmall

stores. A brand must encourage their Trade Partner to benefit from this wider ecosystem to reach new customers.

**Western product content:** Despite Tmall's relative maturity, we still regularly see examples of poor product descriptions and imagery from Western brands; machine-translations, Western sizing etc. A good Trade Partner will ensure that all content is localised for the market as it has a dramatic impact on sales conversion.

Where Trade Partner contracts are written in a way that topline revenue is the only KPI then it is more likely that you'll witness some of these other signs of poor alignment. A broader set of KPIs with visibility of the data should incentivise them to optimise indicators such as customer satisfaction, returns, markdowns, marketing effectiveness and market share; all of which are crucial to your longer-term profitable growth.

## TRADING PLAN

# Trade talk

*To deliver profitable promotions that tempt existing and new customers, you must understand the trading cadence in China, and how it substantially differs from that of the West.*

They say that timing is everything, and this is certainly true when you are considering your annual Tmall promotional calendar.

For the majority of brands, the biggest trading peak will occur around the Double 11 shopping festival – previously known as Singles' Day – and brands can expect to make 30% of the total yearly revenue in the month leading up to November 11th.

If you struggle to achieve the revenue or profit numbers expected from Tmall, it can often be linked to an incorrect promotional strategy; where discounting is the sole tactic and trading momentum is not correctly built in the run-up to the November peak.

The example graph showing Tmall trading cadence across the year for an international consumer electronics brand demonstrates how each peak gets larger throughout the year; first the pre-Chinese New Year peak, then 618 Festival and finally Double 11.

These other important promotional trading periods, shown on our trading calendar, should be used to test promotions and also to establish credibility with customers and Tmall.

Remember that Tmall is always looking at whether brands can drive strong results, and particularly those who can bring new customers to the platform and deliver incremental revenue. The main promotional periods earlier in the year will determine whether you are invited to participate in Tmall's official Double 11 activity; performance in 618 Festival in June is the biggest indicator of success for Double 11.

You should not consider each promotional event in your calendar in isolation. Chinese consumers expect to see the biggest discounts and special offers for Double 11, so ensure you keep your best offers for then. If you are a highly promotional brand throughout the year, you will need to increase your discounts by 10 to 15 percentage points for Double 11.

This year the authorities in many Chinese cities have been creating promotions and discounts in conjunction with retailers to try and encourage consumer spending. The biggest of these so far is Double 5 festival, which was created by the Shanghai municipal government with offline and online promotions, including through a special campaign page on Tmall. The festival saw \$2.2 billion spent in the first 24 hours, although much of this will have been offline spend.

We ran Tmall promotions for several of our brands to coincide with the festival, and saw a modest uplift in sales; however, our main promotional activity for the year will be focused on 618 Festival and Double 11 Festival.

## DOUBLE 11 DECISIONS

The major elements of your Double 11 plan should be confirmed after 618 Festival is finished at the end of June or early July. Tmall does not confirm which brands have been accepted to take part in official Double 11 promotions until mid-September at the earliest, but your

## *Key dates to build trading momentum before Double 11*

### JANUARY 24TH-30TH 2020

#### CHINESE NEW YEAR & SPRING FESTIVAL GOLDEN WEEK

Special promotions take place in key categories for one to two months leading up to the holiday, such as clothing, gifts, furniture and food. Orders should be dispatched more than one week prior to Chinese New Year to ensure they are received before the fulfilment networks grind to a halt for this long national holiday.

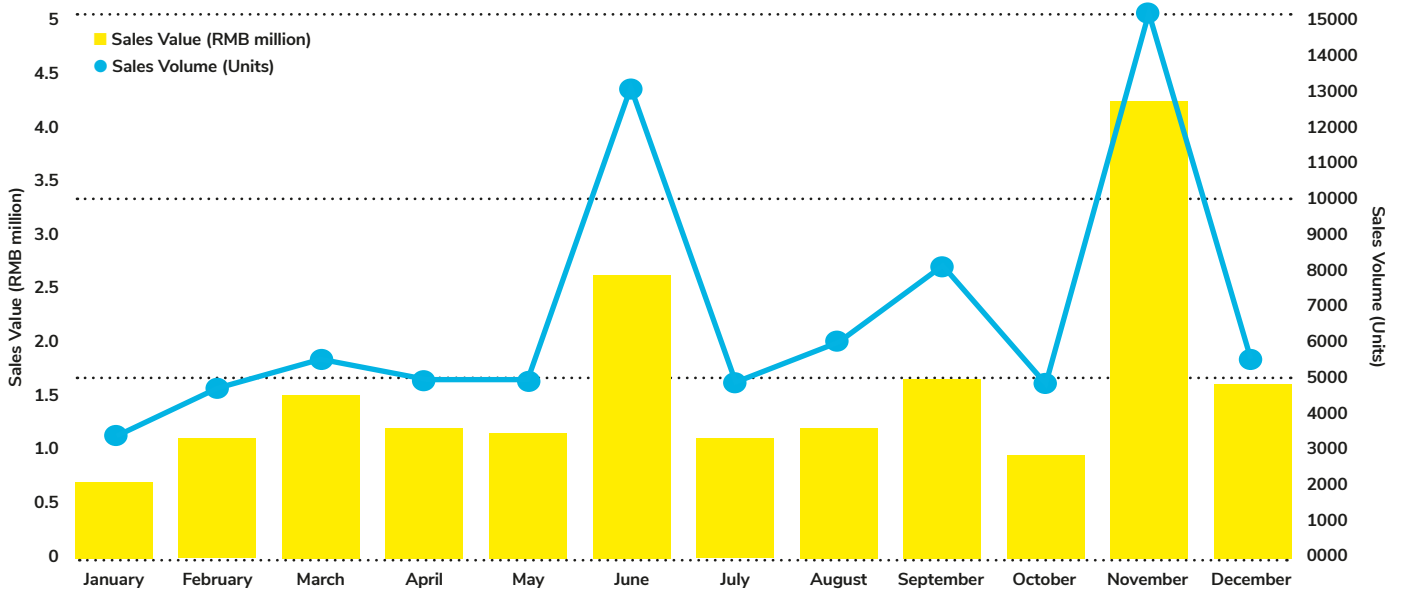
### MARCH 8TH 2020

#### QUEEN'S DAY

International Women's Day has been rebranded in China to encourage women to celebrate themselves as well as female relatives and colleagues. Promotions focused on gifting and things women like to buy for themselves are popular.

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## Annual Tmall trading cadence for a global consumer brand



Trade Partner should know whether you will be accepted based on your performance for the year so far.

The detail of promotions mechanics and marketing can wait until late August or early September. Remember that the best Key Opinion Leaders and Livestreaming presenters get booked for Double 11 increasingly far in advance, so ensure this is considered relatively early.

In the first stage of your planning you should consider:

**Your commercial plan** – including discounts planned, any exclusive or limited-edition product promotions, your

target returns rate, marketing budget and fees to participate in the event.

**How you will align your Tmall promotions with other channels** – for instance a WeChat store, D2C site or physical stores. Promotions should be similar but with some unique aspects for each channel. For example, you could enable pre-order online with pick-up in a store; so customers get the best online discount but also get the product quickly.

Marketing campaigns normally kick off only a day or so before brands allow customers to pre-order, or at least

favourite items and add them to basket ready to purchase on November 11th. This is a great example of where it's crucial to review data from previous events to gauge how many customers who add to basket go on to convert, as this will help you manage demand on the big day.

If you are not invited to participate in an official Double 11 promotion there is nothing stopping you from creating something yourself, but you will need to work hard to drive traffic to your Tmall store with off-platform marketing as described on pages 8 and 9.

**JUNE 18TH 2020**

**618 FESTIVAL**

JD.com's competitor to Tmall's Double 11, this mid-year shopping festival is now important to both platforms. In 2020, Tmall will run promotions for the whole month of June, with the deepest discounts on the day itself, which is a public holiday for Dragon Boat Festival. Brands' 618 sales performance is important in the decision by Tmall whether to invite them to participate in official Double 11 promotions.

**1ST – 7TH OCTOBER 2020**

**NATIONAL DAY & GOLDEN WEEK**

The long public holiday means that this is the time of year that Chinese consumers have traditionally used to travel domestically and overseas. Promotions on Tmall to coincide with the holiday tend to be smaller, as brands hold off for Double 11 Shopping Festival.

**NOVEMBER 11TH 2020**

**DOUBLE 11 SHOPPING FESTIVAL**

It's been rebranded from Singles' Day to appeal to a broader audience, and continues to be the biggest promotional event for brands selling on Tmall. It is invitation-only to participate with an official Tmall promotion; one that the marketplace will signpost and drive traffic to. The biggest deals are focused on the day itself, but pre-ordering and showcasing of deals start up to a month before and many brands carry on promotions until November 12th or 13th.

## DEMAND GENERATION

# The marketing mix

*Tmall marketing must be complimented with activity in other channels to maximise traffic and conversion for your Tmall store.*

The mix of marketing channels and types of campaigns that you should run to drive converting traffic to your Tmall store will depend on your brand and your maturity in the market.

However, it is true for all brands that Tmall marketing should be complemented with some level of activity through off-platform channels to drive customer awareness and new customer acquisition. The less brand awareness you have in China, the more heavily you will need to rely on these external channels to drive traffic to your Tmall store.

A brand entering China on Tmall with low brand awareness will need to spend up to 30% of its projected sales on marketing; with a mix of about 10% on Tmall marketing and up to 20% on other channels. Once a brand is established, 9% to 10% of sales will still need to be spent on Tmall marketing, but the off-platform spend can be reduced to 5% or 6% of sales.

While the marketplace encourages merchants to invest in Tmall marketing, it also understands that it benefits from those brands complementing this with other channels to bring new customers to the platform.

Here we describe some of the marketing channels you should consider, and explain their relative benefits.

## TMALL MARKETING

Tmall's on-platform paid marketing products are a crucial part of your marketing mix if you want your store to achieve visibility on the marketplace. They include:

- Pay-per-click bidding on keywords for Tmall searches
- Flagship Store banners that display for brand searches
- Affiliate marketing paying a commission per transaction.

- Regular banner ads with positions across the site
- Paid participation in Flash Sales or Super Brand Day promotional events

This type of marketing works best when you already have some brand awareness. It must be continually optimised in order to manage return on investment.

## MICRO KOLS

We often advise brands who need to raise brand awareness to work with Micro Key Opinion Leaders (KOLs), who can have special areas of expertise, or be focused on a single city.

Now only are micro KOLs much cheaper than those who are nationally recognised, but those with certain expertise are more likely to have a following that will be interested in buying your products. For instance, we worked with a nutritionist to promote the benefits of key ingredients in the products of one supplement brand partner, which has proven a very effective way of raising awareness of a brand that has been on sale in China for less than a year.

Working with regional KOLs can allow a brand to pursue a single-city entry strategy for China, and focus its marketing efforts and logistics infrastructure on a single city, such as Guangzhou or Shenzhen.

## WEITAO

Alibaba's micro-blogging feature is designed to allow merchants selling on Tmall or Taobao to connect with fans of the brand. Customers can visit a brand's Weitao page via its Tmall flagship store, and access editorial content from the brand, Livestreaming programmes and see soon-to-launch items, so they can bookmark them and receive reminders when they are available to buy.

In late 2019 the layout of Weitao was updated to give more personalised experiences, particularly to loyal customers. When a consumer visits a brand's Weitao page they see a personalised thermometer graphic that displays their customer engagement score.

The more they interact with content, add products to their shopping cart, make a purchase or leave a review, the higher their score gets. Customers are rewarded with increased perks and benefits from the brand the higher their engagement score gets.

## WEIBO

Weibo is China's equivalent of Twitter, and brands must register for an official account on the platform, use paid advertising and invest in high-quality organic content if they want to build an audience there and use it as an engagement channel.

With 497 million active monthly users, and 216 million active daily users in 2019, the platform has carved out a niche to differentiate itself from WeChat. Posts must be less than 2,000 Chinese characters, but Weibo also allows live broadcasting, polls, paid posting and paid subscriptions.

## WECHAT

Its large Chinese user base makes it an obvious choice for posting organic and sponsored content related to your brand that can both engage existing customers and raise awareness with new ones.

Like Facebook in the West, as WeChat has evolved it has also been very good at developing its older user base, who may not be reached by other online marketing channels. It has more than 60 million users aged 55 or older, its fastest growing user segment.

## OFFLINE MARKETING CHANNELS

Despite China's fast adoption of all things digital, offline channels including outdoor advertising at public transport hubs and referral programmes can also influence new customers.

QR codes and other trackable links can be utilised to ensure that return on investment is accurately measured, and any product experts or businesses taking part in the referral scheme receive a percentage of the sales that they generate for your Tmall store.

## LIVESTREAMING

This channel was already proving popular with brands in certain categories such as beauty, but the COVID-19 lockdown in China saw an explosion in Livestreaming that's here to stay.

Alibaba says that its Taobao Live platform saw a massive 719% month-on-month surge in first-time livestreaming merchants in February, as the lockdown took hold.

In late 2019, 350,000 hours a day of Taobao Live programmes were being watched by Chinese consumers. This rose sharply during lockdown, and Alibaba says that the number has not fallen back to pre-COVID levels though physical stores have reopened.

Practicology has successfully employed livestreaming for several of the brands we trade – both to feature



our brands within multi-brand shows, and shows that are dedicated to our products and are presented by our own team.

We have achieved a 27% daily sales uplift with regular 3-hour livestreaming sessions for one of our brand partners; and are now streaming shows for more of our brands.

## LITTLE RED BOOK

RED is a useful channel for raising awareness of new brands and products through paid recommendations by influencers. The social commerce platform specialises in promoting fashion, beauty and other premium Western items to affluent younger women in China's larger cities.

However, there is evidence that its number of monthly active users fell during 2019 after it was temporarily delisted from many app stores. Its monthly users were estimated at 73 million in late 2019, down from a peak 93 million in June 2019.

Influencers must have more than 5,000 followers - and more than 10,000 average post views in the preceding month - to post paid content for a brand. From January 2020 influencers have also had to pay RED a percentage of the fee they earn from brands for paid posts.

## DOUYIN – AKA TIKTOK

TikTok – or Douyin in China – is the short-form video social platform that has created a new breed of influencers, and particularly reaches younger consumers. 32% of its users in China are under 25, with another 51% in the 25-35 age group.

Douyin had 400 million daily active users in January 2020, up from 250 million in January 2019. The app is important to watch even if you aren't actively posting brand content or working with influencers who use the platform.

Videos that go viral featuring products quickly translate into increased product searches on Tmall. For example, consumers wanting to buy toys will search Tmall for terms such as "Douyin toys" to find products they have seen in videos. That search term is almost as popular as other generic terms customers use such as "Toys for girls", "Toys for babies" or "Educational toys".

# About Practicology & Pattern

Practicology and its parent company Pattern are the ecommerce partner to a growing number of global consumer brands. Practicology is a Tmall three-star Trade Partner and Pattern is one of Amazon's biggest sellers in the world. Together we have unrivalled marketplace expertise.

Practicology's ecommerce consultancy has a track-record of supporting retailers and consumer brands with their China ecommerce challenges, including market entry strategies, roadmaps for growth, and trading and marketing their direct-to-consumer websites.

Our Tmall Trade Partner business works with brands to launch them on the platform, and increasingly we are also taking control of underperforming Tmall

stores to support their turnaround. With staff on the ground in the USA, UK, UAE, Australia, and Greater China – we blend Western account management with local Chinese ecommerce and digital marketing expertise.

Recently, we've applied Pattern's marketplace business model to China too, partnering with brands to buy their stock and take care of everything else required to run their Tmall store. This model de-risks trading on Tmall, while offering both parties rewards when we achieve the profitable growth that we promise.

Contact us now to discuss how we could support your Tmall sales, or other ecommerce or marketplace challenges that you face.

[hello@practicology.com](mailto:hello@practicology.com)