CHINA KOL
MARKET PRACTICE

An R3 White Paper

PREFACE
前言

The rapid development of digital communication in recent years has made marketers realize the crucial role that KOL marketing plays within wider social strategy.

在过去的几年中，中国的数字营销市场发展迅速，社会化媒体的营销传播行为受到市场广泛认可的同时，市场主针对KOL营销的使用频次和重视程度都在持续提升。

However, the fragmentation and decentralization of social media has led to concerns and challenges in everyday dealings related to KOL collaborations, and the varied characteristics and rules by industry have led to a lack of rational management and evaluation mechanisms.

同时，社会化媒体的碎片化和分散性导致了市场主在日常KOL营销工作中，有众多疑惑和问题。针对不同行业领域的特点和规则，导致了KOL使用过程中，缺乏合理的管理和评估机制。

As an independent consultancy specializing in marketing optimization, R3 has always made it a priority to educate clients with in-depth insight and knowledge. Given the long relationships we have with top brands, we hope to provide targeted solutions to marketers on KOL marketing practice to help them avoid unnecessary risks and losses.

胜三作为专注于市场营销效果优化的管理咨询公司，针对中国市场中不同行业的市场主KOL营销行为有深入的见解，也希望能通过自身经验的积累，提供有针对性的优化解决方案，协助市场主在KOL营销过程中，避免不必要的风险和损失。

This white paper highlights a selection of industry best-practices and case studies related to the daily operation of KOL marketing. We hope this provides inspiration to all who need it.

此白皮书着重诠释了KOL市场中，和市场主日常工作相关的行业规则及优秀案例分享，希望对您有所启发。

谢谢观看！

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OVERVIEW OF DIGITAL MARKETING INVESTMENT TRENDS
数字营销市场总结

1 Digital marketing in 2019 is reaching an average growth rate of 20%, this is more than in 2017 and 2018.
市场主数字预算平均增长20%，较2017和2018年有稳定提升

2 79% of marketers will increase their budget on digital marketing; the average rate of growth is 20%.
79%的市场主会继续增加数字营销预算比例，平均涨幅超过20%

3 81% of marketers will continue to grow their investment in social marketing, an increase of 21%.
81%的市场主对于社会化营销的投入会继续增长，涨幅超过21%
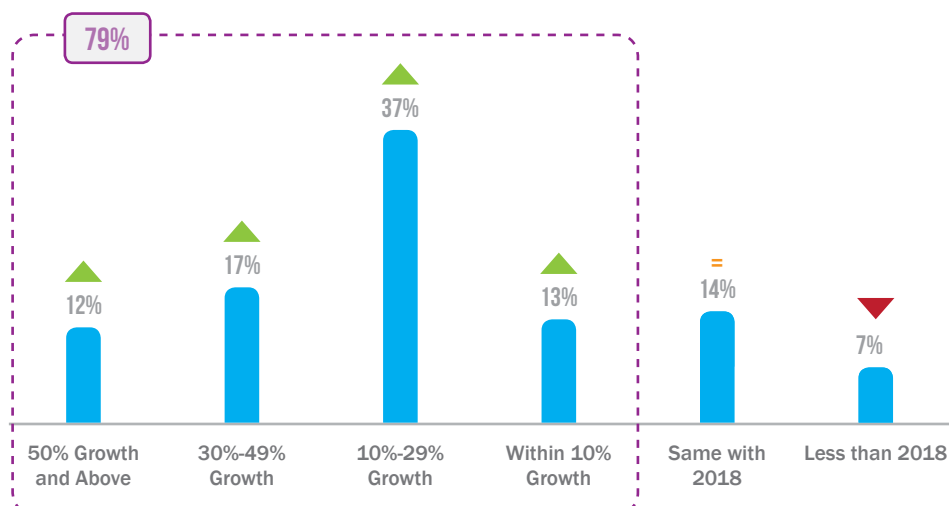
2019
20%
AVERAGE GROWTH

2019
79%
INCREASE BUDGETS

2019
21%
INCREASE GROWTH

79%

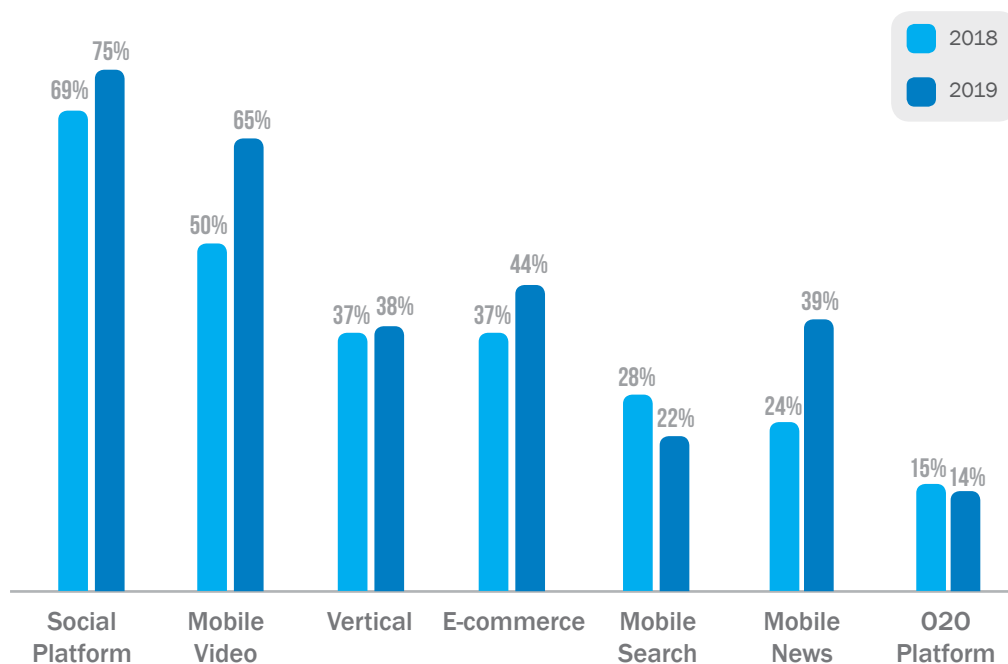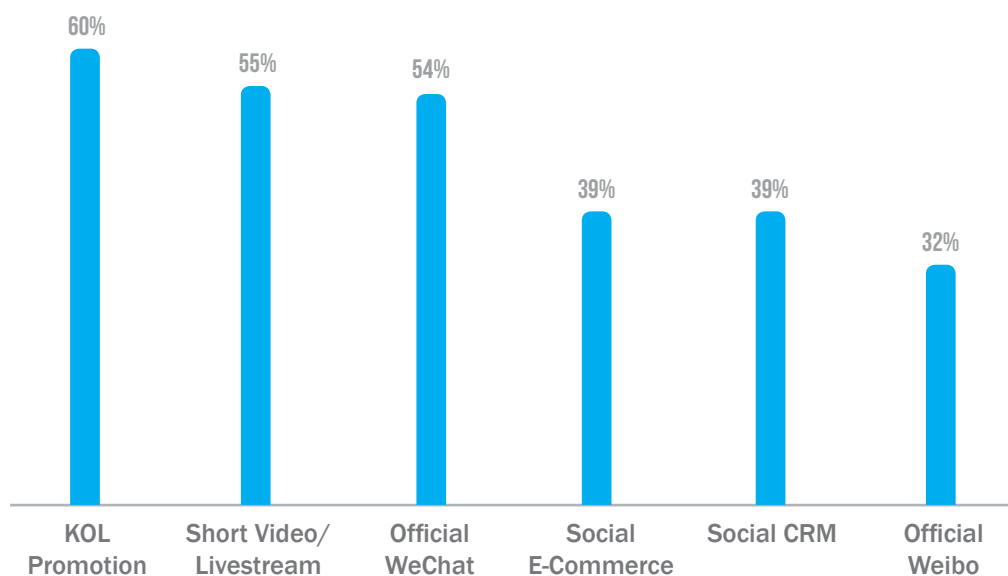| 50% Growth and Above	30%-49% Growth	10%-29% Growth	Within 10% Growth	Same with 2018	Less than 2018
12%	17%	37%	13%	14%	7%

Source: Admaster 2019中国数字营销趋势报告

As the digital marketing landscape changes, mobile, social platforms, mobile video, and e-commerce are key media verticals for marketers.

PC端，搜索引擎，社交媒体和视频网站依然是重点投放媒体。移动端，社交平台，垂直平台和电商平台的关注度也在持续上升。

KOL, short videos, live streaming, and official WeChat account management are key points of digital marketing now and in the future.

社会化营销方面，KOL，短视频，直播依然会是未来数字营销行业的关注重点。

Source: Admaster 2019中国数字营销趋势报告

KOL ENGAGEMENT PROCESS
KOL营销流程

STRATEGY 策略

- Campaign Target
- Communication Strategy
- Market Insights

- 营销目标
- 传播策略
- 行业洞察

RESOURCE 资源

- Brand Matching
- Content Evaluation
- Historical Cases

- 品牌基因匹配度
- 内容共建预期
- 过往案例

EXECUTION 执行

- Content Co-creation
- Differentiate Customization
- Channel Spread Distribution

- 内容共建
- 区别化定制
- 传播分发

PURCHASING 采买

- Budget Adjustment
- Price Negotiation

- 比价议价
- 预算调整

EVALUATION 评估

- Performance Evaluation
- Market Feedback
- Maintenance Assessment

- 执行效果
- 市场反馈
- 评估维护

KOL CAMPAIGN STRATEGY
市场主KOL合作策略演变

Ever since KOL partnerships have become an important part of overall marketing strategy, marketers have worked with KOLs in these three ways:

在过去的很长一段时间内，市场主在选择与KOL合作中，主要集中在以下三个大方向：

BRANDS AND KOLS COOPERATE TO EXCHANGE RESOURCE AND CONTENT

Top tier celebrities participate in brand events or conduct live broadcasts to drive traffic. Brands utilize the influence of KOLs to deliver key messages to boost brand awareness and brand image and improve sales and drive intent.

品牌和KOL在资源和内容上的合作

大品牌邀请网红参加活动，或者进行品牌相关的直播，在公众号里进行品牌内容的植入等，KOL借用自身在网络垂直领域的影响力，为品牌增加声量，或者提高电商销售。

COMMUNICATE MEANINGFUL AND PROFESSIONAL MESSAGES ON VERTICAL MEDIA TO TARGET AUDIENCES

Newly established brands or categories (maternal, infant, automobile) with clear target consumer profiles often select bulletin board sites (BBS) and specific social platforms for highly defined communication.

品牌在专业垂直类网站上（针对精准受众群）利用 KOL 进行目的性强的传播

初创品牌或者目标受众非常明确的品类（母婴，汽车）等利用垂直平台，选取BBS KOL, QQ群 KOL，进行目的性极强的传播。

CULTIVATES CORE USERS TO BECOME BRAND KOLS TO INFLUENCE EVEN MORE USERS

Marketers are taking advantage of their own assets to develop loyal customers and groom them into brand advocates and social KOLs.

品牌培养自身的核心用户成为KOL影响更多用户

品牌利用自身的平台优势，发展核心用户，养成品牌自身的KOL, 从而利用核心用户影响更多用户。

In addition, marketers thrive on innovative content formats. More brands are applying UGC and PCG content into their social activities to stimulate and encourage wider sharing of their messages within the communication ecosystem.

与此同时，市场主一直在尝试内容层面的创新，以及如何增加KOL和粉丝在市场活动中的发言权，例如UGC和PGC的内容引导，激发更广泛的圈层传播。

KOL SOCIAL MEDIA LANDSCAPE IN CHINA
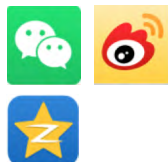## 中国KOL社交媒体生态

KOLs can be found in every corner of the internet, even on emerging platforms in the content industry. From platforms positioning social function as their core value such as IMS, SNS and interest-based social networks, to derivative social platforms such as entertainment, news and e-commerce. Furthermore, KOLs are expanding their reach across channels to enhance their visibility and viewership.

随着互联网的不断发展，不同的内容领域中有众多领域平台出现，不仅如此，越来越多的跨类别电商媒体平台也呈快速增长的趋势——从单一的即时信息、社交网络及兴趣社区为代表的以社交功能为主要价值的核心社交媒体平台，到包括影音娱乐、知识资讯及电商平台的衍生社交媒体平台，KOL已渗透到各个具有社交属性的平台之中。不仅如此，大多KOL为了迎合市场需求，在结合自身优势和内容属性的多个平台同时发布作品，以拓展其影响深度及影响范围，并进一步提升知名度及增加流量。
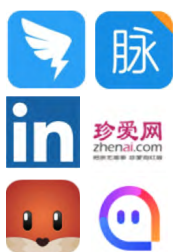
KOL SOCIAL MEDIA LANDSCAPE IN CHINA

Core Social Media
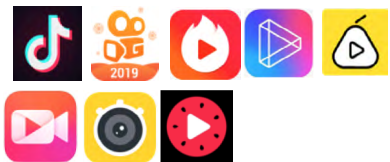- IMS/Micro-blog
- People
- Interest

Entertainment
- Audio
- Video
- Short Video
- Livestream
- Photo

News & Vertical
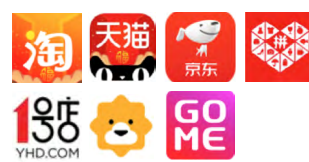- Q/A & Encyclopedia
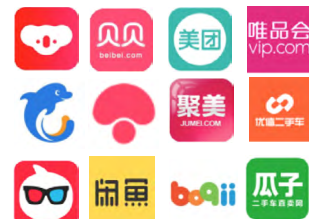- News
- Vertical

E-Commerce
- Integrated Shopping
- Vertical Shopping
- Boutique & Shopping Guide
- Payment/Finance

KOL CAMPAIGN CONSIDERATIONS
与KOL合作

A successful KOL campaign requires a carefully designed process which heavily relies on identifying a KOL suitable for a brand's position and tonality. Matching the target consumers' social behavior to a KOL's fan base is often a key challenge.

成功的KOL营销活动需要找到适合你品牌定位和风格的KOL，如何确定粉丝和自己的品牌受众群体相吻合的同时，如何更好的确定合适的人选以及合作模式是每个市场主都会面临的挑战。

CONSIDERING THE ACTUAL NEEDS OF CONSUMERS

When marketers select KOLs, in addition to considering the platform, attributes and other general criteria, it is also crucial to understand the needs of consumers so as to avoid the emotional downside caused by heavily emphasized commercialization.

考虑消费者的真实需求

在选择KOL合作时，市场主需要考虑KOL平台，属性以及消费者的真实需求，避免过于商业化而导致粉丝的抵触心理。

CONTENT CUSTOMIZATION FOR DIFFERENT TYPES OF CONSUMERS

Instead of delivering messages directly from a brand's perspective, it is crucial to consider variations in content based on the different types of target audiences. Excellent social campaigns highlight ideas and messages adapted to fan behavior.

定制化内容针对不同消费者

推广内容要从用户的需求出发，根据不同KOL粉丝群体的兴趣点来定制，而不是只表达品牌主想推广的内容。多数时好的做法为延续或依托KOL现有资源进行略微调整保持一致性 。

CONSIDERING THE TARGET AUDIENCE'S SOCIAL MEDIA HABITS

Market share of the social platform is often a factor most considered by marketers, but a series of social media user information such as post time, frequency, and average response should also be studied before making the final decision.

考虑TA社交媒体使用习惯

社交媒体平台的市场占有率往往是被市场主考虑最多的因素，但发文时间，频次等一系列社交媒体使用信息也是必须要考虑到的条件。

INCUBATE AND DEVELOP A BRAND'S KOLS

To avoid the excessive consumption of top-level resource, marketers should consider more selective long-term cooperation with KOLs to deepen loyalty and attachment to the brand. This stimulates UGC and PGC content for targeted communication.
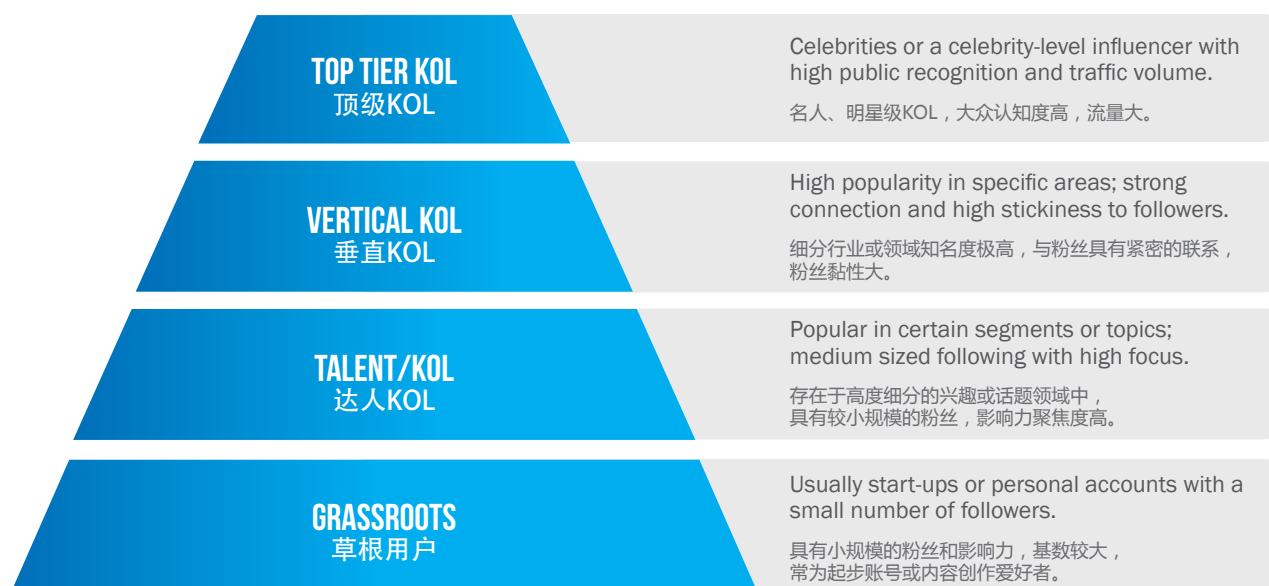
协同孵化和发展KOL

市场主应当更加有选择性的保持长期的KOL合作来更加深KOL以及其粉丝对品牌的忠诚度的同时，有效的避免了顶端资源的过度消费。

KOL TIERS
KOL层级分类

KOLs can be tiered by degree of influence:

KOL根据影响力的深度及广度可分为不同层级：

TOP TIER KOL 顶级KOL	Celebrities or a celebrity-level influencer with high public recognition and traffic volume. 名人、明星级KOL，大众认知度高，流量大。
VERTICAL KOL 垂直KOL	High popularity in specific areas; strong connection and high stickiness to followers. 细分行业或领域知名度极高，与粉丝具有紧密的联系，粉丝黏性大。
TALENT/KOL 达人KOL	Popular in certain segments or topics; medium sized following with high focus. 存在于高度细分的兴趣或话题领域中，具有较小规模的粉丝，影响力聚焦度高。
GRASSROOTS 草根用户	Usually start-ups or personal accounts with a small number of followers. 具有小规模的粉丝和影响力，基数较大，常为起步账号或内容创作爱好者。

KEY POINTS WHEN WORKING WITH KOLS
KOL营销节点

How to maximize KOL collaborations with a simple, but effective, process is a question every marketer should consider.

在整个营销过程中，如何充分发挥KOL传播的资源优势是每一个市场主都需要集中思考的环节。

SEPARATE KOLS BY DEFINITION

Define a clear objective and approach influencers accordingly. Allocate a budget and select suitable groups with reasonable intent.

VOLUME: Quickly build awareness and generate traffic

VERTICAL: Provide professional and valuable content to specific audiences

Use volume type as the main driving force for improving exposure and awareness. Choose vertical type as supplementary to increase professionalism and credibility. Take control of overall content delivery and deep dive into multiple circles of target audiences.

分清KOL圈层

清楚定位营销目的，区别对待不同类型的KOL，按照既有的需求，合理分配KOL预算的同时，优选合作名单和方式

声量型： 迅速建立影响力，提供流量价值
垂直型： 输出专业简介，有价值的内容产出

以声量型合作为主要出口，迅速提高曝光和影响力，并以垂直型KOL作为辅助，增加内容的专业性和可信度。 整体的内容传播控制在合理的范围之内，深耕圈层的广度和深度 。

FOCUS ON CONTENT QUALITY

Marketers should review brand image and product features with KOLs; walking through the process of awareness to consideration, to ensure that key messages are echoed and delivered each step of the way. During the stage of content output, brands and KOLs have a binding relationship. Thus, the combination of strategy and depth of content quality should be considered top priority. Often, a third-party voice with subjective tonality is more easily accepted.

注重内容质量

品牌需要和KOL一起走进产品挖掘细节，以讲解、内化、感受三步，有层次的主动输出有价值的内容，一步步引导消费者产生共鸣。

在输出内容这个阶段里，品牌主和KOL有深度的捆绑关系，以高度的品牌策略输出加上KOL符合粉丝调性口味的深度共创，KOL本人发声的效果比第三者角度自说自话更容易被接纳。

KOL SEARCH ENGINES AND MCNS BECOME MAINSTREAM
KOL搜索引擎及MCN机构逐渐成为主流 KOL资源终端

Booming since 2016, the increasing need for KOL marketing has directly contributed to the frenzied expansion of MCNs (multi-channel networks) and KOL search engines.

KOL search engines mainly function as data pools and monitoring systems. With ever-developing AI and blockchain technology, some of these search engines are transforming to include media buy. KOLs engaged through such methods are mostly independent KOLs with medium to small followings.

Concurrently, MCNs are expanding commercially to fill the role of professional agency and content developer. As a third-party acting between KOLs and marketers, MCNs expand their resources by contracting independent KOLs or establishing new KOLs. They provide content solutions to marketers, while at the same time, provide stable business opportunities for KOLs.
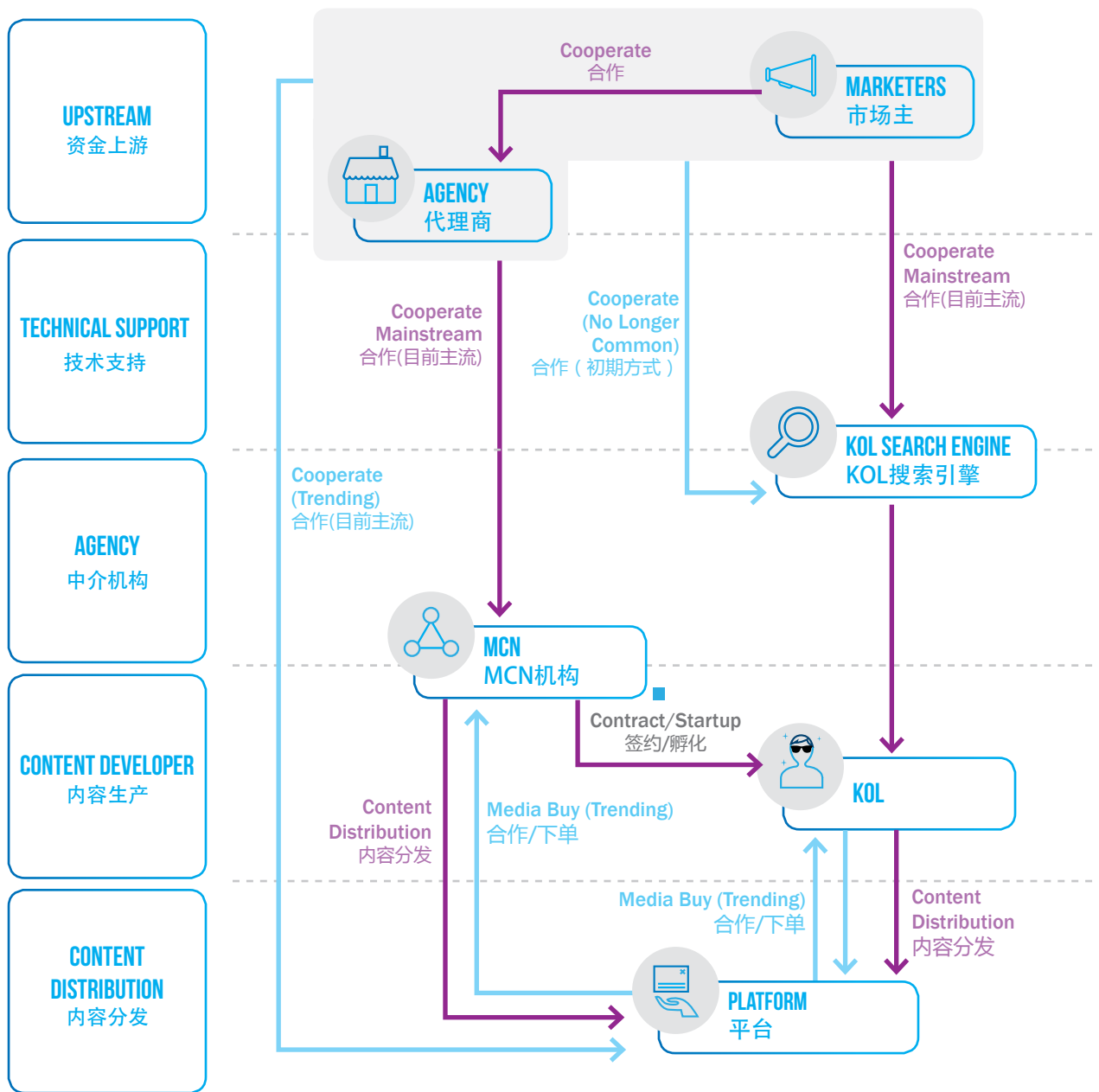
Ever since 2017, content platforms have changed from being in direct competition with MCNs, to becoming dynamic partners in providing technology-based solutions.

2016年起，中国国内的KOL经济迎来的高速的增长，KOL的规模变得空前庞大，市场主的KOL营销需求也不断增长；在此背景下，一系列的第三方机构逐步涌现，其中包括KOL搜索引擎及MCN机构。KOL搜索引擎最初以KOL数据收集及分析评估为主，近年来在AI、区块链等最新技术的驱动下日趋成熟，部分转型为"搜索引擎+KOL匹配下单"的商业模式，平台内签约主要以独立运营的中小型KOL为主。

与此同时，MCN也迎来了高速的成长时代，逐渐成为商业模式逐步完善的中介机构及内容生产方。MCN是职业的KOL代理机构，有签约、孵化等各种拓展模式，可以平衡市场的信息不对称，为内容创作者提供更多内容创作的机会及营收，对外以专业模式包装及打包进行渠道推广，可为资金方提供较为模块化、专业化的产品及服务。因KOL营销资源较为琐碎，相较于非商业化/低商业化KOL及独立KOL，MCN机构作为内容生产方的资源面覆盖更广泛，工作流程专业化，可控性更强，因此更多的上游资源方越来越偏好于MCN机构合作。自2017年起，各平台也逐渐从单一的与MCN的竞争关系转型为动态的合作关系，主流平台目前均已对MCN开放商务权限，并面向MCN机构推出B2B服务以提供赋能。

KOL MARKETING BUDGET FLOW
KOL营销资金流动图

UPSTREAM
资金上游

TECHNICAL SUPPORT
技术支持

AGENCY
中介机构

CONTENT DEVELOPER
内容生产

CONTENT DISTRIBUTION
内容分发

Cooperate
合作

MARKETERS
市场主

AGENCY
代理商

Cooperate Mainstream
合作(目前主流)

Cooperate (No Longer Common)
合作（初期方式）

Cooperate Mainstream
合作(目前主流)

KOL SEARCH ENGINE
KOL搜索引擎

Cooperate (Trending)
合作(目前主流)

MCN
MCN机构

Contract/Startup
签约/孵化

KOL

Content Distribution
内容分发

Media Buy (Trending)
合作/下单

Media Buy (Trending)
合作/下单

Content Distribution
内容分发

PLATFORM
平台

DYNAMIC BALANCE BETWEEN SERVICE PROVIDERS
产业链中各服务方的动态平衡

Platform penetration upstream will intensify competition between KOL search engines, MCNs and KOLs themselves. In this context, it is necessary for marketers to manage different service providers and implement optimized working models that allow them to work with multiple parties based on marketing objectives.

博弈关系不仅存在于KOL搜索引擎和MCN机构和平台之间，更多MCN机构，KOL搜索引擎和平台向营销资金上游的渗透将会进一步加剧代理商与各服务方的博弈。在此背景下，市场主可根据各方的优劣势进行权衡和梳理，根据市场主的营销目标和和内部状况来打造一套适宜自己的工作模式，有机地结合与各个服务方的合作。

PROS
- Deep insight to marketers
- Extensive marketer networks
- Good buying power, competitive rate available

CONS
- Less resource and longer paths of communication

优势
- 与市场主合作历史相对较长，从长远角度了解市场主企业文化及需求，进行深度的创意策划
- 与多个市场主合作较多，上游资源相对丰富
- 采买量大，可拿到较有竞争力的价格

劣势
- 一手资源较少，沟通路径较长

PROS
- High technical ability and creativity
- Able to provide integrated marketing solutions with ad buys
- Wide coverage of KOLs and MCNs empowered by platform

CONS
- Low cross-platform capability; limited to use of a single platform or some resources within the system

优势
- 技术资源强大，创新基础好
- 可结合平台的硬广进行整合营销
- KOL及MCN涵盖范围广，可用本平台资源赋能

劣势
- 跨平台能力较低，只能使用单平台或体系内部分资源

AGENCY
代理商

PLATFORM
平台

MARKETER
市场主

MCN

KOL SEARCH ENGINE
KOL搜索引擎

PROS
- First-hand KOL resource, wide coverage of all tiers
- Package is available
- Good cross-platform distribution ability

CONS
- Top-tier KOLs are of high cost

优势
- 拥有一手的KOL资源，且KOL层次丰富，能提供打包方案可跨多平台进行内容分发

劣势
- 对于头部账号议价能力较高，成本上升

PROS
- Extensive KOL data, algorithm to help marketers to choose KOLs
- Abundant mid to small size KOLs

CONS
- Few top-tier KOLs, limited coverage of communication

优势
- 数据收罗相对较全，算法技术可帮助市场主匹配KOL较多中小型KOL下单资源

劣势
- 头部账号资源较少，覆盖能力有限

PLATFORMS ARE MOVING UPSTREAM
平台对上游资源逐步渗透

Although social platforms are working closely with MCNs and KOL search engines on content distribution, long-term competition arises when it comes to profit distribution. With third-party commercial behavior no longer restricted, platforms are now moving upstream towards marketers by empowering third parties with technology and managing third party commerce on their platforms.

Furthermore, development in AI and algorithms provide a solid basis for platforms to partially replace MCNs. It is predicted that platforms will continue to work closer with marketers by offering exclusive resource (e.g. exclusive advertising segments) and evolving technology.

KOL搜索引擎与MCN机构与平台间虽然在商业模式上具有共生关系，但在利益空间的分配上具有长期的博弈关系，从平台拒绝第三方在平台内的商业行为，到协作和赋能，如今平台已逐渐开始通过商业行为统一平台化管理，开设平台自有的MCN机构等方式向营销资金的上游渗透。此外，人工智能和算法的快速发展及更新迭代直接为平台进一步实现MCN的部分职能提供了良好的科技基础。在未来，平台可凭借其资源广度及内部独有资源（如特殊点位硬广）及快速迭代的终端技术进一步吸引并抢占上游资源。

HOW MARKETERS ARE WORKING WITH KOLS
市场主与KOL的合作模式分析

	DIRECT BUY	VIA KOL SEARCH ENGINE (KOL BUY PLATFORM)	MCN	PLATFORM
PROS	• Direct communication for content developer to understand marketer's needs • Flexible cooperation • 内容沟通路径较短，内容创作终端直接了解市场主需求 • 操作模式较为灵活	• Clear presentation • Good price transparency, effective KOL pairing • Abundant KOL resource from mid to small followings; good option for lower cost • 系统化前端展示，一目了然 • 价格透明度较高，部分可根据结果结算 • 技术赋能，可有效匹配KOL • 中小型KOL的资源较丰富，成本较容易控制	• Professional agents who know the market and KOLs well • Able to provide packages of various tiers • Stable relationships with better control of results • 专业经理人更加了解市场主的商业需求，市场主可以更快了解KOL • 可组合不同层次的KOL提供打包服务 • 合作关系较为稳定，流程更加可控	• Platform is able to provide solutions based on its own features • Lower financial risk • Integrated marketing campaign can be launched with ad buy • 平台方可提出更加适宜本平台的传播方法及内容属性 • 资源庞大，可更好匹配市场主需求 • 平台资金雄厚，合作风险较低 • 可同平台硬广投放t进行综合营销
CONS	• Very time-consuming; KOL has limited time to talk • Time intensive to produce content • Unstable relations, low price transparency • 单点联系的沟通时间成本高，KOL的回复率有限 • 前期对接沟通时间较长 • 合作关系较不稳定，价格不透明	• Insufficient top-tier KOLs; limited coverage • Less customized experience • 头部账号及名人型KOL资源较少，覆盖面有限 • 前端较为模式化，专家针对客户服务的能力有限	• Big gap between MCNs; need to identify good ones • Markups apply, cost will go up • MCN机构水平良莠不齐，有一定试错风险 • MCN机构有一定定价能力，成本上升	• Further markup will be applied, cost will drastically go up • Lack of cross-platform ability • 平台方与KOL或MCN机构参与分成，成本进一步上升 • 单一平台的跨平台能力有限

Marketing budgets move towards platforms   市场主资金逐渐向平台方靠拢 →

PREFERENCE TOWARDS PLATFORMS BY INDUSTRY
行业标杆市场主对于KOL营销平台具有不同偏好

	AUTO 汽车	COSMETICS 美妆	BABY & MOTHER 母婴	FMCG 快消	E-COMMS 电商	FASHION 时尚	HEALTH 健康
CORE SOCIAL MEDIA (IMS/Micro-blog/People/Interest) 核心社交 (新鲜事、交友、兴趣)	● (large)	● (large)	● (medium)	● (large)	● (large)	● (large)	● (large)
ENTERTAINMENT (Audio/Video/Short-Video/Live Stream/Photo) 影音娱乐 (音乐、综合视频、短视频、直播、图片)	● (large)	● (large)	● (small)	● (large)	● (large)	● (medium)	● (small)
NEWS & VERTICAL (Q/A/Encyclopedia/News/Vertical) 知识资讯 (问答百科、新闻、垂直资讯)	● (large)	● (small)	● (large)	● (small)	● (medium)	● (small)	● (large)
E-COMMERCE (Integrated Shopping/Vertical Shopping/Boutique & Shopping Guide/Payment & Finance) 电商 (综合购物、垂直电商、精品导购、支付金融)	● (small)	● (medium)	● (medium)	● (large)		● (medium)	● (medium)

SINGLE AGENCY MODEL VS. CONTENT AND BUYING SEPARATION
单一媒介公司策略兼采买 vs. 媒介策划与采买分离

In recent years, in the field of traditional media, some marketers have separated media planning and purchasing to maximize and maintain competitiveness and cost efficiency. This dramatic increase in demand for KOL marketing has resulted in costs rising to a certain level where it should be viewed as an important aspect of media spend.

近年来，在传统媒介领域，一部分行业标杆市场主将媒介策划与采买分离，以最大程度提高并保持传统媒介营销的竞争力。如今，KOL营销需求如今已成为市场主的主要营销工具之一，此领域花费逐年上升，而KOL营销相关的代理商的职能逐渐分散化、专业化；而KOL作为非传统媒介也在未来逐渐转型为采买分离，市场主可根据企业的营销目标和需求制定相应的KOL采买管理策略。

	ALL IN ONE 媒介策划加采买	SEPARATION 媒介策划与采买分离
PROS 优势	• Better synergy and reduced communications cost • Better adaptation from strategy to execution • Clear project ownership and accountability • 减少市场主不必要的媒介协同和管理成本 • 在媒介执行上可以更好地适应媒介策划方案 • 清晰的项目主导性划分及问责制	• Cost advantage • Easier management process and clear agency R&R • Better transparency and compliance • 媒介采买价格上更具优势 • 市场主可以及时更换不合规的媒介策划或购买公司 • 保证媒介策划公司和采买公司的高度透明度
CONS 劣势	• Harder to identify suitable all-in-one agency • Third-party tracking is needed for better ROI justification • 花费更高的时间和工作成本去做采买一体代理商的招标 • 在媒介审计有效性上需要更多第三方的资源	• Higher communication cost between marketers and corresponding agencies. • Strategy and content not being executed 100% • No clear division of accountability • 有造成策划和购买代理商之间较大沟通成本的可能性 • 媒介策划的策源和策划方案无法100%被执行，没有清晰的责任制划分

THE TRADE-OFF BETWEEN BRAND AWARENESS AND SALES
品牌和销量的权衡

CASCADING PROMOTION OF TARGET CONSUMPTION

Social media has the ability to capture and activate consumers in real time; around 72% of consumers interact with their favorite brands through social media. The growth in the number of online channels is sure to usher enhanced public opinion guidance from KOLs.

促进了消费层级的传导

社交媒体拥有即时社交及实时捕捉并激活消费者的能力，约72%的消费者通过社交媒体与其钟爱的品牌进行互动，而线上渠道的爆发必然会伴随着KOL的舆论导向力度的增强。当KOL具有一定的舆论导向力度时，消费的层级观点就变得更加明显。

PROMPTING VIRAL COMMUNICATION

Viral communication is an important way for brands to increase their exposure. The impact of widely accepted multiple exposure on users in traditional media also exists in social media. Through using different types of KOLs to cover and influence a variety of audiences, brands are persistently reaching out to consumers in order to build loyalty and trust.

促进了品牌理念的病毒传播

病毒传播是指一个内容能够如病毒般迅速传播到互联网的各个平台，而这种刷屏式传播，对于品牌来说是增强曝光量的重要手段。传统媒体领域广为人知的7次曝光对于用户的影响在社交媒体中也同样存在。通过不同的KOL去密集覆盖和影响某一类型或者某一个用户群，那么这个用户群也会被逐渐影响和改变，从而对KOL产生信任。

FORMING THE CLOSE LOOP OF COMMUNITY AWARENESS

Although KOLs share similar characteristics with celebrities, their most important role should be as community builders. KOLs bring users together based on their features and interests, and they keep the community active by constantly working to share new insights with the assembled group of people.

形成了社群类消费闭环

KOL虽然在互联网中具有名人的特质，但是其实他们更多承担的是社群建设者的角色。他们会将用户根据特性和兴趣聚集在一起，而他们在这个聚集的社群中更是要不停工作分享新的见解来维持社群活跃。

KOL EVALUATION PAIN POINTS
KOL评估方法痛点

Although there are many KOL marketing methodologies, tools and resources, an effective evaluation system is still an urgent necessity for marketers if they are to make breakthroughs in KOL marketing.

虽然目前市面上拥有较为丰富的KOL营销方法论、营销工具及营销资源，但依然缺乏一套科学有效的评估体系仍然为市场主在KOL营销过程中的重要痛点，行业在这方面亟待突破。

Current evaluation methods mainly include self-evaluation, KOL search engine evaluation and third-party data agency evaluation.

Self-evaluation is relatively straightforward and easy to maintain but lacks the objectivity, categorization and in-depth insight needed to evaluate KOL performance and provide long-term support to KOL marketing in the future.

KOL search engines are able to provide performance reports on KOL media buys. These highly visualized performance evaluations are based on multiple dimensions but are rather primary with minimal insight for support and lack of third-party verification.

A third-party data agency will be able to provide marketers with a highly customized evaluation covering multiple dimensions and in-depth data. However, there is often a lack of insight into connections between different dimensions as these agencies do not have relevant experience and knowledge in that vertical industry.

Transparency and fairness are still needed with the previously mentioned methods. The market is still in need of an objective, insightful evaluation system which enables marketers to continuously keep in track of the KOL market and optimize KOL marketing strategies.

目前，市场主做KOL营销后期的评估方法主要有自主评估、交易平台评估及第三方数据平台评估几种方式。借助评估工具的自主评估方法较为直观，并且有一定的KOL后期维护开放性，但此法比较主观，数据维度较少，分类不够准确，研究也容易较为浅显，不能深入分析KOL营销的表现。因此通常自主评估方法只能作为KOL营销评估的基本参考，长远来看并不足以为KOL营销活动提供足够的数据评估支持。

在市场主通过交易平台类进行KOL营销时，平台可为市场主提供营销结果评估报告。此方法可视化程度高，分析维度较多，可以对KOL的表现进行初步分析，但是分析层面较浅，无法通过行业洞察进行更加科学的观察，同时，数据的公平性及透明性缺乏更呈体系化的验证。

第三方数据可为市场主提供定制化的评估方案，具有数据抓取全面，评估维度较丰富的优点，然而分析视角较为单一，缺乏对各维度的关联分析，此外常常缺乏垂直领域的洞察，对于垂直领域的分析不够深入。

然而，以上提及的主流评估方式仍然不能满足市场主对于数据的公平性及透明性的要求，市面上目前仍然缺乏科学、客观、公平公正且具有行业洞察的评估体系，以辅助市场主制定并优化日益增长的KOL营销需求。

FURTHER THOUGHTS ON KOL MARKETING TRANSFORMATION
KOL评估方法痛点

SERVICE PROVIDER
服务方

Marketer
市场主

Creative Agency/ Social Agency
创意/社会化代理商

MCN

Platform
平台

PROCESS
流程路径

Creative & Production
创意 & 制作

Resource & Media Buy
资源 & 采买

Monitoring & Evaluation
监测 & 评估

CHALLENGE AND THOUGHTS
挑战与思考

Challenge: Rapid development of industry; KOL distributes content on multiple channels; limited time to keep track of all information in the industry

Thoughts: Grasp key trends and key industry resources including agencies and key platforms; set up an effective working module to achieve up-to-date service and resources

挑战：行业内部更新迭代速度极快，KOL多平台化，市场主精力非常有限，难以对行业有不断更新的全盘洞察

思考：紧抓重点，重点了解市场趋势及行业内部资源(代理商和平台资源)，建立适宜市场主自身情况及发展目标的工作模型，获取优质的营销策划服务

Media Buy Agency
采买代理商

MCN

KOL Search Engine
KOL搜索引擎

Platforms
平台

Challenge: KOL resource keeps updating all the time; hard to raise the effectiveness of the growing marketing spend

Thoughts: Optimize KOL media buy working module; keep updating database; transfer focus from media buy result to buying process; raise effectiveness by working with different service providers based on individual features

挑战：KOL资源的更新速度远高于传统媒介，且此领域营销花费不断增加，如何选好资源，如何买好资源仍是一大难题

思考：优化创意和采买体系，梳理资源并不断更新优化数据库。增加关注维度，从单纯资源代理向投放过程服务聚焦，结合代理商/平台/MCN自身资源帮助市场主更加优质和高效地进行广告投放

Platforms
平台

KOL Search Engine
KOL搜索引擎

Data Agency
数据代理商

Challenge: Data authenticity is yet to be confirmed; hard to optimize strategy with inaccurate data

Thoughts: Set-up an all-in-one data management system with multiple references from different service providers; introduce a third-party audit to raise effectiveness of cost

挑战：数据真实性有待考证，平台方自有数据在立场上具有一定局限性，难以准确评估有效性及以此制定未来方向

思考：搭建全平台数据服务，整合多个平台数据提供综合参考和服务，引入第三方审计进行有效性优化

A MARKETER'S RESPONSE TO FUTURE DEVELOPMENTS
市场主该怎样应对未来变化

The ability for marketers to grow and evolve how they work with KOLs is becoming increasingly important as the social media landscape changes. Simply relying on agencies to select and launch KOL campaigns will diminish the Return on Investment for marketers and put them at risk of losing their competitive edge.

社会化媒介在不停进化中，对于市场主选择和KOL合作的成长和变化要求也是日益严峻，单纯的依靠代理商进行选择和投放只会让付出和回报的比率持续降低并有可能失去真正的品牌竞争力。

1 BE AWARE OF MARKET TRENDS

Internal teams should be equipped with the right tools and knowledge to respond to the ever-changing marketplace. Blindly following trends will result in diminishing results.

更加了解市场的变化

对于日新月异的市场变化，市场主内部团队应当具备相应的市场洞察和解读能力，人云亦云的跟风式投放效果将会大打折扣的同时，市场主内部团队的能力也会得到考验。

2 LET KOLS LEAD THE COLLABORATION

Instead of only using the KOL as the advocate, brands have the opportunity to become part of a KOL's asset ecosystem. Given the KOL's existing levels of influence, there may be other unexpected ways to collaborate and turn other opportunities into successful campaigns.

让KOL引导合作

当品牌与KOL合作时，品牌将成为KOL生态系统的一部分；KOL也将成为你品牌的延伸，他们能以一些未曾想过的形式呈现出你的产品。让影响者引导合作越多，其出现的机会就越多，对受众的吸引力就越大。

3

SELECT THE RIGHT PARTNER

When it comes to working with KOLs, make the effort to understand the KOL's ecosystem and how to best partner with them by selecting the right agency. There is currently no such thing as a 'one-stop shop.'

选择最适合的代理商

有针对性的选择最合适自己品牌的代理商来应对品牌的现有需求，牢记大而全并不代表能解决所有问题。

4

SET REALISTIC EXPECTATIONS AND BUDGET

A KOL campaign often takes time. Marketers need to find a balance between expectations and spend, and at the same time, prepare to make long-term investments, especially when working with mid-tier KOLs.

调整期望和预算

KOL营销是一场长期战役，市场主需要在期望和预算中寻求一个权衡，同时做好长期投入和持久孵化的准备。

5

ESTABLISH AN INTERNAL MANAGEMENT SYSTEM

A set of customized internal management systems that utilize external data will greatly benefit marketers working with KOLs.

市场主需要建立自主的KOL营销管理体系

一套完善也有针对性的内部管理体系和帮助市场主在KOL投放时起到决定性的效果。

BEST PRACTICE: KOL TRANSFORMS FROM PURE CONTENT DEVELOPER TO CREATIVE CENTRE
案例：头部KOL从单一内容创造者逐渐转型为创意中心

GOGOBOI GO"STEAL" LV WITH ME
gogoboi "跟我一起去<偷>LV的箱子"

Gogoboi, one of the most influential Chinese fashion bloggers, launched a HTML5 campaign with Louis Vuitton to provide a virtual sneak preview of the brand's upcoming 'VOLES, VOGUES, VOYAGEZ' exhibition.

In reaching 40 million people within 48 hours, generating more than 7.5 million views, 300,000 interactions and over 1,000 sign-ups to the offline experience, the campaign successfully publicized LV's offline activity online with in-depth content.

12月28日，时尚博主gogoboi的微信公众号和微博同时发出一条名为"跟我一起去<偷>LV的箱子"的链接，链接内容为gogoboi与奢侈品牌路易威登合作的H5互动游戏。在该游戏中，gogoboi为完成去"飞行，航行，旅行"（VOLEZ, VOGUEZ, VOYAGEZ）限时展览"偷"箱子的任务，带领读者探索和体验展览。

该H5互动游戏上线48小时内覆盖4000多万人次，相关内容阅读量逾750万人次，超过30万的读者参与链接互动，超过千人报名参与于1月8日举办的主题线下活动"博物馆奇妙之夜"。

R3 OBSERVATIONS

This creative campaign was conceptualized and developed by Gogoboi's internal team. Although a mini-site is not buzzworthy these days, Gogoboi is the first to initiate an interactive HTML5 virtual tour.

In recent years, fashion bloggers have transitioned from using single pictures and text to video. They have also made the shift from producing content on a single platform to being featured on multiple platforms with differentiated content. As a result, bloggers are playing an increasingly important role as a creative center that provides solutions to marketers as opposed to delivering pure content based on briefs.

Luxury brands have traditionally been extremely cautious when working with fashion bloggers, but Louis Vuitton's bold step with this partnership

will encourage more marketers to seek direct cooperation with top-tier bloggers on content development.

此次营销的创意是由博主内部团队提出并推进的。尽管H5互动游戏已经成为越来越多奢侈品牌线上营销的选择，但是此前还没有国内时尚博主尝试H5互动界面的案例，国外也鲜少有这样形式的合作。可以说，路易威登与gogoboi的合作是奢侈品牌在中国市场的特殊产物，也意味着内容生产的新鲜感越来越重要。

在过去几年间，全球时尚博主实现了从图文向视频的整体迁徙，不少时尚博主从幕后走向台前成为出镜博主，更是有不少KOL利用自身的行业中的积累及平台开放性的从单一的内容创造方逐步发展演化为了创意中心，而gogoboi正是其一。

在奢侈品行业中，尤其是对于一向与时尚博主谨慎合作的头部奢侈品品牌，从草根力量发展壮大的时尚博主还未获得完全认可，但是路易威登与gogoboi具有突破性的合作仍然被视为具有里程碑意义，头部奢侈品品牌对时尚博主的背书，势必将引领越来越多的品牌逐渐开始增加对于时尚博主作为创意中心的信任度，并寻求更多的直接合作。

BEST PRACTICE: KOL HELPS SPEED UP THE CONSUMER JOURNEY
案例：KOL帮助品牌缩短消费者路径

MR. BAG'S COLLABORATION WITH MULTIPLE LUXURY BRANDS
包先生与多品牌推出联名手袋

Mr. Bag is one of the first-tier vertical fashion bloggers to focus on luxury bags. Since his first collaboration with Strathberry in 2017 (when all exclusive products were sold out in one minute), he has continued to work with a series of luxury brands on exclusive collections, including Givenchy, Tod's, Longchamp, and Montblanc.

包先生是国内知名的时尚博主，专注于以国际一线奢侈品品牌的包包资讯。2017年1月包先生和苏格兰品牌Strathberry合作的两款迷你手包，在公号推送文章后一分钟内便售罄，随后的情人节，他和纪梵希合作推出一款名为Mini Horizon的粉色皮革手包，80只单价为14900元手包，在推文发布后12分钟内就被全部预订。此后，包先生先后Tod's、龙骧、万宝龙等品牌联名推出合作款，均取得了令人瞩目的销售成绩。

R3 OBSERVATIONS

KOLs rely heavily on followers, and as a result, are able to generate high-levels of engagement through effective comment and response. Simultaneously, followers act as a "mirror" for KOLs, providing data and content inspiration.

Leveraging this insight, KOLs have extended their role beyond being content developers. Extremely vertical KOLs are able to push sales for marketers to achieve short to mid-term targets, and drastically speed up the consumer journey from brand awareness to purchase.

Mr. Bag is a typical example of a KOL used to drive sales. In a collaboration with Tod's, Mr. Bag launched an exclusive 200 piece capsule collection that featured the color blue. This inspiration was drawn from his followers, who showed higher interaction rates when talking about blue bags when compared to other colors. The collaboration was successful. The 200 piece collection was sold out in a few hours and mentions increased by 600% on WeChat.

KOL作为依赖于社交媒体平台，是一种具有强烈的粉丝属性的一种媒介，可以通过品牌且有效的响应及评论，与粉丝建立更紧密的联系；于此同时，粉丝也成为KOL的一面镜子，帮助KOL获取数据和反馈，并转化为新的内容。

KOL从最初单纯的内容生产方，到后来一部分垂直度极高的KOL转型为"带货型" KOL，而"带货型" KOL正是市场主有效的营销媒介和营销工具之一，将冗长的品牌建设到最终转化购买的路径缩短，有效达到中短期目标。

在众多包先生联名合作中，Tod's与包先生的联名合作是很好的KOL管理案例。包先生推出了一款 200 件的 Tod's 胶囊系列，此次合作款里较多应用了蓝色元素，从皮革到针脚都是蓝色调，原因之一就是因为在包先生的微博里，关于浅蓝色包包的评论比其他任何其他颜色的评论都要多。而事实证明 Tod's 的合作证明非常成功，200件联名款包包在在几个小时内就售罄，同时包先生 x Tod's 的话题在微信上被提及的次数增长了近 600%。

BEST PRACTICE: GRADUAL KOL MARKETING MANAGEMENT
案例：精细化KOL营销以稳步发展品牌

LULULEMON'S GRADUAL KOL MANAGEMENT
Lululemon的"小众KOL"营销

Lululemon entered in Chinese market in 2013 and opened its first store in 2016. In the past a few years, Lululemon has seen a rapid growth in business----14 stores nationwide and 76% of growth in Q3 2018.

Unlike other major athletic brands, Lululemon has mostly focused on gradual KOL marketing, creating content through mid-sized to grassroot KOLs to penetrate the market. This has resulted in stable and long-term positive consumer connections and interactions.

自2013年Lululemon准备进入中国市场，2016年在中国大陆开设首家店铺起，Lululemon在短时间内从众多体育服装品牌中分割出一分市场，并在华迎来了快速的增长至如今在大陆地区的14家门店，并在2018年第三季度在中国的市场达到了76%的增长（固定汇率下）。

不同于同类品牌，Lululemon的KOL营销偏精细化运作，主要以垂直类和中段及草根的KOL制造流量，在中国市场仅少量运用明星进行品牌打造，准确把握了口碑营销的重要性，通过打造一支内部KOL队伍与消费者建立稳定的互动关系。

R3 OBSERVATIONS

Unlike conventional KOL arrangements where KOLs are predominantely used as outlets to distribute pictures and written scripts, Lululemon positioned target KOLs as platforms to build a sense of community. By having KOLs host experiential marketing events, and talking and listening to consumers, Lululemon was able to continuously optimize its communication strategies using gained insight.

The cost of KOL media buy using this method is much lower but effective. It is suited to marketers who want to reach specific groups of consumers at one stage, with the intent to expand reach to a larger segment of target consumers later.

Lululemon精细化运作主要体现在于，其借助KOL的力量并非作为单纯的发稿的信息传播，而是将KOL作为社区建立的媒介和工具辐射开来，营造社区氛围，打造了更偏向体验营销的传播活动，广借粉丝和KOL力量让消费者感知品牌，并借此收集消费者反馈以不断改良产品。

有别于传统的体育用品品牌的重金营销策略，Lululemon用一种接近"草根"的方式，低成本建立了极高的用户忠诚度，实现了小众到主流生活方式品牌的转变。

对于目标深耕相对小众市场以在未来一时期转向大众市场的市场主来说，借助有效的工具及小众的KOL进行精细化运作是相对高效的营销方法，更有助于在下一阶段强化传播至更广泛受众群。

BEST PRACTICE: CONTENT CO-CREATION BY USER AND KOL
案例：粉丝UGC与KOL的内容共创

DELL X GANGSIDA : MAKE THE NEXT SCENE SHINE BRIGHTER
戴尔 X 姜思达：下一幕更夺目

Gangsida is among the top fashion KOLs in China. His content is mainly produced in the style of documentaries and interviews, and his "real" and "straightforward" approach has resonated well with followers.

In the beginning of 2019, Dell worked with Gangsida to launch a video themed "Make the Next Scene Shine Brighter," emphasizing Dell's manifesto as well as suggesting a "new year resolution" concept. Unlike Gangsida's other commercial content, this video was co-created with Gangsida's followers by integrating their personal stories into a full 2018 narrative.

姜思达作为时尚类头部KOL之一，多以纪录片、访谈的形式与市场主进行商业合作。姜思达个人主打的"真实风格"和短片纪录式呈现相契合，收到了粉丝群正面的反馈。

在2019年开年之际，姜思达与戴尔合作推出了"下一幕更夺目"主题的短片，强调了戴尔的品牌主张，同时也巧妙结合了辞旧迎新的深层含义。不同于姜思达以往的商业合作，此次的内容创作过程深度的引入了粉丝UGC内容，从粉丝处收集的2018年的故事和照片进行创作成为一个完整的故事内容。
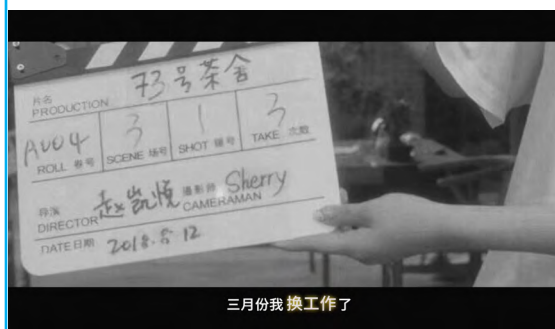
请大家在公司楼下喝了个酒

R3 OBSERVATIONS

Following the release of the video, a substantial number of followers who submitted their stories actively participated in the discussion under Gangsida's Weibo post. Some expressed surprise that their story had been selected, while others expressed regret for not being featured.

This is a strong indicator that the conventional audience-KOL relationship, where the audience is merely a listener, is gradually changing. KOLs are becoming more engaged with their followers, to the extent that followers are even able to be highly involved in the process of content creation. It is through this communication between brand and audience that higher effectiveness can be established.

在内容发布后，姜思达的微博评论中，参与了内容创作的粉丝给予了积极的响应，其中不乏有一些粉丝因内容被选用感到惊喜，更有一些粉丝因为内容未被选用感到遗憾。

这也恰恰说明了传统的"KOL为媒介，粉丝为听众"的关系正在逐渐发生着变化，粉丝和内容创造者之间的关系变得更加紧密，粉丝甚至可以深度参与到内容的创作中，从而达到品牌与消费者更段路径及更加高效的对话及沟通。
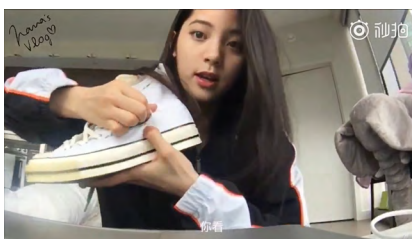

三月份我 换工作 了

BEST PRACTICE: VLOG MARKETING
HEATS UP IN CHINA
案例：VLOG成为市场主的下一个内容营销风口

NANA OU-YANG X CONVERSE
欧阳娜娜 X 匡威

Nana Ou-Yang was named a spokesperson for Converse in 2018. As a top vlogger on Vlog 6, Nana unboxed a new pair Converse shoes and talked about her experience of visiting an offline Converse shop to tailor-make a pair of Converse shoes. This triggered a trend in search online for Converse, and the vlog received positive feedback from followers.

As the short-video market expansion has already entered a new phase, vlogging is now seeing faster growth as a result of increased investment from major platforms. Nana's vlog is a typical example. According to data provided to SocialBeta by Toutiao, Nana's 12 vlogs exceeded a total viewership of 77 million. The topic "#Nana's Vlog" has generated more than 220 million views, and her position on Toutiao's Index has doubled with no additional exposure.

自2018年下半年起，Vlog这一起源于国外Youtube的KOL内容形式在国内的发展持续升温。明星的加入、Vlog内容创造者的持续耕耘、平台的发力使得Vlog知名度大幅度提升，Vlog这一视频形式成为了市场主的下一内容营销风口。

欧阳娜娜作为匡威代言人，其Vlog 6中，将匡威产品开箱记录和线下探访匡威门店定制鞋子的体验过程融合至她的日常生活记录中，引发了一轮热搜，并获得了网友的正面反馈。

短视频的下半场，Vlog正快速崛起，各大平台方自2018年下半年起都加码Vlog，而与欧阳娜娜的合作，是头条系在明星Vlog上深度合作的典型案例。根据今日头条向 SocialBeta 提供的数据，欧阳娜娜的 12 期Vlog，10 分钟横版在今日头条和西瓜视频上的播放量总计超过 7700 万，#欧阳娜娜的 VLOG# tag，拥有超 2.2 亿的阅读量，在无其它项目曝光的情况下，欧阳娜娜在全网媒体指数曝光翻倍，总计 20 次登上各类平台的热搜榜。
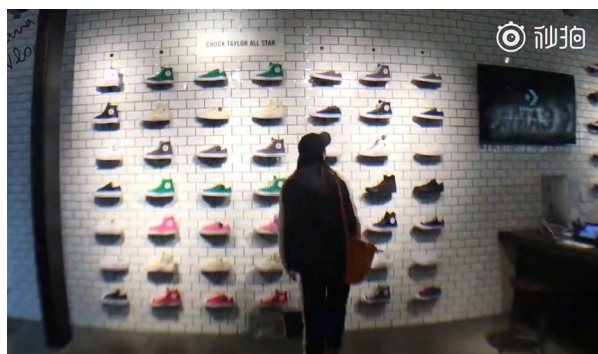
R3 OBSERVATIONS

There remain challenges with vlogging, predominantly lack of new content, high resource consumption and decrease of value due to commercialized content. However, increased investment from platforms and greater participation by celebrities are accelerating the expansion of vlog content and this is creating an opportunity for marketers.

As brands continue to seek new ways to work with vloggers, it can be anticipated that 2019 will be a year that marketers further tap into the advantages offered by this medium.

在现阶段，Vlog仍然面临着一系列的挑战，包括高质量Vlog内容稀缺，内容题材同质化，制作门槛较高，商业化对内容价值的冲击等，但平台的扶持、明星的加入加速了 Vlog大众化的进程，也使得Vlog商业化有了更多的想象空间。

在平台方和内容创作方共同加码Vlog的同时，品牌也开始和 Vlogger寻求合作，各大平台也频频出现Vlog身影，预期在2019年，更多市场主将会深耕此领域的内容营销，加速抢占这一潜力领域。

R3 KOL CONSULTING SERVICES
胜三KOL服务内容

KOL MANAGEMENT OPTIMIZATION
KOL管理体系优化

KOL AGENCY/VENDOR OPTIMIZATION
KOL代理商甄选

KOL COST BENCHMARK
KOL价格基准

With the above modules, R3 aims to provide optimized solution targeting the following issues:

通过上述模块，R3旨在提供针对以下问题的优化解决方案：

- Lack of KOL resource
- Unclear communication strategy
- Unable to systematically organize internal data
- Lack of evaluation criteria
- Unable to track ROI

- KOL资源缺乏
- 内部策略不清晰
- 无法系统整理数据
- 缺少KOL评判标准
- 投放效果不明确

- Unclear agency SOW
- Unsatisfied agency performance
- Lack of agency evaluation criteria
- Optimize KOL co-operation model

- 代理商职能判定不准确
- 现有代理商表现欠佳
- 代理商衡量标准缺失
- 合作模式有待优化

- Cost transparency
- Contract / financial audit
- Buying model optimization

- 合作模式零碎
- 合作价格过高
- 合同信息不明确

KOL MANAGEMENT SYSTEM METHODOLOGY
KOL管理系统方法论

PERFORMANCE OPTIMIZATION
合作表现优化

Identify and locate the most suitable KOL network for marketers

挖掘和锁定市场中最适合市场主的KOL网络

- Historical data review
- 梳理过往数据

- Enhancing network
- 拓展、增量

- On-going performance measurement
- 持续性检测

COST OPTIMIZATION
价格体系优化

Ensure that costs are transparent and spend is optimized

确保市场主的花费有效且透明

- Cost tracking
- 价格时效性

- Buying and co-op model optimization
- 优化采买及合作模式

CUSTOMIZED MANAGEMENT SYSTEM
定制化的管理体系

Establish a 360° Evaluation System to manage and evaluate KOL performance

建立为市场主量身定制的全方位KOL管理及评估系统

- Tailored for brand strategy
- 依据品牌策略定制

- Supported with data-driven tool
- 以数据化专业工具为依托

- Long term built system
- 建立长期系统

ABOUT R3

OUR REASON FOR BEING

In a word, we are about transformation. R3 was established in 2002 in response to an increasing need from marketers to enhance their return on marketing, media and agency investments, and to improve efficiency and effectiveness.

We want to help CMOs make marketing accountable.

OUR BACKGROUND

We've worked with more than one hundred companies on global, regional and local assignments to drive efficiency and effectiveness.

We have talent based in the US, Asia Pacific and Europe and partners in LATAM and Africa.

Through global work for Samsung, Coca-Cola, Johnson & Johnson, Visa, Unilever, and others, we have developed robust benchmarks and process targets for more than 70 countries.

WHAT WE DO

We are an independent transformation consultancy hired by CMOs to make their marketing more measurable and accountable to business impact.

HOW WE DO IT

- We invest in the best talent, bringing in senior leaders from marketing, agency and analytic backgrounds.

- We're independent. Because we're not your marketing team or agencies, we're empowered to be honest and transparent.

- We use external benchmarks. We have proprietary data pools to inform our in-depth analysis.

- Since 2002, we've interviewed more than 2,000 marketers about their agency relations.

- Since 2006, we've spoken to more than 80,000 consumers in China's top-twenty cities and continue to do so every three months.

- We have co-developed software to measure agency and media performance.

- Each month, we exclusively track over 500 agency new business wins, as well as 100's of deals in the marketing M&A space.

- We have insight into global best practice. We work with companies who want to do best-in-class marketing across diverse categories and geographies.

- We authored the book "*Global CMO*" about marketers leading Digital Transformation around the world.

- We maintain an ongoing database of media costs for key markets.

DRIVING TRANSFORMATION FOR MARKETERS AND THEIR AGENCIES

RETURN ON AGENCIES

We help marketers find, pay and keep the best possible agency relationships – covering Creative, Media, PR, Digital, Social, Performance, Event, Promotions and CRM.

We take the lead on improving the Integration process through proprietary software and consulting.

RETURN ON MEDIA

We offer professional analysis of the media process, planning and buying with proprietary benchmarks and tools to set and measure performance.

We conduct financial audits to validate and benchmark transparency.

RETURN ON INVESTMENT

Using a bespoke and proprietary methodology, we help benchmark and provide insights into how your digital strategies perform in your category and across categories.

ABOUT R3

胜三成立的理由

一言概之，我们致力于为企业转型提供力所能及的帮助。 胜三管理咨询公司成立于 2002 年，成立的目的是为满足市场主日益扩大的对于提升广告传播投资回报率以及改进营销效率和有效性的需求。

我们希望帮助市场主其他相关部门做到营销有责。

胜三的背景

成立至今，我们为全球、 亚太及本土市场的 100 多家公司提供了多方面的咨询服务，帮助他们提高市场营销的效率和有效性。

我们拥有来自北美、亚太、欧洲和我们拥有来自美洲、亚太、欧洲的优秀行业人才，以及来自拉丁美洲和非洲的合作伙伴。以及非洲的合作伙伴。 通过与三星、可口可乐、 强生、VISA、联合利华等跨国品牌在全球范围内的合作，我们积累了涵盖超过 70 个国家可靠的衡量基准数据以及工作流程范本，以帮助跨国客户更好地应对来自全球市场的挑战。

胜三的业务范畴

我们是受雇于市场主的独立转型咨询公司，帮助品牌的市场营销更具可衡量性，并对业务影响负责。

胜三的工作方法

- 我们崇尚最优秀的人才，引入拥有市场、代理商及分析经验背景的资深行业专家。

- 我们是一家独立的咨询公司。独立于市场主内部的营销团队或外部的代理商，我们客观可靠且保持透明。

- 我们依托独有数据库作为外部衡量基准来协助市场主进行深入分析营销效果。

- 从 2002 年起，我们访问了 2,000 多位市场主以了解他们的代理商合作关系。

- 从 2006 年起，我们访问了中国二十我们访问了分布于中国的20个城市，总数超过8万多名消费者费者，并持续进每三月进行一次调研。

- 我们共同开发了衡量代理商和媒体业绩表现的专利软件。

- 每个月，我们独立追踪超过 500 项代理商新业务，以及100多笔在市场营销领域中收购并购的交易。

- 我们洞察全球最佳实践。我们与想要在不同类别和地区进行最佳营销的公司合作。

- 我们撰写了关于在全球范围内领导数字转型的营销人员的书籍"Global CMO"。

- 我们维护并持续更新关键市场媒体成本的数据库。

推动市场主及其代理商的转型

代理商关系管理

得益于胜三多年来对代理商不断的深入了解和研究，我们运用一系列专业研究工具为市场主提供代理商甄选、 报酬管理及效率评估等独立咨询服务——涵盖创意、媒介、互动、公关、社交媒体、线下活动以及客户关系管理等营销领域的每一个环节。

媒介效率审计

借助于胜三庞大的媒体价格及媒介返点数据库，我们提供独立的媒介审计和财务审计服务，并致力于帮助市场主改进媒介流程。

投资效果评估

通过定制化的方法和独有的工具，我们帮助市场主设定有针对性的营销基准参考，并针对您的数字营销策略在您的类别和跨类别中的表现提供咨询服务。

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