“GRAZIA China” Study Report

From Positioning to Marketing Strategy

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Executive Summary

GRAZIA is a fashion magazine born with Italian “fashion royal blood” in 1938. And it has been one of the most authoritative and best sold fashion magazine over 70 years. The mother company of GRAZIA is Arnoldo Mondadori Group, the biggest publishing group in Italy and the one-up magazine operator in Europe.

The Chinese edition is the twelfth out of the total 16 foreign editions of GRAZIA. As one of the most influential fashion magazine sold in Europe, GRAZIA entered the China market since 2007, and has been run as a 50-50 joint venture between Arnoldo Mondadori Editore and SEEC Media Group Ltd.

Under the structure of marketing mix, we will not only compare GRAZIA to its competitor in China, but also conduct focus groups. The discussions focus on their impressions of GRAZIA China, as well as comparing to its competitors what will be its strengths and weaknesses.

Then we design the questionnaire to address the problems shown in focus group and analyze the data to locate the answers. The data will help us to figure out who should be the target readers, what do these people like, how should GRAZIA approaches to them, etc. By comparing the data with what GRAZIA is doing in reality, we draw the conclusion of how they are doing in the market, and further more, we will give suggestions accordingly.
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Chapter 1.

General Environment of GRAZIA in China

International Background of GRAZIA

GRAZIA is an Italian word, which means “Grace”. It was first published in Italy in 1938. GRAZIA has been regarded as a weekly women's fashion and celebrity gossip magazine in Italy, with sixteen international editions in France, the United Kingdom, Australia and so on. Through seventy-year development, GRAZIA has become the most authoritative and best-selling weekly fashion magazine in Italy. Also, it is one of the most influential fashion magazines in Europe.

GRAZIA is owned by Mondadori Company, which is the biggest publishing company in Italy. Mondadori was first established in 1907. It has more than fifty branches and subsidiaries all over the world and possesses more than 40 brand magazines, involving in different media businesses such as books, magazines, advertising, broadcasting publishing and chain bookstores, etc. In 2006, Mondadori purchased Emap, which is the third largest publishing company in France. In 2008, Mondadori earned more than 9.5 billion Euro advertising revenue. The large company can supply financial security to successfully run a weekly fashion magazine. Moreover, when entering a foreign market, its powerful reputation helps it to easily find strong partnerships as well.

GRAZIA in China

GRAZIA China entered China market in February 2009, which is the twelfth international edition. Mondadori partners with the SEEC Media Group Limited to produce the GRAZIA China. SEEC Media Group Limited is one of the major media
operators in China. It is recognized by its global perspective and international influence. GRAZIA is operated by Shanghai subsidiary of SEEC Media Group Limited. Cooperating with SEEC can provide GRAZIA with a good opportunity to exist in the China market. Both Mondadori and SEEC Media Group Limited (Shanghai) make joint effort to lead the GRAZIA China to become solely high-end magazine for women.

Though GRAZIA China is the only weekly fashion magazine in China, it still has deep content with weekly publishing rate. GRAZIA China is perceived as a “beautiful, honorable, fashionable” woman who is highbred but friendly to everyone. It can make you fully understand the recent news on the most popular fashion and the most professional beauty makeup. GRAZIA China talks about fashion and lifestyle from a sharper and more humorous perspective, playing the role of the trend and guiding a brand new lifestyle for urban women. The content is categorized into six parts that they are fashion, celebrity, beauty, living, play and column. Addition to the published magazine, GRAZIA China also promotes its content through the Internet (Grazia.com.cn) and the mobile phone. The vertical integration of the content gives readers a better knowledge of all aspects of the fashion.

Referring to the general environment, this is the first step for a magazine to consider whether the market is suitable or not for entry. It includes six aspects that they are demographic, economic, political, socio-cultural, and technological as well as global environment. Specific analysis is as follow.

- Demographic Environment
China has the largest population in the globe that the number has already reached 1.4 billion, which means the potential fashion market is big in China. (National Bureau of Statistic of China, 2011) Most of the people are living in the east and middle areas. In other words, the middle and above-middle-class people assemble in these two areas with more desire of beauty and fashion. Therefore, first-tier cities as well as second-tier cities can provide more opportunities for fashion development.

According to the reform and opening policies, the east and south areas are better developed than the central and the west. People in the coastal region have higher average income than others. As a result, they have more discretionary money to afford fashion commodities.

- **Economic Environment**

As an emerging market, China is developing at a very fast speed with continually growing GDP (Gross Domestic Product). The flourishing economy not only improves people’s living condition, but also attracts foreign countries’ attention. More and more foreign companies aim at entering China market to grow profits.

On the other hand, the exchange rate of RMB has gone higher and higher and has been resulted in inflation. The price rose and commodities became more expensive. Foreign culture and goods rush into China market due to relatively lower price.

- **Political Environment**

During the planned economy period, the government requests people to wear unified clothes. There are fewer colors to choose. The optional colors are always dark series, such as dark blue, army green and grey. (Sun, 2012) Fashion was forbidden at that
time. People were unconscious about fashion and even have discrimination on western wearing. After economic reform, China has turned into a stably political environment and in turn provided a peaceful environment for people to freely pursue individual fashion style. The political environment looses the restriction on the development of fashion.

As the compulsory education popularizing, more and more people are good educated. They think highly of aesthetics due to the improvement of their individual quality.

- Socio-cultural Environment

With the development of China, more and more Chinese women pay attention to fashion. Unlike many years before, during the planned economy period, it is lack of goods and materials that nobody has the concept of fashion. People are reasonable to wear something like uniforms, which are in the same style and in the similar color. Through the economic reform in China, foreign culture rushed into people’s life. The Chinese were gradually aware of the sense of beauty. Women began to wear colorful clothes and are willing to set up their own wearing style. Te collectivism is replaced by individualism. Everyone wants to look stylish and is distinguished from others. Fashion can teach people to select their own style.

Furthermore, more and more people like to attend event or social occasion. People need to learn how to wear decently under different circumstances so that fashion magazines give recommendation of clothing to people.

- Technological Environment
With the improvement of publish industrialization, this provide an advantage opportunity for producing magazines. Though the success of a magazine depends on the content, the advanced publishing technology can guarantee the volume production. Additionally, the wide spread of the Internet has created a new media distribution channel for fashion magazines. People can subscribe electronic magazines on line. It is not only environmental-friendly, but also presents more vivid content to readers. “Clicking” takes the place of “buying”. Owing to the Internet, people can easily get reach to fashion news and hit trends.

Nowadays, smart phones emerge to make people’s life more enjoyable and convenient. People can get fashion e-news through the mobile Internet. Even particular applications have been invented for mobile users to easily access fashion content.

- Global Environment

The global environment is somewhat cannot be controlled by companies. The global economy has stayed in a recession for a period of time and seems to be difficult to recover from it. Economy recession can put effect on every industry, including fashion industry. Because of the recession, people have less money in hand so that they are less concerning about fashion. Regardless of how good the fashion magazine is, people have less interest in buying fashion commodities. As a result, this may affect the sales of the magazine.

Conclusively, GRAZIA China can benefit from the general environment. There are opportunities waiting for the development of magazine industry, especially fashion
magazine industry. According to the general environment analysis, GRAZIA CHINA can carry out its suitable marketing strategy to gain more market advantages.
Chapter 2.

Fashion Magazine Market in China

Talking about fashion media, it is very unique when comparing with other fields of mass communication media and it is a significant part of fashion industry. It plays an interactively role of recording, delivering and interaction between brands and consumers.

Fashion media is made up of magazines, newspapers, television programs, fashion websites, social networks and fashion blogs, from which audience could get the information of newly released fashion collection, editorial critique, guidelines and commentary, as well as the seasonal fashion trend. It is obvious that magazine is one of the earliest and traditional means to reach fashion event in the fashion media development.

In this chapter we will introduce briefly about the history of fashion magazine in China and discuss about several important fashion magazines in China market now.

The History of Fashion Magazine in China

According to the development timeline of fashion magazine in China and the scale of each period, we divide the history into three parts.

- New emerging period (around 1920s)
Due to the late acceptance of photography, the new emerging time of fashion magazine may be counted from the late 19 century, when the Shanghai courtesan style firstly appeared alongside with the feminist style in the early 20 century. However those are not formal appearance, which may be called fashion magazine, until 1920s to 1930s, the cosmopolitan lifestyle magazine *Young Companion* (良友) and *Linglong* (玲珑), called *Lin Loon* in English, showed up.

*Young Companion*, set up by famous publisher Wu Liande by the year 1926 in Shanghai, is the first large lifestyle magazine in China. It mainly introduced the stars and their life in Shanghai. At the mean time, it also promoted some lifestyle of the new urban women through certain themes that act by some famous stars. While *Ling Long*, a pocket-sized weekly that only stood 13 centimeters high, claimed that they were the mouthpiece of all Chinese women and also a guide of life for all Chinese women. In fact, Ling Long was indeed so popular that almost every female young hold an issue of it at that time, willing to get in touch with the well-educated elegant women and their exquisite life.

At the same time, there are some similar magazines in China, such as *Dazhong Dianying* (大众电影), *Zhonghua Pictorial* (中国画报), but *Young Companion* and *Ling Long* are the outstanding two of them, which won the competition and have been remembered by people from then on.

- The War Eras and the Maoist Era

It was a special and sensitive time in China, all the topics were about war and all the wishes were about peace. Women were not trendy at that time because of the limitation of fashion resource and political environment. Here is a description we
cited from Harriet Evans about how women looked at that time, “Long sleeves, long trousers, high necklines and buttons ensured that little flesh was exposed… Urban hairstyles were mainly short, either bobbed or in tight plaits and pigtails”.

- **Pre-mature period around 1980s**
  With the base of those magazines above, around 1980, there were some comparative mature magazines such as Consumers (消費者) and Fashion (時裝), a fashion trade magazine with tailor patterns inside. It could be regarded as a professional try towards the fashion magazine in early modern China.

- **Competitive modern period**
  If we regard the magazines in the new emerging time as the pioneer of Chinese fashion magazine, then the Consumer and Fashion maybe were the practitioners during the development. While in the early 21 century, some foreign magazines started to come to China because China is really a huge market with high developing potential. Everyone wants share the interest. Among them, Hearest Group, Conde Nast Group and Rayli Group are the most influential and professional participants in the Chinese fashion magazine market. On the other aspect, some Japanese magazine, for example, VIVI (昕薇) and MINA (米娜), also have a certain number of followers and could not be sneezed at. Especially in nowadays, a time may be call post-prosperous time for print media, almost every magazine we have mentioned above has began to expand their business and influence on the Internet, ready to fight in the new media competition.

**Main Fashion Magazines in Mainland China Market**
ELLE - ELLE magazine belongs to the Hearest Corporation and has a large coverage of fashion and beauty, just like other international fashion magazines do. Besides, ELLE provides a 3S editorial concept - sexy, stylish and spirited, showing their willingness and desire in leading the trends.

VOGUE - Since the first entry in China in 2005, VOGUE positions itself as the noble taste in the fashion magazine with the qualified pictures and content. “If it wasn’t in VOGUE, then it wasn’t in vogue,” VOGUE claimed its slogan confidently maybe because having the support of VOGUE international team.

SELF - Another lady magazine specially produced for Chinese women by Conde Nast. Unlike traditional fashion magazine, SELF focus more on the inner world of modern women and do more effort to promote a healthy, stylish and independent lifestyle.

RAYLI - RAYLI Group has a various magazine production about fashion, such as RAYLI Costume and RAYLI Cosmetics, which combine western fashion with eastern spirit, in order to guide Chinese white-collar to a trendy, modern and elegant life.

BAZAAR - A classic production of Harper Group, it delivers the modern and elegant fashion attitude.

COSMOPOLITAN - Except the fashion news and collection, COSMOPOLITAN also provides more information about beauty and skin care, the women’s career and inner heart, which wants to cover every part of female life.
The market share of fashion magazine from Jan to June in 2012

(Source: http://www.chinesebk.com/Article/huawen/shuju/201210/16240.html)

The Competition Actuality of Fashion Magazine

- Highly centralization to the superior media

First of all, the coverage rate and actual sale rate have increased in 2012. And the market demand is centralized towards the superior media such as RAYLI, VIVI and ELLE.

As can be seen in the chart above, in the first half of 2012, the market share of RAYLI COSMETICS is 20.31%, the NO.1 of the ranking; and VIVI is just behind it with a share of 19.82%. The data shows that, the two magazines are in the top competition level and also take a large percent of the whole market share. Another magazine from RAYLI Group, RAYLI LADY, has a market share of 13.64%, standing in the third place, which can be sorted into the second-class competition with ELLE, who owns a market share of 10.07%.
Meanwhile, compared with the latter half of 2011, *RAYLI COSMETICS* and *RAYLI LADY*, the two magazines from RAYLI Group and *VIVI* have keeping in the top 3.

- **Battlefield is still in the first-tier cities**

  In the issuance market, there is a divide between the first-tier cities and the second and third-tier cities. The situation is that, there is a higher coverage rate in the first-tier cities and a higher actual sale rate in the second-tier cities.

  In fact, it is not difficult to understand. The high coverage rate and comparative lower actual sale rate is just the evidence of the fierce competition. Beijing, Shanghai, Guangzhou and Shenzhen, as the representatives of the first-tier cities, are still the most competitive battlefield of fashion magazine. Because fashion magazine usually target their readers as the white collar and middle class with comparative high income as well as some practitioners in the fashion industry. Then from the perspective of national and international advertisement investors, the first-tier cities with highly developed politic, economy and culture, are just the main business part of luxury advertisement. Therefore, in other words, first-tier cities and fashion magazine interdepend with each other.
The Five-Forces Model Analysis of Fashion Magazine market in China

Rivalry among Existing Firms: The competition among the existing fashion magazines is intensive today. The industry in China is dominated for a long time by large foreign groups with long history, broad and loyalty readers and powerful financial support. For example, ELLE, VOGUE, and COSMOPOLITAN. For these large groups, they are competing to get more luxury brands’ advertising. There are also relatively small fashion magazine groups, who may feel difficulty to broad its own market and influence at the same time to compete with those big magazine groups.
However, the intensity of competition also differs from different models of brand positioning. Generally, magazines that focus on niche consumers by providing unique and core values will face less fierce competition, while magazines that cover broad topics without typical styles would be hard to survive in a longer time.

**Threats of New Entrants:** According to Dan Wiesner, the CEO of Wiesner Publishing, that in three years with a relatively small amount invests a small scope of magazine group can be established and be profitable. That means the threshold for

However, in reality, the threats of potential entrants for existing fashion magazines depend on the competitiveness of magazine groups themselves. As mentioned above, some old-line brands of fashion magazines have established a plenty of loyalty consumers as well as mature relationships with advertisers, thus whose threats are more from existing magazines rather than new entrants. However, for some small groups, the threats might be strong.

**Threats of Substitutes:** With the booming of online communication and technical developments, papery magazines are facing a fierce threat from Apps on digital devices including smart phones and tablets. People can reader the exactly same content on Ipad and their mobile phones with cheaper money or even free, additionally issues of magazines are able to update automatically once consumers subscribe for the magazine online or on their digital devices.

**Bargaining Power of Buyers:** Both consumers and advertisers have very strong bargaining power here. largely due to they have a better choice of digital visions. The reason was just mentioned, that online website and digital vision can be accessed free
or with less charges, at the same time, providing almost the same content and much broad mass market.

**Bargaining Power of Supplier**: Suppliers are mainly from printer industry that they have very little power in this situation. Both magazine industry and journalism organizations have large amount businesses with those suppliers, prices are usually fixed in the industry.

To conclude, the magazine industry in China may face some strong challenges especially from the competitive rivalry and also some new entrants. As a result, for existing magazine firms, the suggestion is to polish their magazines with an unambiguous positioning strategy and impressive brand images, by managing magazines around core values and focused target audiences.
Chapter 3.

GRAZIA China

GRAZIA was born in 1938 in Italy, and has been one of the most authoritative and best sold fashion magazine in over 70 years. The Chinese edition is the twelfth out of the total 16 foreign editions. As one of the most influential fashion magazine sold in Europe, GRAZIA entered the China market since 2007, and has been run as a 50-50 joint venture between Arnoldo Mondadori Editore and SEEC Media Group Ltd.

The Arnoldo Mondadori Group is the biggest publishing group in Italy and the one up magazine operator in Europe. Founded in 1907, the group developed over 50 branches over the world, media businesses including book, magazine, advertising, radio, electric publishing and bookstore. As for the SEEC Media Group, a Hong Kong-listed group and is also one of the influential media operators, who has been managing successful print and interactive media in China.

Brand Image and Target Consumer

As Roberto Briglia, the general manager of the magazine division of Mondadori Group, has recalled, that GRAZIA could not overlook any dynamic market such as China, where Italian brands are well appreciated. Therefore, the magazine took on such a role as being a vehicle for Chinese readers who feel enthusiastic about a lifestyle involving luxury, celebrity and fashion. (Stephen Brook, 2009)

Also as the Chief Editor of GRAZIA in China, Sun Zhe said, in order to better appeal to the demand of local female consumers, who desire to know fashion news in a way
that can be easier digested but at a faster speed, the GRAZIA in China would have the “sophistication of a monthly and the speed of a weekly”. (Stephen Brook, 2009)

GRAZIA established its brand image in China, that it is such a magazine that was born with a prominent background, brilliant and fashionable, but never pride. Just like every female’s close girlfriend, “she” listens to what her sisters need, then shares every hottest topic on fashion with them and tells them about cosmetic sills, anecdotes of famous people, and “she” teaches her sisters how to live a life elegant, relax and humorously.

And who can be close girlfriends to “she”? The target consumers of GRAZIA are young Chinese female around 20-35 years old. Note that these female are not young girls addicted to luxury brands. Instead, they are well paid since several years ago. They live in big cities, being active in daily working and living, curious and independent. They may not be able to afford a car, but will be enough and spare to take a taxi; they would not have so many chances to go to high-class club to attend fabulous fashion parties, however pay particular attentions on how to live a delicate and joyful life with their own style.
As mentioned before, GRAZIA China targets young female and not only bring fashionable life-style in an easier way but also features more entertaining stories to enrich people’s daily life.

**SWOT Analyses**

GRAZIA has already decided its brand image as well as clear consumer segmentation, however, there are still many strong competitors in the fashion magazine market of China, name as *ELLE, VOGUE, COSMO, SELF, GQ*, etc. As a result, it is urgent and important for GRAZIA to identify its own conditions in order to polish its brand image set its further development strategies.

The strong background of influential media groups and its long history definitely provide GRAZIA the most powerful professional supports and impacts over the world, which becomes one of the magazine’s hard-to-copy strengths. Except for that, one of the main features of the magazine, as its chief editor Sun Zhe has concluded, that it keeps “sophistication of a monthly and the speed of a weekly”, also makes the magazine unique and different from its competitors.
Although *GRAZIA* has long history in Europe, and is being supported by two influential media groups in local market and overseas respectively, it is a brand new magazine for Chinese readers after all. Lack of popularity and public awareness can be the weakest part for *GRAZIA* to start its business in China.

However, every coin has two sides. The new Chinese market can be its weakness, while at the same time, it can also become an opportunity for the magazine. The new Chinese market is like a blank sheet on which there are huge potential development spaces for new entrances like *GRAZIA*, as long as it applies good strategies. In addition to that, unlike fashion magazine in Hong Kong, where the market is relatively small and the space for development is limited, the Chinese market is still growing to be mature. During that period of time, fresh new blood is welcomed to add more competition as well as professional communication among the market.

Last but not least, threats always exist. For *GRAZIA*, the major threats always come from its powerful competitors --- *VOGUE, ELLE, and COSMO*. If only *GRAZIA* fails to gain public awareness in China as soon as possible, it can be substituted at all times.
Chapter 4.

Literature Review

Fashion Magazine as Commodity

To start with, we need to bear in mind that there are several characters that make Fashion magazine a very different publication from other published materials in the market (i.e. Books, Newspapers/News journals, etc.). We illustrate these characters in two categories. Attribution is the nature of fashion magazines you can buy in marketplace. Briefly, a fashion magazine is both a culture product as well as a commodity. The “contents and layouts” of a magazine part is bringing the discussion to a more specific level of actual practice in conveying information to its audience.

- **Attributions - Culture Product & Commodity**

What information can you find in a fashion magazine, if we ask you to recall? By answering this question, you will be able to understand the two attributions of fashion magazine.

First, you will be able to get latest news, newest designers’ work, freshest catwalk shows going on either in Milano, New York, London or Paris. You will also be able to get “how-to receipts, illustrated stories, narratives and experiential and behavioral models” in an issue of fashion magazine (Tay, 2006; Moeran, 2006). These information are shown to the magazine readers after editorial processes by people like fashion journalists, photographers, stylists, models, editors, etc. (McKay, J. 2000; Moeran, 2006). So, fashion magazines become a non-separated part of fashion world (Moeran, 2006). To the society, it plays a role as cultural recorder since it keeps notes of developments of a certain industry step by step. Fashion magazine is a culture
Meanwhile the huge advertisement pages, beautiful model with fancy jewelries and daily dress tips with brand name and price on of course will remind you of the value chain of fashion magazine industry. We cannot overlook the triangle relationship among readers, fashion magazine itself and those advertisers who appear on the issue. Brian Moeran in his article More Than Just A Magazine (2006) provides the “Fashion World Value Chain” (See Graph 4-1), which indicates the “multiple audience” in fashion magazine social network. At the same time, it shows the idea of an international fashion magazine brand should acting in both global and local market- levels.

![Graph 4-1](image)

**Contents and Layouts**

According to previous studies, scholars have concluded some formats or formula of fashion magazines’ contents and layouts. For example, Jinna Tay (2009) has pointed out that even though fashion magazines all over the world share some degree of similarities, they still make it differentiated from each other.
6 dimensions of fashion magazine contents are identified in a readership study conducted by Bailey and Yoo-Kyoung (2010), in which non-clothing information like hairstyle, health, and exercise tips and how-to recipes are too relevant to be overlooked.

What’s noteworthy is that, as Kucznyski quoted Anna Wintour in his article Shift May Be at Hand at Fashion Magazines (2001), “Magazines whose largest purpose is fashion, like Vogue, … really need to look at the world today, at women today.” Magazines like The Oprah Magazine are not devoted only into fashion actually make them successful in the market (Kucznyski, 2001).

Undoubtedly, when entering a new market, a fashion magazine editorial team should consider adjusting contents to suit the local market. Jinna Tay in her study of a Hong Kong based fashion magazine WestEast (2009) suggested that all fashion magazines started by copying and adapting. And a fashion magazine should contain the experience, modern life styles and its dilemma (2006).

**Fashion Magazine Readers as Consumers**

With the development of society and fashion industry, the divisions are more and more refined. Fashion magazines are targeting not only women but also men nowadays (e.g. *GQ*). However, since the topic of this thesis is focusing on *Grazia*, a fashion magazine targeting women from 20 to 35, we will mainly be discussing the studies covering female readers and consumers.

- Who will buy a fashion magazine?
Hirschman and Adcock (1978) divided fashion consumers into 4 different groups: fashion innovator, fashion opinion leaders, fashion innovative communicator and the general population. Compared to the last one, the first three categories of consumers are with greater tendency of being loyalty toward their favorite fashion magazine(s) (Bailey & Yoo-Kyoung, 2010).

Those opinion leaders are crucial to a fashion magazine since not only they themselves are highly loyal and sensitive to fashion information, but also they promote what they know to others (Summers, 1970). This means, while creating the niche, the marketing team should try to draw attention from these opinion leaders and cultivate their brand loyalty.

- **And why do they buy fashion magazines?**

People buy things out of a need or want. By asking why people buy fashion magazines, we also need to answer what functions a fashion magazine provide to meet these needs/wants. People have a perception of whom they are, how they should act under certain circumstances, which is called “self-image” (Schiffman & Kanuk, 2010). In this case, Fashion magazines, especially those targeting women, are leading the female readers to create a self-consciousness, or even dominance (Weiner, 1999). Despite the fact that these women’s magazines might sculpt unhealthy/super-skinny self-expectations (Segal, 1997), there are two aspects a fashion magazine will serve. One is providing the trendy information; the other is providing the how-to recipes (Bailey & Yoo-Kyoung, 2010).
Jinna Tay (2009) has put various studies of fashion magazine studies into 4 categories. First one is kind of like the consumer insights we did above, focusing on the feminine identity establishment through fashion and women magazines’ reading. The second is mainly about female readers with different demographic background, their reading habits and promotion ways correspondently. The third category thinks readers as victims under constant exposure to advertisement. The forth category address the relationship between the magazine and its society background. Finally, Tay argued that there is “a gap in the literature on business and commercial operations of magazines as cultural and media activities”.

In Bailey and Yoo-Kyoung’s readership study (2010), one of their findings is that consumers put price as the second most important thing concerning purchasing, whereas content remains the first. This is noteworthy, because both the price and content packaging of GRAZIA are very special in its Chinese version.

**Marketing Theories and Strategies for Fashion Magazines**

These theories are for basic marketing analysis. It should be adopted and used according to different situations. Different studies on different fashion magazines, the outcome will be very different too. So, here we are only providing the theories’ basic ideas.

- **Five Forces**

Porter’s Five Forces Model (2008) helps to define how intense a business industry is. From five directions: Threat of new entrants, Threat of substitutes, Bargaining power of supplier, Bargaining power of buyers and Rivery among existing competitions, we
should identify one strongest force(s) to locate the origin of factor on generating profits, from which we build a marketing strategy formula.

In fashion magazine business, the key of business chain is getting more readers, so it leads to more Ad page buyers/higher Ad fees, lower threats from new entrants or substitutes.

- **SWOT Analysis**

SWOT analysis is one of the most widely used marketing tools. People use it to locate where there are good at and what should they be careful about while making a decision or setting a business goal.

Strengths and weaknesses are being used to determine the internal factors, while Opportunities and threats are for monitoring external environment.

Combine SWOT analysis and Five Forces Model, and sort out a strategic marketing formula for a certain product/company. Hence the strong aspect and match it with opportunities and find a solution to its weakness so to eliminate the threats. By doing so, the goal/objective will be more reasonable and achievable.

- **Foreign Entry Strategy**

Figuring out how to enter a foreign country and start the business takes a lot of thinking. Manuel, Li and Jang (2009) have developed a sophisticated model of foreign entry strategies on the basis of former studies. The general model (Graph4-2) depicts choosing a proper entry strategy is about both host and home countries’ institutional environment.
From the study’s propositions, we can also draw out a conclusion that joint venture is more likely been chosen when entering a “normatively and cognitively institutionalized”, “institutional distant”, “institutional primitive” countries/markets.
As for the case of GRAZIA China, SEEC Media Group gets to run the business for its partner in China. Should SEEC be more responsible for the business performance and what should they do, we will try to answer these questions in later parts.

- **Blue Ocean Strategy**

W. Chan Kim and Renée Mauborgne (2009) have developed a strategy to vividly demonstrate how should a company avoid the bloody head-to-head competition by creating a whole beautiful blue ocean. Especially for international companies, either should they provide the highly standardized products to a certain markets or provide customized products have to be considered thoroughly upon market needs.

With “Value Innovation”, a company gets to actually create a need, which leads to a new market where they own it all (W. C. K. & Mauborgne, 2009). Likewise, every fashion magazine targets a certain niche, in order to fit their taste, the magazine designs the content to establish its own image (Tay, 2006).

- **Glocalization – Localized & Syndicated**

Glocalization is a combined word with globalization and localization. The first appearance of Glocalization comes from Japanese word *dochakuka* that means global localization (Wellman, 2002). Later this concept is adopted in various business practices including magazines.

Syndicate publications are becoming a common form of magazine expansion in new markets that they will use the original style of the mother magazine (Carperton, 2003),
but at the same time adding local feel and relevance to suit the target area and its consumers (Tay, 2009).
Chapter 5.
Methodology

Throughout this report, we adopt four research methods in total, which are in two forms: primary information and secondary information.

Considering the recent change of ELLE China, it may bring about threats to the sales of GRAZIA China so that ELLE China has been assumed to be the main competitor of GRAZIA China. It is going to compare GRAZIA China to ELLE China in following chapters.

Secondary information
We gather statistics from specialized websites, such as www.chinesebk.com (华文期刊网), a website presents all kinds of data of major magazines published in China; www.graziainternational.com, GRAZIA’s international network. Also, some detailed and updated numbers are collected and borrowed from a third-party consultancy company. Our team organizes and compares the data on both GRAZIA China as well as its major competitor ELLE China, to illustrate how they are doing in the Chinese marketplace in Chapter 6 (Marketing Mix of GRAZIA China).

Primary Information
Three methods are selected to get first-hand information, from which focus group is a qualitative research, while content analysis and survey are a quantitative research. The procedures and implementations of all three methods are described in detail below:
Focus Group

Research objectives: Conducting focus group is for getting critical ideas of readers’ opinion on various issues about GRAZIA China. The data will shed light on what GRAZIA China is doing right, and what they still have to improve. Meanwhile, their perceptions of both GRAZIA China and ELLE China are valuable for modifying the survey questionnaire in terms of completeness and accuracy. Their general behaviors on buying and reading fashion magazines should also be inquired for a deeper understanding of fashion magazine consumers.

Sample selection: At least ten people should be attending the interview. They must be either working in media or fashion industry or a regular fashion magazine reader to make sure their opinions are generally insightful. The age range of the interviewees should be in GRAZIA’s target group (i.e. 20-35), while genders are not required because of two reasons: more males nowadays are engaged in fashion industry in China; and males can sometimes reflect their female friends’ preference on fashion magazines.

We selected in total 11 interviewees from Shenzhen and Hong Kong. 10 out of the 11 were able to come join the face-to-face group interview on 1-March-2012 in a teahouse in Shenzhen. These interviewees are working in newspaper, TV, banking, human resource, acting, and diversified industries. The rest one interviewee is a current masters’ degree student majoring in Chinese in Hong Kong City University, who emailed her answer to us after reading all the magazine samples. However, this is a convenient sample that we get all from personal connection.
Procedures:

1. Interview questions design. The questions are focusing on three aspects: GRAZIA China itself, comparison to ELLE China, and general behaviors of fashion magazine buyers.

2. Interview organization. The face-to-face interview was set up in a teahouse in Shenzhen. Due to the time schedules of two interviewees, their section was specially organized in the afternoon while the rest 8 people’s one in the night of the same day. We provided 5 samples each of both GRAZIA China and ELLE China for reviewing. A free talking environment and opinions from others provoked heated discussions for us to gather abundant ideas and sparkling points. All interviews were audio recorded.

3. Transcription. After the interview, two group members were in charge of transcription. All dialogues are now put in black and white in Chinese. Since the interviews were conducted in Putonghua (Chinese Mandarin), we figured it might be more accurate and efficient for us to do the transcription in Chinese instead of English.

4. Coding and analyses. The same two group members have developed charts to capture keywords that were mentioned in a significant fashion during the interviews. The numbers that those words are mentioned, how many people mentioned it as well as the attitudes attached will all be marked down in the chart. Closed questions will be put in numbers to show the tendency. Some answers will be quoted to support certain points in analyses.
5. Modifying questionnaire. We added in some questions and modified some questions (e.g. diversify Fashion magazine, Entertainment magazine and Fashion & Entertainment magazine) according to the outcome of the focus group.

- **Content Analysis**

Research Objectives: Content analysis is adopted in particular to address the strengths and weaknesses of the magazine itself of GRAZIA China. From the contents, we manage to draw conclusions of what to improve in terms of Product of marketing mix in the future.

Methods: We basically apply a compare and contrast method when we do the content analysis. Especially we make comparisons between GRAZIA China and its main competitor, ELLE China. We demonstrate the similarities as well as differences between the two magazines in aspects of brand positioning, product, price, ways of distribution and their promotion campaigns. Resources that we adapt are several issues of the two magazines, and also their digital visions. In additional, we study media kit of GRAZIA China and ELLE China respectively. Particular attentions will be paid on data on circulations as well as distribution channels of the two magazines. When we try to study the positioning of GRAZIA China, except for learning it from official quotations from its editors, we also evaluate the positioning and branding strategies in reality by analyze content on the magazine, including the words and expressions used in articles as well as levels of advertising.

- **Survey**
Research Objectives: Survey is conducted mainly for understanding consumer insights in order to evaluate the brand awareness of GRAZIA China and the effectiveness of its promotion strategies at the moment. After we learnt what are readers’ considerations towards a magazine, and the magazine, GRAZIA China, it will be easier to make changes and improvements for the magazine’s further developments. 

Methods: A questionnaire consisted of 25 multiple-choice questions will be given out on an online survey platform (sojump.com). The total number of the questionnaire will be 200. In order to ensure the comprehensiveness and objectiveness of our survey, we apply a stratified method on the base of ages when invite people to complete the questionnaire.

<table>
<thead>
<tr>
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<th>Number</th>
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<td>25%</td>
</tr>
<tr>
<td>31-35</td>
<td>25</td>
<td>12.5%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>200</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 5-1

After receiving the 200 questionnaires, we analyze them for collecting quantitative data. Since the questionnaire was designed with 3 sections, each part was mean to demonstrate particular information. The first part is for personal data collection. Mainly in this part are questions on basic personal information such as gender, living cities, and salary scope. We draw these questions to have a demographic picture of the readers of GRAZIA China.
In the second section are questions that help us to know public’s perception towards fashion magazine as well as fashion entertainment magazines. Also, the consumer’s hobbits of purchasing fashion magazines are supposed to be learnt in this part. For example, which kind of way do they prefer to read the magazine, the papery issues or digital editions?

Last but not least is the final section of the questionnaire on consumer’s attitudes and perceptions particularly toward GRAZIA China. Questions such as “how do you know the magazine”; “which part of GRAZIA China do you prefer to read”; “what are advantages of GRAZIA China”; “what are your suggestions for improvement of the magazine”, etc. We will make statistic analysis on these questions as possible supportive evidences for further improvement of the positioning and marketing mix strategies for GRAZIA China.

Furthermore, combine the last two section we study consumer insights on fashion magazine purchase, in order to evaluate if the present marketing strategies of GRAZIA China is suitable and appear to readers’ appetite, or how can the magazine perform better.
Chapter 6
Marketing Mix of GRAZIA China

I. Product

To analysis its products, here we apply a compare and contrast way to look deeply into GRAZIA China from three aspects as the following.

- Papery GRAZIA V.S. Digital version

GRAZIA China has both traditional papery version and its online website. Recent years, it also developed APPs with telephones and tablet computers. Content of both papery and digital version share a high level of similarity, except for some differences in editing.

Considering that the semimonthly magazine now is promoting with a price 50% lower than its original price as well as other fashion magazines, seldom does GRAZIA China give out gifts or product samples when consumers buy the papery GRAZIA. However, the magazine does encourage readers to book its digital version with cost on APP Store, by giving out certain gifts or skin care products.

- GRAZIA China V.S. ELLE

Like many other fashion magazines nowadays, GRAZIA China has both papery and digital visions.
Each papery GRAZIA China is always thinner than ELLE. Usually every issue contains 120-150 pages. For ELLE the page is more than 300. However regarding to their pieces of information and fashionable stories, the numbers is similar. Why? The answer is obvious. Although both GRAZIA China and ELLE positioned themselves as high-class fashion magazine, the former one is much younger than the other in China market, which resulted in less advertising sponsorship for GRAZIA China. At the same time, the size of market share plays important influences on the size of the magazine. In order to adjust itself into a brand new market, GRAZIA China had to apply a strategy with thinner papery edition so that to maintain a relatively low risk.

In terms of content, the magazine covers general topics including “News”, “Fashion”, “Beauty & Health”, “Living” and “Column”, which is similar to ELLE’s “Fashion”, “Feature”, “Life & Style” and “Beauty”. However, either GRAZIA China or ELLE has its own emphasis and style due to their slight differences in positioning and target consumers. Their different emphases are shown with stories they covered, language they used, as important as the tone they set respectively.

It seems that GRAZIA has understand its competitor’s advantages quite enough that the magazine avoid to compete head to head. As a new entrant of the fashion magazine market in China, the most urgent thing for GRAZIA is to attract a large amount of loyal readers, who are young female living sound with good taste and better dreams about life. And these people are exactly whom GRAZIA China targeted at. Based on their living standards and habits, stories or information the magazines covered are not as long as ELLE does. One reason is because of limited size of each issue, another one is for the convenience for readers to take along and to read it
whenever and wherever. According to the our interview, the target readers, among whom a large percentage are white collar, that they prefer information conveyed by piece by piece as it is more convenient and faster for them to take a glance among busy life.

Simultaneously, carrying the aim not just for fashion but also for entertain, GRAZIA China sometimes share little stories on gossips, or comments with spicy language however are unique and with personality. For example, in the 104th issue of GRAZIA China, it gossiped on Lindsay Lohan’s affair with her lawyer, and also made jokes of some Hollywood female stars’ photo with double chin as not fashionable.

Perhaps due to a younger target readers that GRAIZA China trying to appeal to, the advertisements in the magazine are not necessary as always high-ended brands as those are in ELLE. In another words, though the numbers of extremely luxury brands is less than ELLE, GRAZIA China contains a broader level of fashion brands, from highly well known luxuries like Louis Vuitton to affordable luxuries namely like Coach and Tiffany, and also the most ordinary brands such as H&M.

- **GRAZIA China V.S. GRAZIA --- Think Global, Act Local**

GRAZIA is a global brand while it has different products in different countries in order to appeal to the needs of local consumers. GRAZIA China apparently obtains some uniquenesse: mainly are language, stories, and editing style.

The Chinese version reasonably is published in Chinese. In every issue, GRAZIA share the latest fashion events as well as discusses hot topics entertainment news with
its readers. Most of these stories are about Western countries and Hollywood celebrities, however, in the Chinese version, there are also articles and news on local popular stars.

![Picture6-2](image)

When entering the Chinese market, GRAZIA China did some local adaptions. For example, except for using stars in Hollywood, the magazine also selected Chinese celebrities to be the cover girl.

There is a column where GRAZIA invite its loyal readers to be the fashion jury to make comments on the dressings and clothes of celebrities. Following this part, GRAZIA China adds a similar part in which is a weekly ranked list of the best and worst of dress ups of Chinese popular celebrities.

The GRAZIA China, as explained above, adhering a consistent style of relaxing, entertaining and friendly of the magazine. However, local adaptions are necessary especially while entering a brand new market.

### II. Promotion

Promotion is about communicating with the public in an attempt to influence them toward buying your products and/or services. (Ward, 2013) Through effective
promotion, GRAZIA can widen its brand awareness among readers and in turns attracts more advertising clients to increase the advertising revenue.

GRAZIA communicates with its readers through diversified channels. Different ways are used to build its brand awareness.

**Traditional Promotion**

- Display

When magazines are sold at newsagent or book stores, they will be displayed at a certain position. To get a good promotional position, GRAZIA China can negotiate with vendors or lower the price to them. Whether GRAZIA China can get a good position or not also depends on its sales status. If the sale of the magazine is very good, vendors will prefer to put it at the prominent position.\(^1\) Mostly, when in comparison with other magazines in Beijing, Hangzhou, Shanghai, Shenyang, Tianjin, Chengdu, Nanjing, Xi’an, Guangzhou and Changsha, GRAZIA can get good display position due to its good sale. The display effectiveness in comparison with other magazines in ten cities is showed as follow:

\(^1\) Investigation Report on the Retail Market of “OK!” , 2012
To sum up, GRAZIA China makes good use of the display promotion.

- Print Advertising

For another traditional promotion way, GRAZIA China gets used of print advertising to promote its magazines. Print advertising refers to poster. Using posters to promote a new release magazine is the most common way.

When GRAZIA China comes up with a new magazine, posters with the new cover page and attractive topics are posted at newsagent. A print advertising often uses relative large poster with colorful design to grab readers’ eyeball. It is impressive by its marked design.
There is a research on the proportion of the poster in then cities (Beijing, Hangzhou, Shanghai, Shenyang, Tianjin, Chengdu, Nanjing, Xi’an, Guangzhou, Changsha). The research compared GRAZIA China with other magazines promoted in these cities and the result is as follow:

**Chart 6-2**
(Source: Investigation Report on the Retail Market of “OK!”)
Print advertising for GRAZIA China’s promotion in frequently used in Shanghai (28.77%) and Guangzhou (19.5%) (Investigation Report on the Retail Market of “OK!”). Meanwhile, Changsha, Nanjing, Tianjin, Shenyang and Beijing do not carry out any print advertising promotion for GRAZIA China. It can be assumed that the strength of print advertising promotion is not fully exploited.

However, no matter how conspicuous the poster is, it is only a one-way communication. It cannot be measured how effective the print advertisement is or whether it has stimulated the sales of the magazine.

- **Discount**

One of the below the line promotional way is discount. This is the most direct way to gain readers’ attention. For GRAZIA China, it was pricing at ten RMB at first. During the promotional period, it chooses to cut the price and sell at half price—five RMB. Comparing to those fashion magazines like VOGUE and Bazaar, which sold at twenty RMB, the pricing of GRAZIA China is much cheaper and easy for wide range of readers to afford.

- **Giveaways**

In addition to display and print advertising, GRAZIA China sometimes supplies elaborated giveaways to readers who buy the magazine. For example, GRAZIA China has given reusable bags and passport holder for free to attract audiences to buy its magazine. Suitable giveaways can increase the opportunities for readers to purchase GRAZIA China.
• Free Sample Reading

The fifth way is providing free sample readings to the public. GRAZIA China has placed its magazine at many public areas, such as restaurants, café, shopping mall and the airport. People often need to kill time when they are relaxed or waiting for the flight. They may have interests in reading a magazine like GRAZIA China. Through this way, especially at the beginning of the magazine first issued, this can make the public impressed by GRAZIA China.

Social Media Advertising

With the popularization of the Internet and development of technology Web 2.0, there are a large group of online users emerging in China. China is growing into a digitization country with more than 5.38 billion network users (Whittaker, 2012). More than 75% of the network users start to use their mobile phones to access to surf the Internet (Osborne, 2013). Due to the convenience of the Web, visiting social media has been a tendency. People enjoy surfing the Internet and receiving information from social media. Social media has become an everyday tool and main channel to communicate with each other.

As a two-way communication, social media is appealing by its interactivity. Not only can people receive advertising information passively, they can also forward and share the message with others which can help spread word-of-mouth. On the other side, through knowing about people’s comments, better improvement can be carried out for the product. (Schiddman & Kanuk, Tenth Edition)
For GRAZIA China, it also catches up with the tendency and brings out promotion through some social media channels.

- Micro Blog

Micro blog is a kind of online platform used to share, communicate and receive information. As its name, the contents of micro blog are about real-time information, often short but concise which no more than 140 words. It is a kind of public network that people can scan the content randomly. There are two advantages of micro blog. First, it is easy and convenient to access only if an account has been created. Sending messages through micro blog is very fast. Second, the information spread fast through micro blog. For instance, if a blogger has two hundred followers, once he or she sends a message, those two hundreds followers can receive the information right away. Also, followers can comment on his or her blog at the same time. (China Elections and Governance, 2011)

Taking SINA micro blog for example, the number of its registered user increased to more than 3 billion since 2012. Specifically, among all the registered users, more than 60% are active users. (Mozur, 2013) Considering such larger user base, GRAZIA has seen the potential advantages of promoting through SINA micro blog.

GRAZIA China has an identified account at SINA micro blog with 562,485 followers.
As can be seen from the picture above, on the left side, there are brief introduction about GRAZIA China and contact information for subscribing as well as the blog roll to GRAZIA China’s official website.
On the right side, the blue “V” shows that GRAZIA China’s account has been authenticated by SINA which help to distinguish itself from fake account. Moreover, this can establish a reliable image for GRAZIA China. Below that it can be found the online relationship between the reader and GRAZIA China. People can know how many friends of them have followed the page and how many celebrities they like has paid attention to GRAZIA China. Those celebrities’ and their friends’ choices will impact on their self options. They may choose to follow GRAZIA China’s micro blog due to one of his or her favorite movie stars has already followed. At the bottom, it appears another micro blog account which is specially used for providing information on how to subscribing GRAZIA China.

Through the micro blog page, people can know background information on GRAZIA China, find out its official website and get to know how to subscribe the magazine. This is a more easy way to promote GRAZIA China with lower cost than print advertising. Furthermore, using interactive social media can increase GRAZIA China’s exposure to much more people.

Picture6-6  (Source: SINA micro blog)
At the middle of the web page, it is the real-time content sent out by GRAZIA China. 

GRAZIA China delivers messages about fashion, lifestyle, cosmetics and celebrities, etc.

People can comment, forward and collect these kinds of information. By scanning people’s comments, GRAZIA China can know what kind of information people are most interested in so that they can better select the material. Getting advantage of people’s transmission, GRAZIA China can broaden the range of its audiences. Furthermore, due to the advantage of forwarding messages, GRAZIA China carries out some online activities through SINA micro blog.
By means of this kind of interactive activities, GRAZIA China grows its popularity. Cooperating with brands and donating giveaways, as incentives, motivates more and more people to participate in. Special gift can delight audiences and make them willing to spread word-of-mouth for GRAZIA China.

- WeChat

With the popularization of smart phones, applications appear. WeChat is one of the widely used applications developed by Tencent, which is particular for mobile instant messaging. People can use WeChat to communicate with others, sending words, pictures and videos, etc. It is a powerful tool for two-way communication. It has over 3 billion registered users from 27 nations and regions. (Li, 2013)
GRAZIA China has authoritative WeChat account which has passed the identification by Tencent. It is a public account that related to Tencent Microblog. Updated information is sent to audiences through the account. People can read through the message on their own mobile devices and even share useful or interesting content with their WeChat contacts.

![GRAZIA China’s WeChat Account](image)

Picture 6-9
(Source: GRAZIA China’s WeChat Account)

As WeChat is nearly becoming an every-day tool, promoting GRAZIA China through it seems can more closely associate the magazine with its readers. In contrast with Micro blog promotion, WeChat promotion is less active. Although people can receive and forward those messages, there is no reply when questions have been asked through WeChat. Also, the content from WeChat is seldom updated. Actually, to some extent, this is a kind of one-way promotion through a bidirectional platform.

- GRAZIA App
As mentioned above, applications are created to serve smart phone users. GRAZIA China has its Chinese edition application (红秀会). Apple phone users, for instance, can download the application from App Store without paying.

![Picture6-10](https://example.com/graizia_china_app_screenshot.png)

(Source: GRAZIA China App)

The application is categorized into four functions. Firstly, as a mobile magazine, the first-hand fashion information and celebrity gossip are revealed on the phone. The news is updated frequently. Secondly, it involves street snap. Readers can learn wearing style from others by watching those photos which shows how others dress. The third function of the application is that it provides a platform for people not only can see other others’ street snap, but also they can share their own photos. Fourthly, the application even has social function. People can sign in the circle of trendsetter and find out fashion icon. The application is for free. However, if people want to watch street snap, share photos and take part in the circle of trendsetter, they need to
set up an account to become the member of GRAZIA China. Through promoting GRAZIA China by its application, it can help the magazine encourage readers to join membership and build readers’ loyalty in the long run.

**Public Relation Event**

In addition to the above-the-line promotion, GRAZIA China also combines below-the-line activities together.

- **Second Anniversary Celebration**

2010 is the second year that since GRAZIA first issued in China. On December 3rd, 2010, GRAZIA China unveiled a big event in Shanghai. Many famous celebrities attended the party, including actors, singers, designers, models, etc. Besides that it is a celebration, it is a fashion award ceremony as well. Several stars were awarded for their fashion insight, good dressing and leading the fashion trend. Meanwhile, some designers won prizes for their contribution to fashion industry.

The splendid event has attracted so many media agencies to participate in. Well-known websites like Tencent Entertainment published news report about the event. Apparently, this can increase the opportunities to expose the brand GRAZIA to the public.

- **The Celebration for the Hundredth Published GRAZIA**

To celebrate the issuance of the hundredth GRAZIA magazine, a brilliant party was held at Shanghai Shallow Water Bay Culture Centre on December 21st, 2012. GRAZIA China also invited many celebrities to attend the activity. At the event,
several prizes were given to famous person to praise their contribution in fashion industry. For example, popular film star Zhang Ziyi was awarded “The Most Elegant” and Yang Mi has gained “The Most Stylish” prize. Moreover, there was a light box comprised by 100 cover pages of GRAZIA China. Those photos were lightened at the upsurge of the event.

Unlike above-the-line promotion, which needs a period of time to observe its effectiveness, below-the-line promotion can bring about great impact in very short time. Through public relations, GRAZIA China can promote its brand names by news releases. The frequent appearance among the public impresses to audiences, building brand awareness. Furthermore, successful public relations can enhance the brand quality among readers. Through inviting celebrities, readers may regard GRAZIA as an authoritative fashion magazine which celebrities prefer to read as well. Celebrities’ endorsement help GRAZIA China establish a reliable image. (Schiffman & Kanuk, Tenth Edition)

• Sponsor Media Support for EXPO in China

GRAZIA China is a media partner of the Italian Pavilion at the Universal Exposition in Shanghai, which began on May 1st, 2010. (Angrisano, 2010)
GRAZIA China was permitted to preview the Italian pavilion accompanied by the Italian government’s General Commissioner for the 2010 Shanghai Universal Exposition. Furthermore, it completed an exclusive fashion shoot Song Jia, one of China’s most talented actresses in the pavilion. The photographs were published in the magazine. As a media sponsor to this kind of fashion unrelated event, GRAZIA China has revealed its social responsibility. Having gained the opportunity to take photo shooting in the Italian pavilion reflects the authority of the magazine. Through this event, GRAZIA China has enhanced its reputation as well as brand image.

III. Distribution

Selecting Cooperator – SEEC Media Group Limited

Chinese market is undoubtedly promising, which is why international standard media brands are trying so hard to take a share in the cookie jar. However, not everybody has reached this goal, such as Rolling Stone (易文网). Baring this example in mind, let us take a quick look at the basic rules set by Chinese media supervision departments, and explain why SEEC is a very smart choice by Mondadori.

First, any foreign magazines’ entering China should be authorized officially. SEEC is a successful media company who mainly focuses on magazine business and has gain good fame through 20 years of its history. Some famous publishes of SEEC are Caijing, Lens, China Auto Pictorial, Sports Illustrated, etc. SEEC also has tried some forms of cooperation with internationally well-known brands. Best example is Chinese edition of Harvard Business Review (HBRC), which as well proves the strong establishment of SEEC Media Group. So, cooperate with SEEC would bring Mondadori certainty of GRAZIA’s expansion.
Second, choosing from three collaboration styles: copyright cooperation, disguised rental, and joint venture. Under the strict approval system, the first option becomes mostly used in importing foreign magazines in Chinese market places. *Vogue, ELLE*, and several famous fashion magazines all have entered China in this way. While Mondadori provides core contents to *GRAZIA* China, it doesn’t invest money, nor does it run the Chinese business. With one supervisor from the head quarter of Mondadori Italy, SEEC basically is in charge of everything, which includes distribution.

Third, SEEC Media Group’s organizational frame as well as its distribution network is fairly mature and profound. Distribution department is an independent function just like Marketing, Advertising, Finance, Publishing Management, and Technology Support. The coverage is so wide that Taipei is included other than all capital cities in China. The only exception is Lhasa. The reason is highly likely linked to political problems.

**Distribution Figures (Papery Magazines)**

Launched in February 2009, *GRAZIA* China is the 21st edition of *GRAZIA* magazine. In China, it is published fortnightly (once per two weeks) with a cover price 5 RMB. From the publisher’s figure, the total circulation is 1,162,000 copies per issue.

KY Research Company has done a market investigation on fashion magazines’ performance in ten Chinese major cities in August 2012. We adopt the numbers of *GRAZIA* China and its main competitor *ELLE* China; see how they are doing in these given marketplaces.
We can tell from the Table below, coverage rate of both magazines are relatively high. They try to make sure when enter a city, penetrate it. With *GRAZIA* China stands out in Shanghai, Hangzhou, Chengdu, Shenyang with 100% coverage, the rate of Changsha is noteworthy for less than 50%. Our assumption is some local distribution channel problems, not so high market needs as well as very strong local magazines’ threats (e.g. Mango Picture).

In terms of the total circulation, surprisingly, *GRAZIA* China almost doubles *ELLE* China. Actually it makes sense, because of different positioning strategies. *ELLE* China is more of a fashion magazine for professionals while *GRAZIA* China is for everybody, to read, to relax a bit while fashion information is available at the same time.

<table>
<thead>
<tr>
<th>Cities</th>
<th><em>GRAZIA</em> China</th>
<th><em>ELLE</em> China</th>
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<tbody>
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<td>Nanjing</td>
<td>93.20%</td>
<td>84.47%</td>
</tr>
<tr>
<td>Tianjin</td>
<td>91.35%</td>
<td>86.54%</td>
</tr>
<tr>
<td>Changsha</td>
<td>47.95%</td>
<td>94.52%</td>
</tr>
</tbody>
</table>

* *ELLE* China Circulation est. 615,200/issue (Meihua.info) (Source: KY Research)
In response to the circulations' big gap of these two magazines, market share rates show some facts in real marketplaces too. As shown in Chart 6-3 above, **GRAZIA China** is very favored in Chengdu, Shenyang and Xi'an, of which market shares are all over 20%. **ELLE China** only enjoys a 10.52% market share in Guangzhou, which already tops in ten cities given. Again, Changsha is a special place here. Obviously, the localized culture is preferred in Changsha.

These numbers are very inspiring. Taking a city's characters into account, we can find Chengdu girls are very outgoing, and fond of talking to each other in friends gathering events. Also, they are famous of their "hot" tastes in dressing. The readers' personality somehow reflects a magazine's personality. Maybe a deeper study of readership will help **GRAZIA China** modify its product.
We are very happy to find out in KY's research report that, the actual sale rate of GRAZIA China is very optimistic with all over 70% sold in these ten cities. Chengdu again is the star while Beijing with the minimum rate 71.56%. ELLE China, on the contrary, is not sold to its best capability. Even if in Shenyang and Nanjing, it can be called a success. However, Beijing isn't giving ELLE China any warm reactions.

<table>
<thead>
<tr>
<th>Cities</th>
<th>GRAZIA China</th>
<th>ELLE China</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chengdu</td>
<td>96.20%</td>
<td>76.87%</td>
</tr>
<tr>
<td>Shenyang</td>
<td>95.68%</td>
<td>95.41%</td>
</tr>
<tr>
<td>Nanjing</td>
<td>94.87%</td>
<td>90.84%</td>
</tr>
<tr>
<td>Xi’an</td>
<td>91.09%</td>
<td>60.90%</td>
</tr>
<tr>
<td>Tianjin</td>
<td>90.31%</td>
<td>87.72%</td>
</tr>
<tr>
<td>Changsha</td>
<td>88.12%</td>
<td>52.55%</td>
</tr>
<tr>
<td>Guangzhou</td>
<td>85.31%</td>
<td>78.39%</td>
</tr>
<tr>
<td>Shanghai</td>
<td>80.11%</td>
<td>59.37%</td>
</tr>
<tr>
<td>Hangzhou</td>
<td>77.78%</td>
<td>75.12%</td>
</tr>
<tr>
<td>Beijing</td>
<td>71.56%</td>
<td>33.11%</td>
</tr>
</tbody>
</table>

Table 6-2  
(Source: KY Research)

Other Distribution Channels

- Official Channels

New technological renovation brings a big change in every aspect of people's daily life. We gradually cut down the time on watching TV, reading newspapers and magazines, because these can all be done with one massive database ------ the Internet.
To follow up the trend, GRAZIA China is not only available in newsstand aside bus stations, but also can be reached through the Internet.

As we all know, nowadays when we talk about Internet, it's not restricted in computer using. Ipad, IPhone, all kinds of Android smartphones and Mobile Windows smartphones can access to the Internet.

Contents on official website of GRAZIA China is more on fashion unlike their paper magazine.

The progress of APP development is stunning, GRAZIA China has put their Ipad app, IPhone app are already available in Apple App Store (as shown in Picture6-12 to 6-14). Actually, there are two ways of distribution involved in Ipad: one is a payment-required electronic magazine in IBook, and one is the free app. So far, the Android App of GRAZIA China hasn't been released.

The contents on IPhone, Ipad GRAZIA China App and on its website are open to anyone who has access to the Internet.

Picture6-12
(Source: GRAZIA China IBook electronic magazine)
- Unofficial Channel

When preparing this case analysis project, we contacted GRAZIA China's editorial office in Shanghai trying to get some back issues from it, but honestly, the treatment wasn't really what we expected. And we had to turn to Taobao.com for purchasing. Amazingly, the prices are very tempting. The sales are not really impressive.

Until now, we haven't got any official answer about this distribution channel. Whether it is authorized by SEEC, or it is just a way of clear inventory at a low profile, it requires more study and research.

However, this kind of unofficial channel will draw some customers who don't care much about being a little bit "out of date" to buy it in a cheaper and easier way with all the magazines delivered to their homes. If this part of sales is included in the actual sales rate mentioned above hasn't been explained in KY's report.
IV. Price

Generally speaking, the price of a magazine is determined by several elements, such as print cost, which normally takes 30% of the final price of a magazine, daily cost of administration and operating, human resource, taxes, franchiser cost and the net interest, which may take a percentage at 10% in the final price of a magazine if lucky. However, there is not a scientific and systemic way and standard to set the price of a magazine, which may still stay at a comparative incompact level so far.

And it is more special when talking about fashion magazine because of its target readers and industry character. Most monthly fashion magazines like VOGUE are 20 RMB each. However, the problem that in most situation 20 RMB can hardly cover the cost price of a fashion magazine. Because magazine usually wholesale to franchiser at 13 RMB if the final price is 20 RMB. And then fashion magazines in Mainland China prefer to use coated paper, and usually the high quality one, which costs 0.8 RMB per page while there are at least 200 pages of a fashion magazine, sometimes even can
reach 300 pages, which means only the print cost is far beyond the franchiser price, not to speak of the retail price. Moreover, there are some umbrellas, shopping bags, lipsticks or other similar things presented as gifts with magazine each month. Thus, in fact, there is no possibility for fashion magazine to make profit from their retail price, on the contrary, they rely more heavily on the advertising revenue than other magazines.

**GRAZIA VS ELLE (papery edition)**

*GRAZIA* has 22 editions worldwide, from the traditional and original countries of fashion magazines like France, German, Italy, UK and Holland to Serbia, Slovenia, Bahrain as well as the Asian countries such as China, Korea and Indonesia, etc. and the prices are different among these countries because of the development background and time about their entry.

For example, in Italy, the original country of *GRAZIA*, its price is €1.5 while in UK is €1.95, and France enjoys a cheaper price at €1. However in Asian countries, the situation is a little bit interesting, which is, their prices are from €1.5(India) to €3 (Korea), but only around €0.5 in China when transferred the exchange rate is just 5 RMB.

For *GRAZIA* in China, the price of 5 RMB is called promotion price since it entered China market while with a fixed price at 10 RMB, which means, *GRAZIA* is on the way to adapt and explore in the China market. We may regard the two different prices as a promotion strategy, but it is a hint shows that 10 RMB is the regular price for a
fashion semimonthly magazine and they may become 10 RMB when GRAZIA gets a mature market in China.

And GRAZIA’S main competitor, ELLE, proves this in another direction. Comparing with GRAZIA, Elle is more mature and well-known in China market, which was monthly issued at 20 RMB but now becomes semimonthly and will be issued every 5th and 20th every month at a price 10 RMB since March, 2012.

**GRAZIA VS ELLE (digital edition)**

![GRAZIA iPad 版杂志给你全新体验](Source: www.grazia.com.cn)

![ELLE+ iPad Magazine](Source: www.ellechina.com.cn)

Nowadays, gradually decreasing of advertising revenue is a trend in fashion magazine development, as a result, all are seeking another way to survive and strength themselves by means of new media. According to David Carey, the CEO of Hearst
Corporation, the largest magazine publisher in USA, the magazine industry is facing a new opportunity, which is, reducing the rely on the advertising revenue and turn to make profit more from reader themselves.

In this situation, ipad edition is the first choice because of its convenience and popularity among the readers.

And Hearst Corporation is not the only one who focused on digging the digital magazine market. Some magazines that are published by Bonnier Company, has a higher digital edition price than the papery edition. What’s more, in the past 12 months, VOGUE and The New Yorker increased the bonding price of papery and digital edition. However, the CEO of Conde Nast Bob Sauerberg claimed that, the number of readers who have chose papery edition already and took digital edition as additional has increased one quarter though the price of digital edition is higher than before.

At this moment, in China market, GRAZIA and Elle both have an ipad edition magazine APP and both are free for now, however in which, readers have to pay for the online magazines from GRAZIA, and the price is 68 RMB for half a year (17 magazines) or 118 RMB for one year (34 magazines). Though fashion magazine in foreign market starts earlier to charge the digital edition and the price is increasing, ELLE released its ipad edition magazine in the 8th of March, 2013 and hit the No.1 download ranking in the category of newspaper and magazine in the China APP store.
To present a digital edition is not only to meet the market trend, but also is their effort to change the reading habit of their costumer and explore the new market, from which they are willing to get more profit from doing so since the advertising revenue is not as positive as before.

<table>
<thead>
<tr>
<th></th>
<th>Papery price</th>
<th>Digital price</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRAZIA China</strong></td>
<td>RMB 5 / issue</td>
<td>RMB 68/ half year</td>
</tr>
<tr>
<td></td>
<td></td>
<td>RMB 118/one year</td>
</tr>
<tr>
<td><strong>ELLE China</strong></td>
<td>RMB 10 /issue</td>
<td>Free</td>
</tr>
</tbody>
</table>

Table 6-3
Chapter 7
Research Analysis

To better know target consumers’ attitude towards GRAZIA China and consumer behavior, we conducted two levels of survey. The general survey was taken through releasing a questionnaire on website and asked people from different age group to fulfill. The general questionnaire survey is aimed to understand the general public’s attitude about fashion magazine. Before that, we have a focus group interviews to particularly study magazine readers’ opinion towards GRAZIA China.

General Questionnaire Survey

As the forward planning, we received 200 completed questionnaire after distribute it on sojump.com. Almost 70% of survey conductors are young female whose ages are among 21 to 30. As for their magazine purchase hobbits, it shows that papery magazines still keep a dominant position in the market, as approximately two-thirds of 200 people still prefer to buy magazines directly from bookstores and newsstands, and around 20% of them prefer to read them when they are in café shops. However, magazine publishers and management should still pay attention to development some digital editions, since the rest of readers prefer to read magazines on their smart phones or tablets, and we believe the number is going to be larger.
According to our questionnaire survey, it seems that fashion magazine editors nowadays need to rack their brains to come up with fresh and interesting ideas in all aspects. As fashion magazine readers today pursue higher demands on the product they are going to buy. Even for fashion magazines, what readers really need is not as simple as just some latest fashion show news. Instead, the main purposes for consumers to buy such magazines are not necessarily just for fashion information.
Female consumers consider more on their own live. As a result, apart from reading fashion magazines to relax and kill times, female readers especially want to receive “secrets” from those magazines about how to make them more charming and special. Therefore, fashion magazine editors should really figure out in what ways could they convey more interesting and useful fashionable information and tips to their sisters.

The content of fashion magazine is a priori part that every fashion magazine editors should consider, however, not the only one. According to our questionnaire survey, half of the interviewees said they would refer to the cover girl of an issue to decide whether to buy or not. In addition, more than one-third of them would prefer a magazine if there are samples or gifts insider the magazine package every issue.

Chart 7-3
Factors consumers will consider when they purchase a fashion magazine.

Chart 7-4
The main purposes for consumers reading these magazines
Reputation as well as awareness or popularity is also important reasons for readers to buy a particular fashion magazine. The survey showed that among all kinds of fashion magazines, *VOGUE* and *ELLE* are two that have had the highest public awareness. As for *GRAZIA* China, the public awareness is not positive compared to its main competitor *ELLE*. Almost half of the survey interviewees have no idea on *GRAZIA* China at all. They began to know this magazine just due to our survey. For the rest of people, only 10% are loyalty readers of *GRAZIA* China. One positive thing is, although there are only small groups of people know about *GRAZIA* China, once they read the magazine, they gave quite remarkable evaluation to the magazine. Since more than one-third of people who have ever heard about *GRAZIA* China are recommended by friends. It seems that there are some unique shining points of the magazine that it can attract readers and also turn them into loyal consumers. This result is not constant with what comes out in focus group. The reason could be the geographic limitation of focus group’s sample.
Fortunately, more than half of our survey interviewees hold an uncertain attitude on whether they are going to buy GRAZIA China to reader or not. It demonstrated a huge potential market for GRAZIA China to develop. However, the magazine should really make more efforts on promotion their brand as well as product in the future. In addition, it is worth noting that among the 7% interviewees who declared that they’d never buy the magazine, they also explained that it was because they prefer to read the magazine on Ipad or their smartphones. Consequently, it will also be smart if GRAZIA China considers developing and improving its digital apps as well as boosting more attractive promotions with its digital vision.

Chart 7-6
Channels that through which people get information about GRAZIA China.
People’s basic perceptions toward *GRAZIA* China: only few of them are familiar with the magazine before while the majority of them were never heard about the magazine. Fortunately, more than 70% of the interviewees said there will be chances that they are going to buy *GRAZIA* China in the future.
Focus Group

The objective of focus group is to understand a selected group of consumers’ deep insights to GRAZIA China and their consumer behavior. After made a face-to-face interview in Shenzhen with eleven consumers age between 20 and 30, who have undergraduate or above education level, they share many useful insights about the magazine. The interview is divided into three parts: GRAZIA China, comparison between GRAZIA China and its competitor ELLE China, and consumers’ purchasing habits.

Analysis Result on GRAZIA China

Firstly, in terms of the adjectives interviewees used to describe GRAZIA China, people use several positive words including colorful, practical, young, richness, localized, interesting, friendly and comprehensive to describe their overall impression to the magazine. On the contrary, some negative words appear as well, such as boring, not standout, low-quality, not catchy, pajama-like. To some extent, the positive and negative adjectives have been mentioned can show readers’ preferences. According to the interview, people pay most attention to the richness as well as quality of the content. They use pajama-like to describe GRAZIA China, which means that GRAZIA China has a friendly, relaxing, interesting and private image among readers. Meanwhile, this is a negative word that suggests GRAZIA China is not a high-end enough when positioning as a fashion magazine.

According to our question, interviewees mentioned fourteen perspectives of the magazine, from the cover page of the magazine, article title, editorial skill, news
characters, woman related news, gossip contents, image contents, street snaps, fashion contents, facial contents, general layout, package, pricing to advertisements.

Among the total fourteen perspectives, interviewees mentioned the article title and general layout most (10 times). The character style and color of the article title is bold but misplaced. The words seem to be not highlighted enough and cannot guide people’s reading correctly. As to the general layout, although some interviewees think GRAZIA China impresses readers by its young and colorful image. However, the opponents considered GRAZIA China need to improve the design of its general layout. Because composing of the layout is too “crowded” that it needs more space for readers to “breath”.

The second most frequently mentioned aspects are cover (7 times) and gossip contents (5 times). Most of the people think that the cover page is too gaudy. The tacky design leads the magazine to a low-quality image. For gossip contents, this is a special point which distinguished GRAZIA China from other fashion magazine. Most of the interviewees, particularly those readers who are visualizers (Shiffman & Kanuk, Ten Edition), think it interesting while some of them complain the material is not original, like copying the contents from other magazines.

Additionally, interviewees also frequently refer to editorial skill, street snaps, fashion contents and price. They recognize the street snaps parts are reader-friendly, which can evokes their interests and the pricing of GRAZIA China is reasonable as well as affordable.
“Street snaps are my favorite content of GRAZIA China. It shows how edgy people dress nowadays. And they are ordinary people in affordable clothes, which mean it’s also practical to me. I am able to actually learn something from it.”

On the other hand, the attitudes towards editorial skill and fashion contents are negative. The fashion contents are regarded to be not professional enough and the information is not all-inclusive. Regardless of the editorial skill is practical, explaining the fashion information from a gossip angle, the category is too messy. The lack of subtitle makes the long paragraphs difficult to read. Some of the content does not dig deep enough. And the forum category is not clear for readers to classify the contents.

### Attitudes on GRAZIA China

<table>
<thead>
<tr>
<th>Items</th>
<th>Mentioned Frequency</th>
<th>Attitude +</th>
<th>Attitude -</th>
<th>No. of People</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRAZIA (Adjectives)</td>
<td></td>
<td>Colorful, relevant pictures, practical, young, richness(2), localized, interesting, friendly, comprehensive</td>
<td>Boring, not standout, low-quality(3), not catchy, pajama-like</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cover**</td>
<td>7</td>
<td>1</td>
<td>6</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Article Title***</td>
<td>10</td>
<td>2</td>
<td>8</td>
<td>4</td>
<td>Bold but misplaced</td>
</tr>
<tr>
<td>Editorial Skill*</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>Practical</td>
</tr>
<tr>
<td>Category</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>Remarks</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>News Characters</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>Too less</td>
</tr>
<tr>
<td>Women-related News</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>Don’t want negative emotion</td>
</tr>
<tr>
<td>Gossip Contents**</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>Entertain but may not be original</td>
</tr>
<tr>
<td>Image Contents</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>Abundant</td>
</tr>
<tr>
<td>Street Snaps*</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>Reader friendly</td>
</tr>
<tr>
<td>Fashion Contents*</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>Not professional</td>
</tr>
<tr>
<td>Facial Contents</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>Needed by readers</td>
</tr>
<tr>
<td>General Layout***</td>
<td>10</td>
<td>3</td>
<td>7</td>
<td>6</td>
<td>Young and colorful, but need more space to “breath”</td>
</tr>
<tr>
<td>Package</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>Easy and convenient</td>
</tr>
</tbody>
</table>
Unlike ELLE China or VOGUE China, GRAZIA China is a new entrant to Chinese market. Considering it brand awareness, 8 out of 11 people have heard of this magazine. In another word, it can be assumed that in Shenzhen, GRAZIA China has certain popularity.

To get more direct information, we invite interviewees to give score to GRAZIA China, from zero to ten (zero is the worst and ten is the best). All the people gives it five or above points, which means that GRAZIA China is worth reading. Most of the people give it eight points, however, no one gives it full mark. This represents that people are not totally satisfied with the magazine and GRAZIA China still has space to improve.

## Table 7-1

<table>
<thead>
<tr>
<th></th>
<th>4</th>
<th>4</th>
<th>0</th>
<th>3</th>
<th>Reasonable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>nt, though not fashionable</td>
</tr>
<tr>
<td>Advertisements</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>Good amount</td>
</tr>
</tbody>
</table>

**Note:** “*” Stands for the emphasis degree, “***” is for the most important, “*” is for the least important one.
Chart 7-9

Referred to the most attractive section in the magazine, people have mentioned several parts, including news/real stories, fashion show, celebrity updates (outfit related), street snaps, facial contents and special report. Four people mentioned street snaps because they think it is interesting and meets their preferences. Two people voted for facial contents due to its usefulness. Simultaneously, another two person selected news/real stories because of its distinctiveness, but more positive topics needed to be selected.

To carry out some specific improvement on the positioning of GRAZIA China, we asked for the suggestion about the main target readers’ age. Conclusively, over half of the interviewees advised that GRAZIA China is suitable for target audience age from 15 to 30 years old. More focus should be put on the younger generation to help them establish their fashion style.

- Comparison between GRAZIA China and ELLE China
Secondly, based on the knowledge of GRAZIA China, we compared it with its main competitor ELLE China.

In terms of the image of these two magazines, interviewees proposed different opinions. They think GRAZIA China is gossip, casual, active and entertaining. When reading GRAZIA China, the book is relatively low-end, like making a girls’ talk with readers, which can target wide range of audiences. On the other side, ELLE China is like an elegant lady, who is high-end, formal, professional, insightful, and prefers western style. Sometimes ELLE China is regarded as too high-end to catch up with its fashion style and leads to unpractical image.

In contrast with the thirteen sections between GRAZIA China and ELLE China (cover, article title, editorial skill, news characters, woman related news, gossip contents, fashion contents, image contents, street snaps, general layout, package, price and advertisements), prominent difference appears on the fashion contents. Compared with the professional, profound and exclusive fashion contents in ELLE China, this part in GRAZIA China is reader-friendly but not reliable. People highly recommended the professional fashion image of ELLE China. Despite that GRAZIA China positioning itself as a fashion magazine, it mistakenly constructs the brand image. More attention is paid to gossip contents and the fashion information seems to be too superficial. Interviewees even said that they will not choose GRAZIA China if they want to know more about fashion information.
Another disadvantage of *GRAZIA* China is its editorial skill. In comparison with *ELLE* China, *GRAZIA* China has too many words. It is tired for people to handle words reading and leads the layout to be felt messy.

However, *GRAZIA* China has competitive advantages as well. As a weekly fashion magazine, its light package makes it easy to carry. Sometimes the small package even with gifts can give readers additional surprises. *ELLE* China is too heavy and makes readers feel inconvenient. Advertisement, the main way for magazines to increase their revenue, *ELLE* China is very good at attracting advertisement but the advertising section takes up too much of its content. Interviewees put forward that too many advertisement may result readers in disgust. Conversely, less advertisement has become a competitive advantage for *GRAZIA* China. Readers prefer to pay five RMB for buying the content rather than spending money on buying advertising pictures.

### *GRAZIA* China VS *ELLE* China

<table>
<thead>
<tr>
<th>Items</th>
<th><em>GRAZIA</em> China</th>
<th><em>ELLE</em> China</th>
<th>Remarks</th>
<th><em>GRAZIA</em> China</th>
<th><em>ELLE</em> China</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjectives Used</td>
<td>Gossip, casual, active, girl-like, entertain, larger scale of readers</td>
<td>Elegant, high-end, ladylike, professional, insightful, western style, formal</td>
<td>Low-end</td>
<td>Unpractica l</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cover</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Article Title</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Editorial Skill*</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td></td>
<td>G: Too many</td>
</tr>
</tbody>
</table>

78
<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>1</th>
<th>E:</th>
<th>1</th>
<th>0</th>
<th>G: Not rich enough</th>
</tr>
</thead>
<tbody>
<tr>
<td>News Characters</td>
<td></td>
<td></td>
<td>Various</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women-related News</td>
<td>1</td>
<td>0</td>
<td></td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Gossip Contents</td>
<td>3</td>
<td>0</td>
<td>G: very entertain, light</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Image Contents*</td>
<td>1</td>
<td>3</td>
<td>E: Comfort able and exclusive</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Street Snaps</td>
<td>1</td>
<td>0</td>
<td></td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Fashion Contents** *</td>
<td>2</td>
<td>6</td>
<td>G: Friendly; E: Professio nal, profound and exclusive</td>
<td>5</td>
<td>2</td>
<td>G: Not exclusive ; E: too broad</td>
</tr>
<tr>
<td>General Layout</td>
<td>0</td>
<td>2</td>
<td>G: Too many color blocks</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Package**</td>
<td>3</td>
<td>3</td>
<td>G: Convenient; E: often with gifts</td>
<td>0</td>
<td>2</td>
<td>E: too heavy</td>
</tr>
<tr>
<td>Price</td>
<td>0</td>
<td>0</td>
<td></td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
Table 7-2

- Purchasing Habits

By enriching the distribution channel, readers nowadays have more and more means to read magazines. According to the focus group interview, it can be found out that nearly half of the interviewees would like to read magazines in traditional way. The second option is to read on Ipad. Two of them think it acceptable to read magazine through personal computer while only one person select mobile phone as his reading way. The specific data is as follow:

![Choose of Reading Media](chart7-10)

To sum up, publishing print GRAZIA China is still the mainstream. Furthermore, it is able to get use of mobile terminal to promote the brand awareness of GRAZIA China.
When it comes to the effectiveness of promoting *GRAZIA* China through providing free sample, the result is positive. All the interviewees acknowledged that they will undoubtedly read the free sample offered at public places.

Another alternative to help promote *GRAZIA* China is offering gifts. When interviewees have been asked whether free giveaways will affect their buying decision, approximately three quarters of them answered “Yes”. If *GRAZIA* China offers a practical and attractive gift for the coming new magazine, they will buy the book intending to gain the present. Therefore, preparing elaborately free present for readers can effectively assist *GRAZIA* China to promote its magazine.

Finally, since knowing more information about *GRAZIA* China as well as its competitor *ELLE* China, interviewees showed increasing interests in *GRAZIA* China. Considering the advantages of *GRAZIA* China, more than half of the interviewees are willing to buy *GRAZIA* China. As we quoted one of them:

“I think I will choose *GRAZIA* China. It seems more economical and entertaining than *ELLE*. I am not taking the thick big book around when I am looking for some recreation time.”

Consequently, this displays the potentially competitive advantages of *GRAZIA* China.

In case that *GRAZIA* China can strengthen its superiorities as well as improving some weak perspectives, such as cover page design, editorial skill, general layout and contents, it can upgrade its brand image and enlarge its retail revenue.
Chapter 8

Conclusion

In the previous chapters, we have gone through mega-environment of fashion magazine market, marketplace and major competing forces in China, and GRAZIA China's development path to prepare this research a sophisticated background. Then we have reviewed what other studies have covered concerning fashion magazine topics, which ranges from readership studies to fashion magazines' main functions, to recent studies on certain fashion magazines in China, to basic marketing theories. These literatures are very valuable to us in either direct or indirect fashion. We formed our research methods structures based on them and apply the theories during the research as well as giving suggestions section in the following contents.

Next, details are illustrated concerning the marketing mix of GRAZIA China. Based on the abundant facts, we have managed to locate one or two imperfections even though the general situations are very optimistic. Following chapter is very crucial to this study. We gathered opinions and statics from an eleven-people focus group study as a qualitative research and a 200-survey study as a quantitative research. The results some match our expectations but some are surprisingly different, we have given our explanations according to actual situations.

In this chapter, we are going to bring what have come up from the research to the next level: we conclude what they are not doing good enough, and suggestions will be provided.
Positioning Altering: with product modification

GRAZIA China has always put itself in a high-end fashion magazine catalog that is in line with VOGUE, ELLE. Of course, fashion is the hot selling point in this marketplace when the economic grows so rapidly and people want to know about or even possess luxury products. If they lost it, there might be a downward slope in the sales simply because people don't want low-end stuff!

However, after studying the GRAZIA China's magazines in the Product section, and analyzing dialogues in focus group, we realized that gossip contents which exceed fashion contents in GRAZIA China's magazines is very much preferred by its readers. There was one young lady in the focus group, who works in the entertainment forum of a local newspaper, commented that the editing skill of using celebrities' news as the clue to point out fashion related topics is "worth learning". Meanwhile, even people think GRAZIA China's fashion contents are more reachable and friendly, they don't see it as professional fashion magazine but practical dressing guidance.
So, we propose an alternative in GRAZIA China's positioning. Instead of dressing up as a super elegant princess who are distant to regular people's daily life, an interesting and brave to comment town girl with good taste might be even more popular. In the positioning coordinator, GRAZIA China should move from the original spot, where is in the dimension of “young to mature” and “fashionable” up right a little bit to across “entertain”, “young” and “fashionable”, as shown in Graph below.

![Coordinate 8-2](image)

The positioning that GRAZIA China should have after analysis

A problem coherent with the positioning is that the magazine is not really near high-end fashion from the very bottom. Many color blocks in the general outline, gossiping writing style, and celebrity information are all of the characters from a cute town girl. Certainly, we still need the kindness and elegant aspects from her, whenever admiring top-of-the-line garments or introducing a beautiful European city for tourist sightseeing, we are expecting a calmer storyteller. That is why GRAZIA China needs to leave some "breathing space" while editing.
Increase Circulation: explore younger readers

The circulation number of GRAZIA China is very promising. Within only 4 years since entering Chinese market, it has achieved over a million copies circulation per issue, way over its competitor ELLE China. Plus, the actual sales rate is very inspiring.

We see more space here.

From the research result of focus group, the coverage of GRAZIA China’s expecting readers is female (mainly) from 15-30 years old. People mentioned how they were enthusiastic about fashion and new trends in high school and college when is an important period of time to form ideal self-image and cultivate good taste. Even though saying suitable for female 20-35 years old, GRAZIA China is friendly in the price (i.e. 5 RMB per issue fortnightly), also in the contents (e.g. not too many fancy and outrageously expensive clothes presented), which makes it possible for schoolgirls to buy this magazine and actually use it as a guidebook with the amount of their disposable money. So, why not explore this potential younger market, bravely and delicately?

In order to appeal to these adolescents, we suggest GRAZIA China improve or add some new ingredients to what they are already doing:

**Maintain the “town girl” positioning.** GRAZIA China can play a role of a 25-year-old girl, who can share her experience and opinions with the younger sisters. Make these adolescents treat GRAZIA China as an opinion leader; they look up to it, admire it and that’s when the bond being created.
**Appealing contents.** Speaking of the bond, GRAZIA China should learn from magazines like Xinwei. It is a fashion magazine focusing in Japanese style. It once had a whole exclusive series of Hamasaki Ayumi (浜崎步), the super star of Asian pop music, which drove thousands of her fans following Xinwei for months.

**Extend distribution channels:** go where these potential readers are. Now GRAZIA China is already available in most cities’ newsstands, bookstores, but maybe go to small private bookshops near school campus can help them to get a boost in sales. Small to big to small, do its best on details will really make a difference.

**Brand awareness: next crucial step**

Brand awareness are very closely linked to sales. From our observation, readers either don’t know GRAZIA China, or they read it and tend to like it. Survey results show GRAZIA China is in the bottleneck of its brand awareness, when ELLE China is a very well known fashion magazine brand. The reason why GRAZIA China is not so widely known is the blur in positioning.

After all, we are back to the starting point of a vicious circle. GRAZIA China is a good entertaining fashion magazine, by understanding this positioning, we know who are our target audience: 15-30 years old females who are confident, self-conscious and outgoing. They prefer western fashion style to Asian style. Promotion kicks in now.

**Promotion catch-up:** Again, go where the target audience is! Sina Weibo, Tencent WeChat is the mostly common used social media in Chinese youth groups. GRAZIA China has already got accounts on both platforms, but they are not using them to their
fully capability. We tried to ask some magazine related questions on both platforms, but couldn’t get instant or just simply couldn’t get any answer. We felt disappointed, not to mention the potential interests will be killed already.

Push the information to potential customers, cooperate with Sina Weibo or Tencent WeChat to create an interactive online PR event, and respond as soon as possible when there is a question from the reader, etc. are all achievable and working plans. We need new generation of celebrities from both China and western countries in anniversary party. Just imagine how big the effect will be if Taylor Swift comes to one party! Some Chinese fashion icons are also good choice to add in some localized elements, such as Bingbing Fan (范冰冰).

To sum up, GRAZIA China is generally doing a very good job as new member of imported fashion magazines in China. However, what’s stopping it to go further is the misunderstanding of their own positioning, which leads to other inaccuracy of their marketing mix. To fix this, we propose the idea of GRAZIA China being a “town girl”. And accordingly adjust the target audience range and modification on the magazine products, promotion and distribution. We believe if GRAZIA China can adopt our ideas, the results can be outstanding in 2 years.
Chapter 9
Limitation

We have tried our best to accomplish this case analysis. However, due to subjective and objective limitations, we wouldn’t say this report is perfect. The following are some of the limitations in this research report:

First, the sample we had for focus group was a convenient sample. All the participants are from Shenzhen, aged from 24 to 30, which have never covered the range 20 to 35 nor 15 to 30. They are all very well educated and having a decent job, so it’s largely above the average income rate in first-tier cities, not to mention the second-tier ones. We asked them to comment not only from their own perspectives but also on other’s standpoint, but unavoidably the answers would be affected. This might lead to small inaccuracy in our conclusion of location the age range of target audience.

Second, the sample of survey is collected by snowball effect that we sent the questionnaire to our friends then they sent to their friends or relatives. So not strictly sticking to academic quantitative research methods might not show the actual situation evenly spread out the country.

Third, all the statistics we adopted are from a third party research company instead from GRAZIA China editorial center or SEEC. Not that we haven’t tried, they simply not reply our emails nor picking up our calls, which was really frustrating. We expected them to do a better job in promoting their editorial team by providing a professional media kit. Disappointedly, there was none.
Forth, there have been some changes made in *GRAZIA* China, such as publishing weekly occasionally since March, 2013, and change the price to 7 RMB per issue. To remain consistency in this report, we decided not to cover the new changes, especially when there is even less materials for us study. No question, these changes will definitely bring an effect on *GRAZIA* China. We will follow this case afterwards.

Other than the things above, we will appreciate it if the readers can come up with other suggestions on this report. We are pursuing a better work piece always!
Reference:


BAZAAR Official Website: www.harpersbazaar.com/


ELLE Official Website: www.ellechina.com


Larner, W. & Molloy, M. Globalization, the ‘new economy' and working women:


SEEC Media Group Website. http://www.seecmedia.net/

SELF Official Website: www.self.com.cn


VOGUE Official Website: www.vogue.com.cn


Appendix

I. The Personal Information of the Focus Group Interviewees

--Focus Group on *GRAZIA*
Date: March 1st, 2013

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Gender</th>
<th>Age</th>
<th>Work Field</th>
<th>Monthly Income (RMB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Huang Jieyu</td>
<td>Female</td>
<td>26</td>
<td>Print Media</td>
<td>5000-6000</td>
</tr>
<tr>
<td>2</td>
<td>Yang Yi</td>
<td>Female</td>
<td>27</td>
<td>Human Resources</td>
<td>8000-10000</td>
</tr>
<tr>
<td>3</td>
<td>Luo Mingyu</td>
<td>Female</td>
<td>23</td>
<td>Art Auctions</td>
<td>5000-10000</td>
</tr>
<tr>
<td>4</td>
<td>Chen Yinghao</td>
<td>Male</td>
<td>25</td>
<td>Banking</td>
<td>6000-10000</td>
</tr>
<tr>
<td>5</td>
<td>Liu Ruiyue</td>
<td>Male</td>
<td>26</td>
<td>Fashion Design</td>
<td>20000</td>
</tr>
<tr>
<td>6</td>
<td>Chu Yuchen</td>
<td>Female</td>
<td>32</td>
<td>Media Director</td>
<td>6000-10000</td>
</tr>
<tr>
<td>7</td>
<td>Chen Suyuan</td>
<td>Female</td>
<td>30</td>
<td>Fashion Editor</td>
<td>6000-20000</td>
</tr>
<tr>
<td>8</td>
<td>Guo Xiaojun</td>
<td>Female</td>
<td>24</td>
<td>Education</td>
<td>6000-10000</td>
</tr>
<tr>
<td>9</td>
<td>Shao Jingjing</td>
<td>Female</td>
<td>23</td>
<td>Media</td>
<td>10000-20000</td>
</tr>
<tr>
<td>10</td>
<td>Lin Jianxiao</td>
<td>Male</td>
<td>24</td>
<td>Media</td>
<td>10000-20000</td>
</tr>
<tr>
<td>11</td>
<td>Zhang Ying</td>
<td>Female</td>
<td>24</td>
<td>Chinese Education</td>
<td>5000-6000</td>
</tr>
</tbody>
</table>
II. Focus Group Research in Mainland (Shenzhen)

PART 1: 对红秀的看法
1. 之前是否看过红秀这本杂志？或是否听说过这本杂志？
2. 通过翻阅我们提供的红秀杂志，假设满分是 10 分，最低分是零分，你会如何给这本杂志评分？为什么？
3. 请选择一个正面的形容词来评价红秀。
4. 杂志中的内容哪一部分最吸引你 / 给你留下最深的印象？（名人, 时装, 美容, 专栏, 秀场, 美食, 专题）
5. 您认为这本杂志适合什么年龄层的女性阅读？——> 这个年龄层的女性有什么特质和喜好？
6. 红秀的哪些内容较好地满足了这些喜好？
7. 请选择一个负面的形容词来评价红秀。
8. 你认为这本杂志中你觉得最无聊或最不想看的内容是什么？

PART 2: 红秀与竞刊的对比
GRAZIA VS ELLE
1. 你们是否听过或看过 ELLE 吗？
2. ELLE 给你的感觉是什么？
3. 与红秀对比，你觉得它们包装上最大的不同在哪里？
4. 与红秀对比，你觉得它们内容上最大的不同在哪里？
5. 你认为 ELLE 最吸引你的是什么？
6. 你认为 ELLE 针对的目标阅读人群是什么样的人？可以从年龄，收入，工作性质等方面进行描述。
7. 与 ELLE 对比，你觉得红秀最有优势的方面是什么？
8. 最近 ELLE 对其杂志进行了改版，从原来每月 20 元厚本变成了 10 块钱，较为轻便的包装且以半月刊形式发行，即一个月发行两本，你有什么看法？
9. 在我们提供的三份不同的杂志中，改版后 ELLE 的定价是 10，红秀的定价为 10 元，目前的促销价为 5 元。那么这两本杂志，您觉得哪一份的性价比最高？并请说明一下您的理由？
PART 3: 时尚杂志购买决策与使用行为

1. 如果一个月花 20 元买两本 ELLE，与一个月花 10 元买两本红秀，这两种行为你会选择哪一种？请说明你的理由。

2. 一般情况下，浏览时尚杂志的方式，你会选择纸质版阅读、IPAD 订阅阅读、手机订阅阅读还是官方网站阅读？

3. 若是在机场、办公地点投放的免费时尚杂志样本，你会选择翻看吗？

4. 在此次访问看过三本杂志样本之后，你今后会倾向选择购买哪一本杂志？
III. Questionnaire

1. 题下的性别:
   A. 女
   B. 男

2. 题下的年龄
   A. 20岁以下
   B. 21—25岁
   C. 26—30岁
   D. 31—35岁

3. 题下所在的城市________

4. 题下的学历
   A. 专科或以下
   B. 本科
   C. 硕士
   D. 博士或以上

5. 题下目前的收入
   A. 2000元及以下
   B. 2000—4000元
   C. 4000—6000元
   D. 6000元以上
《红秀GRAZIA杂志调查问卷》

杂志阅读习惯

6. 你购买时尚杂志的频率为：
   A. 一周一次
   B. 一月一次
   C. 每期必买
   D. 看心情

7. 你每月在时尚杂志的开销为
   A. 20元及以下
   B. 20-50元
   C. 50-80元
   D. 80元以上

8. 你更喜欢的杂志发行频率是：
   A. 周刊    B. 半月刊    C. 月刊    D. 随意

9. 你阅读杂志的方式为：
   A. 直接购买
   B. 网络电子版
   C. 借阅
   D. 公共场所（图书馆，咖啡店等）

10. 你更重视时尚杂志的哪些方面（多选并排序）
    A. 封面    B. 价格    C. 名气
    D. 尺寸    E. 内容    F. 赠品

11. 你购买及阅读时尚杂志的主要目的为（多选）
    A. 休闲娱乐，打发时间
    B. 积累社交谈资
    C. 了解时尚资讯和最新单品
    D. 学习服装搭配和美容技巧
    E. 对时尚的心理满足感
    F. 了解明星动态
    G. 对相关文化生活感兴趣
    H. 收集广告信息
    I. 其他__________
《红秀 GRAZIA 杂志调查问卷》

杂志阅读习惯

12. 阅读经常阅读的时尚杂志有（可选，并请排序）：
A. Elle 世界时尚之苑  B. VOGUE 世界时尚美容
C. Grazia 时尚  D. Cosmopolitan
E. 时尚芭莎  F. Self
G. Vivi  H. Mina 米娜
其他__________

13. 阅读会依据时尚杂志内容作为购物指南吗？
A. 会    B. 不会

14. 阅读对于时尚杂志中广告的态度为
A. 直接略过    B. 选择感兴趣的品牌看
C. 选择设计精美的看    D. 全部都看

15. 如果想购买一份时尚娱乐杂志，你认为它应该包含以下哪些内容（可选）?
A. 时尚动态    B. 明星八卦    C. 文化事件    D. 女性新闻
E. 旅游专题    F. 美食专题    G. 美容美妆    H. 其他__________

16. 阅读认为时尚杂志的文字内容风格应该是（可选）
A. 轻松活泼    B. 口语化的    C. 客观的
D. 严肃认真的    E. 文学性丰富的    F. 其他__________

17. 你认为娱乐杂志的文字内容风格应该是（可选）
A. 轻松活泼    B. 口语化的    C. 客观的
D. 严肃认真的    E. 文学性丰富的    F. 其他__________

18. 你认为时尚娱乐杂志的文字风格应该是（可选）
A. 轻松活泼    B. 口语化的    C. 客观的
D. 严肃认真的    E. 文学性丰富的    F. 其他__________

19. 你认为时尚娱乐杂志中宣传的时尚品牌的定位应该是
A. 高级一线
B. 高价的
C. 高级时装
D. 平价的
E. 以上都有
《红秀GRAZIA杂志调查问卷》

对GRAZIA的认知度

20. 在此次问卷访谈之前，阁下对《GRAZIA红秀》这本杂志熟悉的程度为
A. 非常熟悉     B. 曾经看过   C. 听说过   D. 完全不了解

21. 阁下是如何知道《GRAZIA红秀》这本杂志的
A. 朋友推荐     B. 平面广告   C. 电视节目赞助
D. 社交网络   E. 活动举办或赞助
F. 其他

22. 对于《GRAZIA红秀》，阁下最喜欢的版块是:
A. 名人     B. 时装     C. 美妆     D. 专栏
E. 秀场     F. 美食     G. 专题

23. 阁下认为《GRAZIA红秀》值得肯定的地方有:
A. 价格合理，更新快     B. 厚度适中，方便携带
C. 信息全面，娱乐性强     D. 品牌层次丰富，满足各群体需求
E. 其他

24. 阁下认为《GRAZIA红秀》需要改进的地方有:
A. 包装印刷
B. 内容
C. 排版
D. 广告
E. 其他

25. 在此次访谈之后，阁下今后是否会购买《GRAZIA红秀》吗?
A. 会     B. 不一定    C. 不会