



Lovelorn in Shanghai

Mattel in China

International Business Communication

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Introduction

House of Barbie in Shanghai

the world's largest collection of
Barbie dolls and affiliated products





Mattel opened the world's
only Barbie flagship store
in Shanghai



entered the Chinese market

Lower expectations



the world's only Barbie
flagship store in Shanghai
stopped business



retail target was reduced at least
3 times, which is lower than that
in the beginning by 30%.

Flagship store is closed



Surface phenomenon:

- Products are not welcomed by consumers
- poor sales performance

Unwelcome reasons:

Demonstration, function, appearance, pricing and other deviations

Deep reasons:

- cultural differences
- profit model
- circulation system

culture

Culture is the sum of material and spiritual wealth created by mankind in the course of social and historical development.

Edward Hall, a key researcher into cultures, wrote:

Culture is those deep, common, unstated experiences which members of a given culture share, which they communicate without knowing, and which form the backdrop against which all other events are judged.

cultural awareness

Cultural awareness is the knowledge and realization of culture, is the understanding of the likely impact of those deep, common, unstated experiences which members of a given culture share.

Hofstede's cultural dimensions theory



Power Distance

Dealing with human inequality

Uncertainty Avoidance

Managing future uncertainly



Individualism versus Collectivism

Affects the way people live together

Masculinity versus Femininity

Male/female traits



Long-term versus Short-term

Universalistic or particularistic

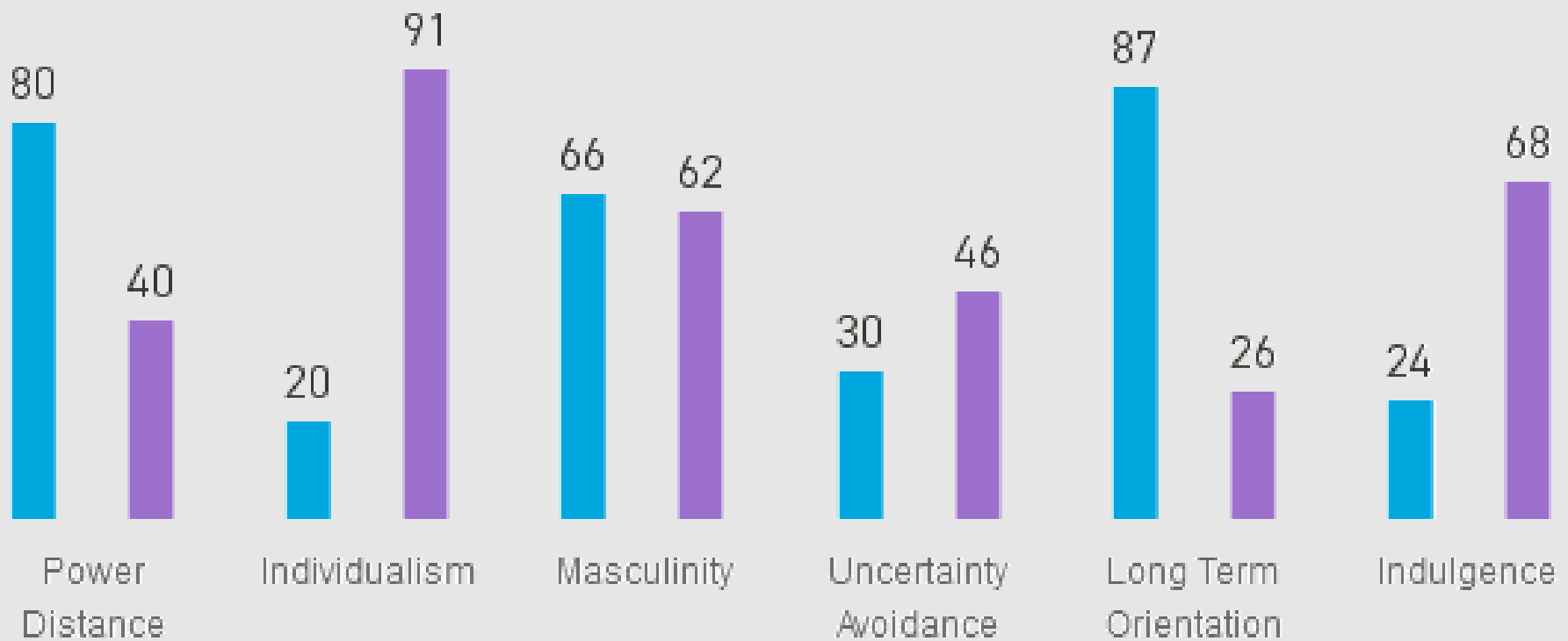
Indulgence versus Restraint

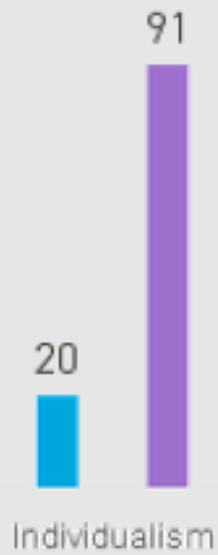
Freedom to express/gratify needs



China ×

United States ×

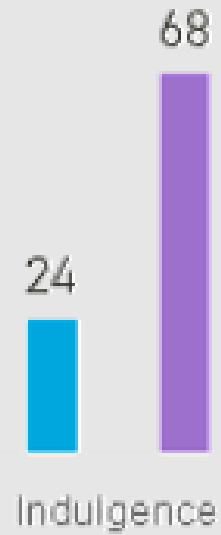




stimulate children's curiosity

VS

education



independent

VS

dependent



Free and Brave

VS

shy

RECOMMENDATIONS



- 1) Respect and focus on the study of local cultural environment
- 2) focus on the study of the local consumers and market
- 3) The localization of modern enterprise management is another important point



The qing dynasty princess



Shanghai Ling

localization

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