

CONTENTS

<i>Preface</i>	<i>xi</i>
<i>Acknowledgments</i>	<i>xiii</i>
Introduction: The China Dream	1
<i>Our Intent</i>	7
<i>The Country within a Country</i>	7
PART I History, Culture, and Language Matter—The Birth of Chinese Consumerism	11
Chapter 1 From Feudalism to Fendi	13
<i>Back to the Future</i>	14
<i>Chinese Consumption: What's Old Is New Again (Tenfold!)</i>	16
<i>China's Growth Is Different</i>	18
Chapter 2 Orientation	21
<i>A Code to the Chinese Mind-set</i>	24
<i>Contradiction and Paradox</i>	30
<i>Summary</i>	31
Chapter 3 A Self-Contained Empire	33
Chapter 4 The First Globalization	41
Chapter 5 Marco Polo and the Two Admirals of the Sea	43
<i>The Two Admirals of the Sea</i>	44
Chapter 6 An Insatiable Appetite	49
<i>Freedom Creates Wealth in the West</i>	51

Chapter 7	Opium, Imperialism, and Decay	53
	<i>Opium and War</i>	54
	<i>A Century of Exploitation</i>	54
	<i>End of War—Continuation of War</i>	56
Chapter 8	The People's Republic	57
	<i>The New China</i>	58
Chapter 9	The Mandate of Heaven	61
	<i>Opening and Reform</i>	65
	<i>Green Shoots</i>	67
Chapter 10	A Boom Is Born	69
	<i>A Boom Starts with a Swoosh and a Shot</i>	
	<i>of Espresso</i>	71
	<i>Change at Hyper Speed</i>	74
PART II	The Chinese Super Consumer—From Birth to Adolescence and Maturity	77
Chapter 11	From Sandpaper to Sephora—The First Super Consumers	79
	<i>American Century Redux</i>	80
	<i>Want. Need. Buy. Show Off. Keep Up.</i>	82
	<i>Super Consumption Goes Global</i>	82
	<i>Go West, Young Man</i>	83
	<i>China's Own Postwar Boom and Birth of the Chinese Super Consumer</i>	85
	<i>In the Beginning</i>	87
Chapter 12	The China Market + The China Global Demographic = China's Super Consumers	91
	<i>The China Whisperer</i>	93
	<i>Spinning in a Whirlpool</i>	95
	<i>The Great Pizza Wars: In China, Everything Is Possible, but Nothing Is Easy</i>	96
	<i>Listen to the Great One</i>	97
	<i>Stay the Course, Even When the Seas Get Rough</i>	98
	<i>Nestlé: Navigating the Teen Years</i>	100
Chapter 13	The China Global Demographic	103
	<i>The Precious Gift of Time</i>	104
	<i>Meet the Tangs</i>	107

Chapter 14	Channels	113
	<i>Department Stores</i>	114
	<i>Street-Level Stores</i>	115
	<i>Malls</i>	116
	<i>Grocery Stores/Supermarkets</i>	118
	<i>Hypermarkets</i>	119
	<i>Convenience Stores</i>	120
	<i>Not Your Father's Post Office</i>	121
	<i>Lifestyle Stores</i>	126
	<i>Specialty Retailers</i>	127
	<i>Multibrand Retail</i>	127
Chapter 15	E-commerce and the Rise of Alibaba	129
	<i>Alibaba</i>	130
	<i>NFL Footballs "Sold Out"</i>	132
	<i>Why E-commerce?</i>	135
Chapter 16	Supply Chains to Satisfy China's Super Consumers	139
	<i>Supply Chain Megaprocesses</i>	140
	<i>Plan</i>	141
	<i>Buy</i>	142
	<i>Make</i>	142
	<i>Distribute</i>	143
	<i>Sell</i>	144
	<i>Aligning Strategy, Structure, and Implementation</i>	144
Chapter 17	Segmentation	147
	<i>Surveying China</i>	147
	<i>A Most Discerning Consumer</i>	152
Chapter 18	Marketing	155
	<i>Consumer Impulses and Desires</i>	156
	<i>Lenovo's Approach: The Best of Both Worlds</i>	157
	<i>From East to West to Wei East</i>	161
	<i>Baby Boom</i>	164
	<i>Brand Advertising in China</i>	169
	<i>Going Native—Tory Burch, Gossip Girl, and Made-for-China TV</i>	170
	<i>The Role of Social Media in Marketing: United States versus China</i>	173
	<i>Promotions</i>	177

Chapter 19	The Chinese Luxury and Premium Market	179
	<i>The Nouveau Riche: Pebble Beach or Nothing</i>	180
	<i>The Gifting Group</i>	181
	<i>China's Engine: The New Middle Class Seeks Quality and Value</i>	182
	<i>Affordable Luxury: A Tiffany's Tie Clip and an Entry-Level BMW</i>	183
	<i>China's Luxury Downturn: Myths and Realities</i>	186
Chapter 20	Travel and Tourism	191
	<i>Take a Walk on Boardwalk—Pass Go, Collect \$200 (Thousand!)</i>	195
Chapter 21	Chinese Super Consumers Changing the World	203
	<i>The Microsoft Miracle</i>	203
	<i>A Final Word about China's Super Consumers</i>	207
	<i>Index</i>	213