

OPPO Singapore – Hitting the Best Sales Achievement Worldwide

CHALLENGES

BACKGROUND – NON-EXISTENCE IN PREMIUM & HI-TECH SEGMENTS

OPPO was the market leader in Singapore's affordable smartphone sector, while it had 0% market share in the premium sector (products priced above SGD1,700). According to brand trackers, OPPO's image was behind Samsung and Apple on "technology" and "professionalism", which were the two key brand equities related to the premium sector.

OPPO headquarters decided to launch the high-end foldable phone flagships Find N3 and Find N3 Flip globally in 2023 Q3, which was OPPO's bold move into the premium and hi-tech sector. Thus, the product launch was, in fact, OPPO's REPOSITIONING campaign to elevate the affordable mass brand to a high-end tech brand.

It was a three-month campaign from 19th October to 18th December 2023.

CHALLENGES – LAUNCHING INTO A NEW TERRITORY

The launch faced a long list of challenges:

- ◆ **NEW HI-TECH POSITIONING** – With significant technological breakthroughs in the new products, the first task was to increase OPPO's top-of-mind awareness as a tech brand.
- ◆ **PREMIUM SECTOR** – Lacking a customer base in the premium sector, OPPO needed to seize customers from Samsung and iPhone.
- ◆ **HIGH PRICE** – OPPO N3 Flip was priced at SGD2,399, which was 41% above the premium sector's entry benchmark and surpassing even the newest iPhone's cost.
- ◆ **NICHE PRODUCTS** – The new foldable phones were comparatively niche in the market vs traditional smartphones.
- ◆ **NEW PRODUCT CATEGORY** – Samsung dominated sales and share of voice in the foldable phone market. OPPO's launch meant forcibly opening a closed loop field.
- ◆ **CLUTTERED COMPETITION** – In the wake of COVID-19, other giant global mobile brands launched upgraded products in the same quarter of the year as OPPO's Find N launch.
- ◆ **LOWER BUDGET** – Compared to its key competitors, OPPO's launch budget was less than half of what Samsung allocated for its new product during the same period.

REDEFINED THE TARGET SEGMENTS

OPPO's core target groups in Singapore primarily consisted of the "early majority" and "late majority", which accounted for 64% of the market's customers. OPPO's challenge was to elevate the aspirations of the current target groups through upgrades while extending aggressively into the cream of the consumer segments -

the “early adopters” and “innovators” - which was the territory of leading tech brands Samsung and Apple.

For a smooth transition, OPPO carefully pinpointed three groups of early adopters for fast conversion, as well as helped to build the aspiration and endorsement for the new products:

1. **BUSINESS PROFESSIONALS** – who were willing to pay more for quality while still looking for value for money, such as CEO and industry leaders.
2. **PRACTICAL TECH INFLUENCERS** – who prioritized the application and practicability of technology and were influential enough to endorse OPPO’s technology, such as university professors and CIOs of international brands.
3. **PHOTOGRAPHERS AND STYLE TREND LEADERS** – whose endorsement could immediately highlight OPPO’s competitive advantage on camera and photography functions.

STRATEGY

SHARPEN THE BLADE WITH ONE PROPOSITION

Other than going into different tech aspects like the two market leaders, OPPO was very clever in translating “hi-tech” into a single-minded and actionable proposition to maximize the speed of mind-change for its target users.

OPPO’s new product brought an industry breakthrough with a traceless screen unique among foldable phones. Together with its upgraded camera, OPPO broke the myth that foldable phones’ photographic functions were less ideal and put forward a bold and aspirational proposition to challenge the market: “**FOLDABLES REIMAGINED.**”

3-DIMENSIONAL MARKETING STRATEGY TO ACHIEVE THREE OBJECTIVES

OPPO set three objectives to elevate the brand from scratch into a premium tech brand and tackled the repositioning from three dimensions. Specific KPIs were set as the careful measurement of success:

1. **AWARENESS on OPPO’s technology** – Expanding audience reach to amplify OPPO's share of voice in Singapore’s premium mobile market was the top priority, while exposure to tech-related media and social media were the key indexes to push.
2. **ACCEPTANCE of the new brand proposition** – The second objective was to go deep and penetrate the specific targets who were “early adopters” with the highest possibilities to shift from market leaders to OPPO. Translating media awareness to belief in “Foldables Reimagined” and finally to brand consideration via engagement with the new targets was crucial.
3. **CONVERSION to sales**– Consumers would take a longer decision when purchasing a premium high-end mobile compared to the mid-price segment. Therefore, the launch campaign had to sustain sales momentum to absorb the

conversion of the “early majority” to the “late majority”. Sales of the new products and market share in the premium sector was the most important KPI of the whole campaign.

MEDIA STRATEGY AND AFFILIATE MARKETING FOR BEST PERSUASION

OPPO applied three media strategies to maximize the leverage effect:

1. **CREATING STORIES FOR MEDIA EXPOSURE** – Besides the product stories, OPPO linked the launch with a wide range of topics to attract reports from different media for earned exposure, such as inviting famous soccer star Kaka to the global launch, featuring the Chinese brand’s global expansion to match the 100th anniversary of Lianhe Zaobao Daily, and hosting the OPPO Inspiration Challenge competition on rewarding enterprises’ technology proposals, etc.
2. **INTER-BRAND PARTNERSHIPS FOR ENGAGEMENT** – The launch incorporated the widest range of cross-brand partnerships for OPPO in Singapore. The partnership aimed at creating different usage occasions for different target groups to engage and experience, such as owning the male audience with their beloved games via the soccer star presence in a global launch, a soccer fan club gathering with telecommunications operator Starhub, and a free viewing of Premier League for new buyers.
3. **KOL and KOC MICRO-INFLUENCERS** – Besides the celebrities and soccer stars to grab eyeballs for the launch, most of the marketing budget was invested in micro-KOCs for deep penetration into selected targets. OPPO facilitated product trials and provided photo skill sharing from professionals to empower the KOC to experience breakthroughs in real-life applications.

EXECUTION

STAGE 1: TO GO WIDE FOR GENERAL AWARENESS

B2B GLOBAL PRODUCT LAUNCH – OPPO Singapore held the first global product launch in Singapore to grab the maximum B2B attention from its distributors to expand distribution channels into the premium segments. The presence of hi-tech speakers and famous soccer star Kaka intensified media exposure.

B2C INTEGRATED COMMUNICATIONS – To create the talk-of-the-town, OPPO ran the first naked-eye 3D mobile phone outdoor advertising. Its 360° media plan also included product placement in TV programs, featured stories on products and target users in print and digital media, interviews on radio, outdoor advertising from office lifts to giant billboards, and a huge volume of content marketing on social media to cover different touch points of both business and leisure users.

STAGE 2: TO GO DEEP ON SPECIFIC TARGETS

OPPO POP-UP STUDIO TO ATTRACT EARLY ADOPTERS – OPPO had no retail outlet in the central business district. To raise visibility in this strategic location and capture immediate sales from “early adopters”, OPPO built a huge pop-up studio in the

upscale shopping and commercial district. It was presented as a photography exhibition, with tailored set-ups of portrait and selfie zones to highlight the proposition and provide a creative experience for users to try out the new functions. It also acted as a dominant outdoor billboard facing the business traffic of Orchard Road.

PARTNERSHIP AND MICRO KOLs FOR ENGAGEMENT WITH SPECIFIC TARGETS –

The cross-branded partnership created different occasions for target customers to engage with OPPO's new products and placed the new functions as the value-added highlights of the occasions. Examples include the photography exhibition with Nylon Magazine, a soccer fans club gathering with Starhub, mobile phone case production with Ambush Design, an anniversary party with ELLE, a fashion summit with Vogue, and business seminars with Forbes, etc.

STAGE 3: TO GO LONG FOR SUSTAINING ENDORSEMENT & LEADERSHIP

“UNFOLDING OPPORTUNITIES” TECH SUMMITS – High-end users were always eager for tech knowledge. Therefore, OPPO employed the format of regular tech summits to interact with tech and business leaders. Tech speakers were invited to share their insights to attract premium attendants, while the careful selection of attendants became a semi-business networking occasion to build bonds with these high-end users.

FORBES 30 Under 30 SUMMITS – OPPO hosted the largest co-op summit with Forbes in Singapore to engage young entrepreneurs. Senior executives, serving as speakers, shared thematic content and disseminated the essence of OPPO's new products to establish a high-end image. The summits established a continuous dialogue with young commercial executives, which helped to differentiate OPPO's positioning further from Samsung's hard-core tech and Apple's creative equities.

ROAD TO PARIS – To sustain the “Foldables Reimagined” momentum, OPPO launched an eye-catching travel-to-reimagine tour from Paris to Seville, covering Europe's most photogenic locations and participated as the only smartphone brand in Paris Photo 2023, the largest international art fair dedicated to the photographic medium. The tour generated a vast volume of photo content to be spread on social media, which stirred up more user-generated content via forwarding.

RESULTS

SHARP SALES INCREASE TO BECOME MARKET LEADER

- ◆ Singapore's new product sales KPI achievement rate topped all OPPO's markets worldwide.
- ◆ 2023 launch sales were FIVE TIMES the last launch of the same series.
- ◆ Premium market share surged from 0% before the launch to 18% in two months.
- ◆ Total sales in 2023 were among the top three smartphone brands in Singapore, standing shoulder-to-shoulder with traditional giants Samsung and Apple

HIGHER SHARE OF VOICE AT A LOWER BUDGET THAN KEY COMPETITORS

- ◆ Over 50 million news views in Singapore, which was equivalent to 10 times exposure per Singaporean, 333% of the standard average media exposure per campaign (GroupM Media Behavior, Singapore 2022).
- ◆ OPPO was the Top 10 search on Google Daily Trend on the day of launch, and the search rate remained high through the launch month.
- ◆ 40 mass media and tech media outlets reported the launch in Singapore. It was also one of the few tech product launches that was featured by the top three trend media outlets, namely ELLE, Vogue, and Viu, and the only mobile brand that partnered with Forbes on its regional summit in Singapore.
- ◆ 73.2% share of voice in technology media
- ◆ YoY earned media exposure increased in Singapore's top two social media, Facebook, and Instagram, at 548% and 2,000%, respectively.
- ◆ Over 2 million views on OPPO's official launch on LinkedIn & YouTube in the first two weeks after launch.

CONSUMERS' ACCEPTANCE OF THE NEW POSITIONING

- ◆ 79% visitors to OPPO's Pop-up Studio spent 20+ minutes, which was 1/3 longer than in ordinary retail outlets, with a record-breaking conversion rate of 74% engaged in sales activities and 31% on product trials.
- ◆ The top three brand equities quoted by participants in the post-campaign survey were "camera capabilities"(54%), "OPPO's technology" (51%), and "for professional" (44%)
- ◆ Facebook engagement increased 155% in the launch period.

EXCEPTIONAL SUCCESS OVER SAMSUNG AND APPLE

- ◆ 54% buyers of new products were shifted from Samsung and Apple
- ◆ OPPO's marketing budget for the launch was less than half of Samsung's head-to-head new product launch in the same period, while the new product sales were higher than Samsung in the first two months after launch.
- ◆ After engaging in OPPO's launch events, 74% participants felt inspired/ more creative which used to be Apple's territory.