



# Optimization of HEYTEA'S Crossover Marketing Strategy

Qian Li<sup>(✉)</sup>  and Yalan Song

Geely University of China, Sichuan Province, Beijing 641423, China  
sxy-liqian@bgu.edu.cn

**Abstract.** Amid the market competition, crossover marketing stood out above the traditional single-brand marketing mode and gradually became one of the mainstream marketing means for new-style tea brands. Nowadays, crossover marketing has become so mature that “everything is open to crossover”. This paper analyzes the crossover marketing of HEYTEA, a leading new-style tea brand based in China, from the perspectives of the industrial environment, marketing goals, market environment, and the current situation. This paper summarizes the problems with HEYTEA's crossover marketing promotion and proposes suggestions for the optimization of its marketing strategy, with practical implications for the crossover marketing of new-style tea brands.

**Keywords:** HEYTEA · Crossover marketing · New-style tea brand

## 1 Introduction

The word “Crossover” originated in the basketball neighborhood, then it was gradually applied to other fields, especially in the field of brand marketing. Crossover marketing is a kind of marketing method to brand marketing. It is to integrate or permeate disparate elements to give the brand a sense of collectivity and depth. Crossover marketing is a transfer from product focus to user focus, find out the common points of both brands and improve user experience through resource matching, achieving brand effect superposition, cross-industry drainage. Its essence is that many different brands cooperation should create a “1 + 1 > 2” synergy.

Founded by Nie Yunchen in 2012, HEYTEA, a leading new-style tea brand in China, has conducted various crossover marketing activities to enhance its brand competitiveness, which received great market responses. Therefore, HEYTEA is known as the “king of crossover” in the new-style tea industry. Considering that HEYTEA is an exemplar of the industry, this study, focusing on the optimization of HEYTEA's crossover marketing strategy, can provide other new-style tea brands with some reference.

## 2 Status of HEYTEA'S Crossover Marketing

Since the first crossover co-branding with Maybelline in 2017, HEYTEA has cooperated with more than 70 brands by 2021. As following Table 1, making it a veritable “king of crossover” in the new-style tea industry.

**Table 1.** HEYTEA's Crossover Cooperation with Other Brands (Self-Drawing)

Brand	Industry of Cooperation	Brand of Cooperation
HEYTEA	Beauty makeup and cosmetic	Fenty Beauty, Marie dalgar, Kiel's, L'ORÉAL, Dove, Durex, Maybelline, SPDC, Clinique, OKAMOTO
	Dress	Adidas Original, M&M's, Nike, Sesame Street, MANITO, PEACEBIRD, B.Duck, COFFEEPSYCHO,AAPE, Lee jeans, WARRIOR, TYAKASHA, MUJOSH
	Foods and Drinks	OATLY, Baleys, Wonderlab, Shake Shack, Lucky, STARFIELD, LECAKE, NISSIN, Henri Nestle, Freshippo, Ovaltine, 7-Up, Oreo, Lay's, Yakult, Holiland, BEE CHENG HIANG Quaker, Grupo Modelo
	Daily life	Adidas Original, M&M's, Nike, Sesame Street, MANITO, PEACEBIRD, B.Duck, COFFEEPSYCHO,AAPE, Lee jeans, WARRIOR, TYAKASHA, MUJOSH

## 2.1 HEYTEA'S Crossover Marketing Goals

To constantly rejuvenate the brand. HEYTEA follows the brand culture and philosophy of “inspiration, coolness, design, youth, technology”, which means continuously promoting the brand rejuvenation marketing [1].

To showcase the brand image. through crossover marketing cooperation with various brands, HEYTEA presents different brand images to different consumer groups and popularizes the brand for different circles [2], thus promoting the interaction and communication between HEYTEA and consumers.

## 2.2 HEYTEA'S Crossover Marketing Approaches

HEYTEA conducts product research and develops products by combining the advantages of other brands with its own. Its flagship products [3], Peach Cheezo and Very Grape Tea have been co-branded with other brands as independent IPs.

Channel crossover. Both HEYTEA and its brand partner open up channels to conduct traffic exchanges using each other's online platforms or offline store resources. By crossover cooperation, HEYTEA expands its target customer base through online and offline channels. In addition, HEYTEA effectively conveys and boosts its brand philosophy by launching creative offline flash mobs.

### **3 Problems with HEYTEA'S Crossover Marketing**

#### **3.1 Homogeneity and Aesthetic Fatigue**

The frequent or indiscriminate use of homogenous crossover marketing gradually causes aesthetic fatigue among consumers. In the long run, this will bore and disappoint the customers, impairing customer loyalty.

#### **3.2 Inappropriate Marketing Gimmicks and Dilution of Brand Value**

The crossover cooperation between HEYTEA and the cleaning products brand Mr Muscle made consumers feel uncomfortable and received an avalanche of negative comments. Importantly, the brand value should never be diluted by inappropriate marketing gimmicks. Abuse of crossover marketing can tarnish the brand's reputation, undermine consumers' goodwill, and dissipate brand value [4].

#### **3.3 Lack of Brand Commonness**

The crossover marketing of HEYTEA and Durex on April 19, 2019, was a fiasco, the causes of which included: First, the marketing copy was improper and even vulgar, which consumers felt disturbing. Second, Durex is a brand of condoms and personal lubricants, whereas HEYTEA is a brand of tea drink. The main products of the two brands lack commonality and the keynotes of the two brands clash [5].

As a result, the crossover marketing caused palpable damage to the brand image. Therefore, when carrying out cross-border cooperation, it should be clear whether the target users of both parties have something in common, whether the brand output concept is consistent, and whether they can complement and benefit each other. As far as possible to find the common points between brands, to achieve a win-win situation.

#### **3.4 Fuzzy Consumer Perception**

From 2017 to 2021, HEYTEA conducted more than 70 crossover marketing cooperation campaigns, which has blurred consumers' cognition of the brand. Consequently, brand recognition and identity are insufficient among consumers even though the brand itself is well-known. For instance, there were three keywords of other new-style tea brands in the Top 10 hot words of tea brand comments which deviated from the focus of consumers [6].

## **4 Optimization of HEYTEA'S Crossover Marketing Strategy**

### **4.1 Strictly Controlling Product Experience**

#### **4.1.1 Focus on Product Quality**

Above all, HEYTEA should pay close attention to its product quality. On this basis, HEYTEA should choose brands with high visibility and high brand value as cooperation partners and launch high-quality publicity campaigns, in order to achieve a satisfactory outcome.

### **4.1.2 Penetrating Consumer Psychology and Resolving Pain Points**

Consumption behavior occurs when a consumer has sufficient purchase motivation. As long as a brand penetrates consumer psychology and resolves the pain points that discourage purchase, it can maximize consumers' consumption motivation and conversion rate.

## **4.2 Grasping the Commonality Between Brands and Choosing the Right Partner**

The selection of a cooperation partner involves three aspects: First, in terms of customers, brands whose keynotes and consumer groups overlap with HEYTEA should be selected. Second [7], the partner brand's and HEYTEA's products should harmonize with or complement each other. Third, it is advisable that the partner brand and HEYTEA have complementary resources. The higher the compatibility of users, products, and resources of the two brands in crossover cooperation, the more likely accurate communication with customers can be achieved [8]. In this way, the two brands can attain a win-win situation.

## **4.3 Dissecting Crossover Marketing to Avoid Indiscriminate Cooperation**

Brand crossover marketing focuses on the formation of user cognitive focus and the improvement of brand power, continuous depth to penetrate the scene and crowd, avoid simple and repeated logo combination. After consumers get tired of feeling fresh, they should dig deep into the core competitiveness of the product content [9], find a scene, and repeat and focus on the elements that can be integrated between the two brands, so as to better improve consumers' cognition of the brand.

## **4.4 Dissecting Crossover Marketing to Avoid Indiscriminate Cooperation**

The success of crossover marketing can be explained by the "king of crossover" model. The key to success is that all three elements in the model must be solid enough.

The first element is compatible product ranges. Before cooperation between two brands in different fields or industries, it is crucial to ensure that the crossover is practically feasible [10].

The second is complementary customer bases. Specifically, on the marketing node, two brands adopt resource sharing and collaborative marketing and even tap their complementary industry chains to explore potential customers.

The third is matching brand levels. Successful crossover cooperation should create a "1 + 1 > 2" synergy. However, if the level gap between the two brands is so large that it is useless for big brands. Moreover, there will always be an imbalance between the two brands in the interests, exposure, and reputation they obtain in marketing.

## **5 Summary**

Although crossover marketing can bring multi-faceted benefits to a brand, it is not infallible. Only by mastering the key to success and avoiding potential problems can

the true potential of crossover marketing be realized. The ultimate goal of crossover marketing is to achieve a win-win situation for both brands. If HEYTEA aims to gain greater popularity in the increasingly competitive new-style tea industry, it should focus on its products, gain insight into the psychology and consumption demands of target consumer groups, and highlight its brand value in line with its brand keynote.

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