



Final
Year
Project
2022



ZHUHAI 珠海

Supervisor
Dr. Maggie Xiaomeng LAN

Kiwi 1830031155
Amelia 1830025036
Eric 1830031240

Public Relations and Advertising
Beijing Normal University -
Hong Kong Baptist University
United International College

ZHUHAI CITY BRANDING PLANBOOK



Contents

Introduction

Zhuhai overview	3
Planbook highlights	5

Situation Analysis

PEST analysis	7
Competitive analysis	8
Primary research	10
Problem statement	13

Planning

Campaign goal and objectives	15
Target audience	16
Campaign theme	17
Strategic approach	18
Tactic overview	19

Tactics

Keep × Zhuhai Special Season	21
The Color Run Zhuhai	23
League of Coastline City Running (Zhuhai)	24
The Exciting Offer 5 × Zhuhai	26
The GBA Pioneer Programme	28
Budget	30

Evaluation

31

Appendix

A: Questionnaire	34
B: Related information on focus groups	35
C: References	36
D: Endnotes	37
E: Acknowledgement	40



Zhuhai

Located in the middle-south side of Guangdong Province, Zhuhai is one of China's first special economic zones (SEZs). Supported by special preferential policies, it has developed fast but is still a second-tier city.

Geographic position

Zhuhai is positioned as the key node city of the Greater Bay Area (GBA) since 2019,² adjoining Macao and linked with Hong Kong by Hong Kong-Zhuhai-Macao Bridge, lying across the sea from Shenzhen. The advantaged geographic position gives Zhuhai opportunities to achieve grand goals and pushes itself to a more significant place. And so it is—Hengqin was incorporated into Zhuhai in 2009 and set as the demonstration area for exploration of a new model of GBA comprehensive cooperation,³ focusing on accelerating the construction of a financial service base.⁴

China's top 1 livable city

Zhuhai is well known as the most livable city in China, topping the list for nearly a decade.⁵ With a comfortable climate and excellent policy support, it has developed to a leisure city.

A new trail in higher education

As a newly positioned city after the reform and opening-up, Zhuhai did not have enough capacity and time to develop excellent local universities from scratch. However, the economic and cultural development of a city necessitates the development of higher education. So it opened up a brand new path—cooperating with famous universities and developing joint education. In 2022, ten universities and colleges have located in Zhuhai and nearly half of them are campuses of other colleges. With colleges gathering, **Zhuhai has taken the first step to develop a talent pool.**

Zhuhai has long been known as a livable city. Moreover, it has been developing fast with policy support and geographical advantages, as well as its ingenious approach on higher education. However, compared with other SEZs or tourist cities, it fails to attract enough people to stay, and retain the new generations merely with livability, accordingly unable to develop a comparable status and convey the new city image of young and vibrant.



Above: Zhuhai's logo
Below: Zhuhai is very close to Hong Kong, Macao and Shenzhen.

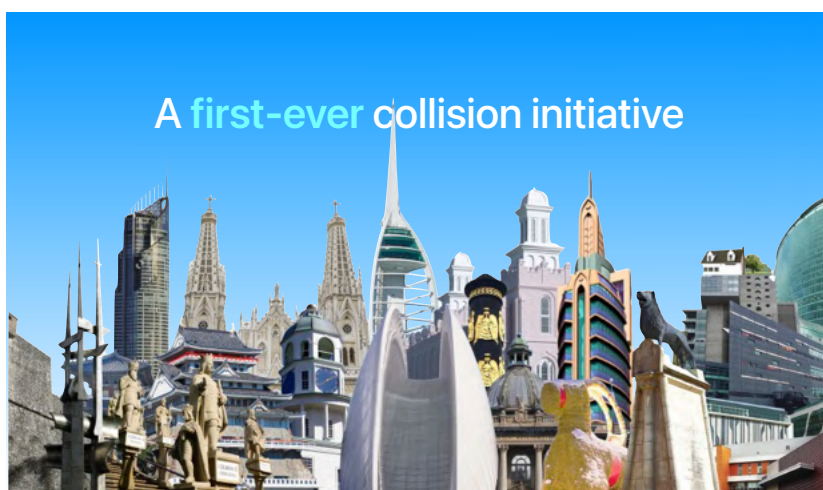
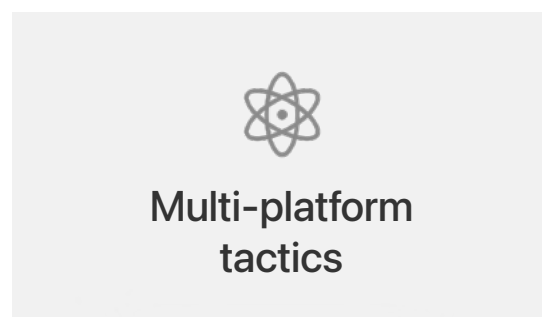
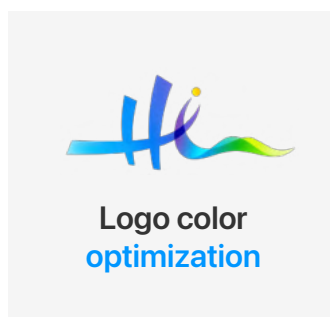
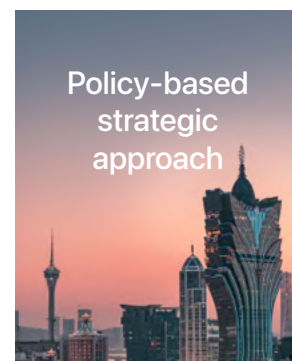
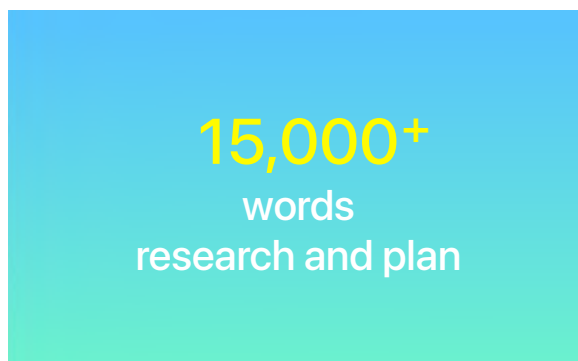


"Today, Zhuhai has ushered in a rare opportunity for development. In the future, Zhuhai will become a young and vibrant city providing people a high-quality life."

Zhuhai Special Zone Daily
February 21, 2021



Planbook highlights



Situation Analysis

An aerial night photograph of a city skyline, likely Hong Kong, featuring a dense cluster of illuminated skyscrapers and residential buildings. The city is situated along a waterfront, with a large body of water in the foreground and mountains visible in the background. The image is overlaid with a semi-transparent blue filter, and the title 'Situation Analysis' is prominently displayed in white text on the left side.

PEST analysis

For a better understanding of Zhuhai's current situation, we employed the PEST model to analyze the external environmental factors that have impacts on Zhuhai's government policymaking and city image.

Political

In China, due to the unique political structure, national policies play a central and directive role in the subnational governments' policymaking and the development of the market economy.⁶ As one of the first SEZs in China, Zhuhai enjoys relevant special preferential policies from the central government than other cities, involving tax, technology, foreign trade, etc. A key driver recently is China's 14th Five-Year Plan (2021-2025), which will provide further financial reform with an emphasis on establishing the GBA as China's international hub.⁷ Thanks to these policies, Zhuhai experienced a great leap in economic growth and industrial development. According to data from the Statistics Bureau of Zhuhai, the city's GDP in 2021 reached ¥388.2 billion, up from ¥209 million in 1979.⁸

Moreover, Hengqin, the Guangdong-Macao in-depth cooperation zone in Zhuhai, is partly leased to Macao as the new demonstration of the practice of "one country, two systems", providing a broader platform for the economic and social cooperation between Zhuhai and Macao. On September 5, 2021, a new policy document released by the Central Committee of the Communist Party of China and the State Council proposed various preferential tax policies, which aim to encourage further economic development in Hengqin.⁹

Economic

Affected by the global spread of the COVID-19 pandemic, the global economy suffered a deep recession in 2020. Global trade was estimated to have fallen by 5.3% in 2020,¹⁰ which is the worst economic crisis since World War II. However, due to the increasing capacity of pandemic control and prevention and the economic activity normalizing, the global economy shifted to growth with an increase of 5.9% in 2021, helped by policy support.¹¹

One of the most prominent districts in China is GBA, whose GDP reached ¥12.54 trillion in 2021, showing 8.1% growth year-on-year, which is already comparable to other world-class bay areas, according to the PHBS Think Tank.¹² Besides, figures show that Macao's GDP grew 18% year-on-year in real terms in 2021 to 239.4 billion patacas.¹³

Zhuhai, as a member of GBA, enjoys good external economic and market conditions. Most notably, Hengqin enjoyed a GDP

growth rate of 0.4, 0.5, and 1.6 percentage points higher than the national, provincial, and municipal average.¹⁴

Social

According to the jobs report of young talents released by MyCOS, a research company specializing in higher education management data analytics, more and more fresh graduates prefer the new first-tier and second-tier cities because of lighter work intensity and slower life pace.¹⁵ Besides, influenced by the global spread of COVID-19, some Chinese college students who were educated abroad increased their willingness to return to China. The total number of returning overseas students who are seeking jobs in 2020 was up 33.9% year-on-year, with the figure of fresh graduates reaching 67.3%.¹⁵ To attract more young talents, Zhuhai needs to seize this opportunity for talent inflow.

Technological

With the outbreak of COVID-19, lockdown measures led to a surge in online streaming services, according to Ofcom.¹⁶ In China, there were 944 million online video subscribers in 2021, up 21% from 2019.¹⁷ In this notable growth market, online variety shows had an outstanding performance of viewership which reached 32.2 billion in 2021.¹⁸

Furthermore, the fitness industry grows remarkably in the Chinese market¹⁹—35.6% of people increased their usage time of fitness apps in the past two years of the Post-COVID-19 Era.²⁰



Political

One city, two special zones.



Economic

The global economy shifted to growth.



Social

City preference of college students has changed.
Post-COVID-19 Era brought the wave of returning overseas students.



Technological

Young people have been moving to cyberspace.

Competitive analysis

Conducting a multi-dimensional comparison between Zhuhai and other comparable cities helps to find out its competitive features and cruxes to address.

Shenzhen

Shenzhen and Zhuhai share similar strategical positions as the key cities of GBA, and Qianhai New Area in Shenzhen and Hengqin New Area in Zhuhai are the only two “Special Zones in SEZs” of China.

Xiamen

As two of the first SEZs, Xiamen and Zhuhai were standing on almost the same development starting point. Moreover, the two coastal cities are often compared by the public in their scenic beauty and livability.

Hangzhou

College students nowadays are more willing to choose the so-called “new first- and second-tier cities” as their future places of residence, among which Hangzhou is the most popular city they want to live.²¹



We conducted this analysis based on the **Global Urban Competitiveness Research (PDF)** by UN-Habitat and Chinese Academy of Social Sciences.²²



Multi-dimensional comparison

Dimensions were selected from the Global Urban Competitiveness Research

		Zhuhai	Shenzhen	Xiamen	Hangzhou
Positioning	Current official positioning	Key node city of Guangdong-Hong Kong-Macao GBA ² Young and vibrant city	Pilot demonstration area of socialism with Chinese characteristics ²³	National synthetically reform testing district ²⁴	Core city of Shanghai-Hangzhou-Ningbo Bay Area ²⁵
	Public impression	Livable city Romantic city	Global innovation city	Garden city	The city of Internet
Economic	GDP in 2021 (billion yuan)	388.2	3070	703	1810.9
	Pillar industries	Manufacturing Tourism	High-tech Finance	Electronic information Tourism	Internet Finance
Education	Number of colleges and universities	10	14	16	44
	Number of college students	137,400	159,000	199,800	585,000
Culture	-	Motorcycle culture Ancient town culture	Exhibition culture Entrepreneurial culture	Tea culture Hokkien culture	Cuisine culture Historical culture Art culture
Global connection	Ranking in China ²⁶	52	5	11	6

After horizontal comparison, we found that Zhuhai's image of livability has been deeply rooted in people's minds.

However, the city suffers from some key issues that cannot be ignored—insufficient international influence, relatively low GDP, comparatively low level of talent reserves, and lack of effective promotion for its new city image.

Findings



Successful
in promoting a livable image



Ineffective
in promoting a distinguishing new image



Insufficient
international influence

Below: Zhuhai, Shenzhen, Xiamen, Hangzhou



Primary research

Primary research including a survey, focus groups and content analysis was conducted to better investigate young talents' needs and behaviors.

Survey

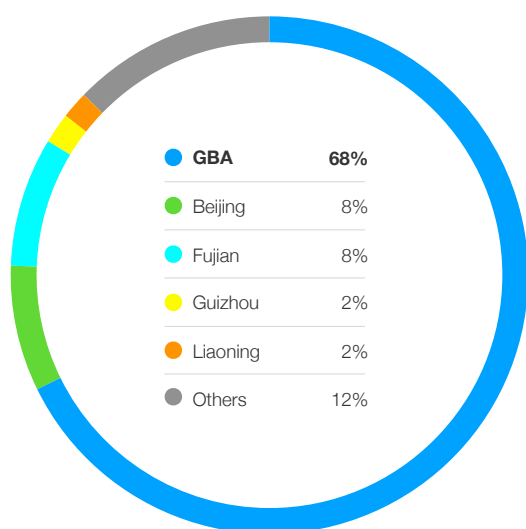
We conducted a survey to find out young people's attitudes towards city preferences after graduation, as well as their impressions of Zhuhai.

Data collection

We used  **Tencent Questionnaire** to collect data; it is a professional online survey platform providing data collection, storage and analysis services in the form of questionnaires (see [Appendix A](#)). Utilizing the convenient sampling method, we collected respondents from WeChat and QQ in March 2022. To diversify the data source and cover more people, we directly contacted those who are outside of GBA, even from abroad, via private messages on WeChat and QQ.

Participants

We got **471 participants** in total, 86.6% of whom were college students. 68% of them came from GBA and 72.3% were female students.



Distribution of participants

Key findings



City preference

More than half of college students preferred new first- and second-tier cities when considering their work or settling down decisions, whether taking various kinds of realistic factors into account or not. Therefore, as a second-tier city, Zhuhai could be in their list of consideration.



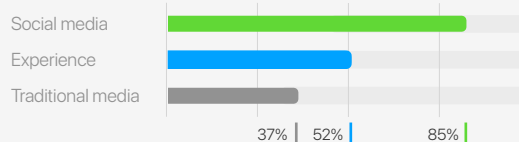
Essential features of the dream city

The natural environment and job opportunities were the essential features of their "dream cities". More than 73% of college students believed that the job opportunities of a city was important, followed by the natural environment (57.6%) and diverse recreational activities (53.6%). Thus, based on the current impression of Zhuhai, the significance could be seen in communicating its potential for development.



Ways to get city-related information

College students seldom acquired city-related information through traditional media. Instead, most of them accessed information about cities through social media (85%) and their own experience (52%).



Zhuhai: underdeveloped but livable

College students had the impression that Zhuhai was underdeveloped, as only 21.1% of them believed that Zhuhai had plentiful opportunities for employment. However, the image of livability had been deeply rooted, being considered by over 74% of them.

Focus groups

We arranged two focus groups to obtain in-depth information from young people about their attitudes toward dream cities and impressions on Zhuhai.

Focus group A

We encouraged participants to describe their **impressions of Zhuhai**, **future career planning**, and **city preferences**, so as to find out Zhuhai's current issues and a development path more in line with the ideal city of young people.

Focus group B

Participants were expected to lay out **what their dream cities look like** and **what could motivate them to stay in a city to work and live**. By investigating these factors, we would generate a more accurate route for Zhuhai in this campaign.

Participants

In the two focus groups, we selected some UIC students to attend our focus group by convenient sampling, and collected and analyzed qualitative data through their interactive and directed discussions. We provided snacks and drinking during the focus group. There were six female students and two male students in each focus group, all of whom were from UIC. After that, monetary rewards were given to those participants as well.

Findings

First and foremost, **the new first-tier cities owned the highest calls as dream cities** of the vast majority of our interviewees. The participants claimed that these cities satisfy their expectation of both development prospects and the natural environment, which were the most contributing factors that affect their city preferences. In short, a city with a slower-paced lifestyle, plentiful job opportunities and a harmonious cultural environment was the ideal place to work and live. Besides, they would also refer to national policies and suggestions from their family members and friends to make their decision.

Secondly, **most participants would like to describe themselves as idealists who tend to follow the peripheral route**, according to Elaboration Likelihood Model*. They were easily touched and motivated by youthful spirit and future endless possibilities. They believed that they could be firm to their hearts, draw their hopeful blueprint out of small opportunities, and seized their moments without hesitation, thereby achieving their life goals.

In terms of the impression of Zhuhai, there was a consensus that it is **a livable city with well-developed tourism** of its continuous coastline and charming sceneries. Besides, thanks to adjoining Macao, this superior geographical location also offers distinct advantages for Zhuhai.

Additionally, Zhuhai was thought to **fail in communicating an attractive city image**. According to their experience and knowledge, Hengqin has great development potential and broad market prospect with the policy support; the education industry of Zhuhai had a good momentum of development with more and more universities and colleges being located here; However, without a comprehensive and efficient communication plan, they found that this information are little known by the public.

* Elaboration Likelihood Model (ELM)

A dual process theory which describes the change of attitude form. The model explains different ways of stimuli processing. ELM separates the central route (when an individual considers an idea logically) and peripheral route (where an individual employs pre-existing ideas and superficial qualities to be persuaded by the message).²⁷

Content analysis

Zhuhai's official positioning—a young and vibrant city carries the expectations of the national and local governments, yet the public opinion will endow it with a more vivid and accurate impression, which requires a deeper investigation of its social media image.

Social media has undeniably integrated into the lives of the majority of Chinese people. Many researchers pointed out that a city's social media image was largely influenced by its exposure on Weibo.²⁸ In addition, Statista revealed that Weibo was the information center with more than 500 million active users in 2021,²⁹ attracting a tremendous amount of people to use it to browse information every day. For all these reasons, **Zhuhai's impression shown on Weibo can serve as a typical example of its social media image.**

Zhuhai's social media image: tagged with Aerospace Exhibition and Macao

According to the Media Matrix Power List ranked by Weibo, @People'sDaily has been the most influential account in recent years, along with the largest number of followers among media accounts.³⁰



We sorted out its posts related to Zhuhai in the past two years*, 40% of the 50 selected posts were related to the China International Aviation & Aerospace Exhibition (CIAAE), and the second most released posts were related to Macao, but only three were related to Hengqin and policies. It could be seen that, **excluding Zhuhai's existing impression of livability, the image it presented on social media was highly relevant to CIAAE and Macao**, while the promotion of Hengqin and its policies was clearly lacking. However, in the comments of the posts related to CIAAE, it was almost impossible to find any mention of Zhuhai, which showed that **the airshow had not brought an essential change to Zhuhai's image**, but only as an associated terminology for it.



5M

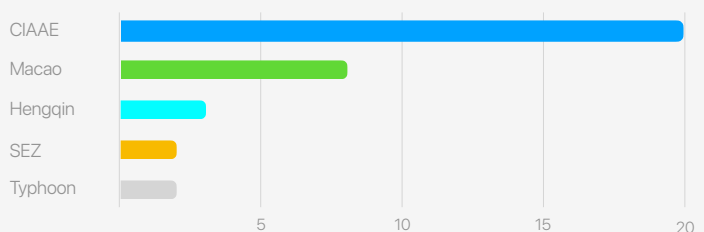
Weibo is the **daily information hub** for Chinese people with more than 500 million active users in 2021, according to **statista**.²⁹



Only 50

There were only 50 posts were related to Zhuhai in the past two years from @People'sDaily.

Number of hot topics on Zhuhai-related posts released by @People'sDaily
January 1, 2020 - January 1, 2022



* Excluding COVID-19-related posts because they were too specific and Zhuhai didn't get much national attention in terms of pandemic prevention and control.

Problem statement

**Not a choice
for young talents
to work and live**

**Outdated
city image**

Despite the facts that Zhuhai has the SEZ policy support and Hengqin New Area established by the state, young talents do not consider it as their primary choice. Zhuhai needs to communicate a young and vibrant city image to the young talents. Refreshing city branding strategies would be a great opportunity to attract a growing flow of talents and investments.

Post-COVID-19 Era: the wave of returning overseas students

As noted previously, the outbreak of COVID-19 has raised global public health concerns, so more and more Chinese students prefer coming back from overseas, leading to an increase in the intensity of the job competition.

Besides, college students prefer to develop their careers in new first-tier or even second-tier cities. They also have great expectations of cities' livability, especially the ecological environment and leisure living pace.

In that context, Zhuhai has encountered new opportunities. However, as what it has promoted before, the impression among the public of Zhuhai is that—a romantic, livable and tourist city, which is not attractive enough for young talents. But even more to the point, although Hengqin has broad market potential and good prospects for development, it is less well-known among GBA college students because of the lack of proper publicity—it is hard for Zhuhai to attract more young talents.

Based on these materials, we believed that Zhuhai should seize this opportunity to break the stereotype and regenerate the city image into a more energetic, attractive and promising one.

Below: Zhuhai's romantic, livable and tourist city image fails to attract young talents.



Planning



Campaign goal

To communicate a new city image of Zhuhai to Chinese college students, especially GBA students, shifting the impression from a livable city to a youthful and vibrant city.

Objectives

From April to November 2023

To increase Zhuhai's new image of youthfulness and vibrance by 35% among GBA students, and 20% among Chinese college students.

In three years

To increase the intention of GBA students to put Zhuhai in their future city choice list by 35%, of Chinese college students to visit, stay or work in Zhuhai by 20%.

Target audiences

Following the city and development landscape, a deeper look at the details of the group portraits and the preferences of the target audience will be investigated. We plan to address the problems mentioned above first among the GBA college students, and then progressively to Chinese college students at home and abroad.

Primary target audience: GBA college students

These young people, on the whole, know Zhuhai relatively better than college students from other cities. Moreover, Zhuhai is the key regional gateway hub of GBA, firstly communicating its new image to college students within the bay area is more likely to lead to its steady development.

High identification with GBA, low knowledge of Zhuhai

College students in GBA, according to a report by Tencent Youth Development Committee, had a high level of identification with the bay area,³¹ which was also corroborated by another survey conducted by *Southern Metropolis Daily* (SMD).³² However, SMD also pointed out that those GBA youths were not familiar with Zhuhai and its key development area—Hengqin.³³

Although they didn't know Zhuhai very well, those GBA college students had a global perspective that was almost twice the national average,³¹ which offered considerable possibilities for subsequent development and talent attraction of Zhuhai.

Secondary target audience: Chinese college students

Increasing preference for new first- and second-tier cities

According to multiple reports by MyCOS, Xiaoguo Research Institute, and 58 Tongcheng Recruitment Research Institute (58RRI), Chinese college students, especially the generation born after 95s, preferred to choose new first-tier and second-tier cities for employment after graduation in recent years.³⁴ It is worth pointing out that the new first-tier and second-tier cities were catching up with the first-tier cities in terms of young talent attraction, and the ratio is getting closer year by year. As a comparison, the proportion of college students employed in first-tier cities after graduation was on a downward trend, dropping from 26% in 2015 to 15% in 2020.³⁵

Top three career preferences: IT and Internet, financial, and high-tech industries

IT and Internet, financial and high-tech were the most industries popular among college students, according to China's Best Employer Research Report for College Students 2021 by 58RRI.³⁴ Coincidentally, the salary levels of these three industries also happened to be at the top of the average salaries of college students after graduation.

Being young, being idealistic

Nowadays, young people are tagged with many labels, and the most characteristic one is idealism. A paper by Yunxiang Yan, the professor at UCLA Center for Chinese Studies, pointed out that young people were idealistic about their future planning, especially in career choices.³⁶ And, 62.4% of the youth who were surveyed cited **interest** as the main criterion for choosing occupations, higher than **high income** (59.7%). Likewise, this idealistic tendency was reflected in consumption. Xiaoguo Research Institute noted that young people relatively did not skimp when it comes to spending on their interests.³⁷ That is to say, idealism is one of the most typical characteristics of contemporary young people.

"The biggest misconception about Chinese youth is to question their lack of ideals. Young people today are more idealistic than their parents."³⁶

Yunxiang Yan

Professor

UCLA Center for Chinese Studies | 中國研究中心



Global perspective

GBA college students had a high global perspective, which provided the possibility for Zhuhai to retain those talents through international cooperation.



Idealist

GBA college students and Chinese college students nowadays are idealistic.



Hi there!



Hi there! is the key message for this city branding campaign.

"Hi" shares the same tone with the last syllable of Zhuhai in Chinese. As a greeting, **Hi there!** is sending out a welcoming message that invites people to come to this place.

Zhuhai, as a vibrant city full of opportunities, will show its energy and enthusiasm to welcome young talents, thereby brightening their future. Young people will also be able to witness the boom of Zhuhai because they are here, with their remarkable youthful energy. By bringing inclusive opportunities to the young and gathering those talents, Zhuhai can usher in a new era of rejuvenation.

We aim to communicate the youthfulness and vitality of Zhuhai to young talents by highlighting Zhuhai as a young and vibrant platform providing them opportunities.

在场 is the free translation of **Hi there!**, indicating the presence of young talents, which is the essential power source of Zhuhai's youthful vibrancy.

海
Hi, hǎi.

"Hi" shares the same tone with "hǎi".

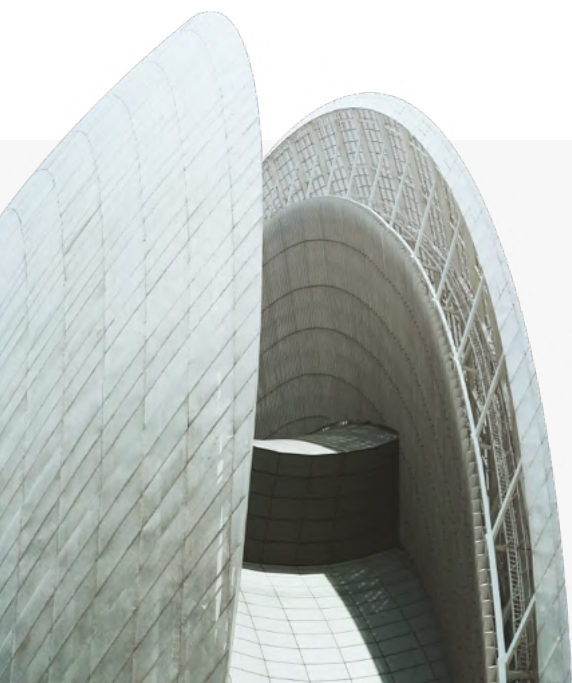
在场
Hi there!

Hi there! and **在场** is the theme for this campaign.

Above: Video of slides for oral defense presentation

Below: Zhuhai Grand Theater

Right: Winston Churchill's quote



"We shape our buildings;
thereafter they shape us."

Winston Churchill

Prime Minister of the United Kingdom from 1940 to 1945

The Meeting in the House of Lords

October 28, 1943



Strategic approach

Based on the research, we realized that Zhuhai lacked cultures that truly engage young talents. To improve engagement with our target audience, we organize our strategies along two lines.

The first is to build a running culture in Zhuhai. The second is to build a career development culture. The strategies along both lines start with a regional focus, but they will be finally extended to the international arena, leveraging Zhuhai's sister-city relations with 16 foreign cities.

By dividing our strategy into two lines, we aim to set up a new city image of vibrant for Zhuhai as well as create opportunities for our target audience to meet their expectations towards their dream cities.

Based on the situation of Zhuhai, the strategy also meets the needs of Zhuhai to change its image and attract new blood to participate in the building of a brighter future for the city.

The running culture

The intention of building the running culture is to bring a vibrant atmosphere to all young talents.

Running culture is popular among the young generation. According to the word embedding interface provided by AINLP, an algorithm based on Tencent AI Lab's Natural Language Processing, the noun **running** has moderate lexical similarity with the adjectives **young** and **vibrant** in a hundred billion Chinese corpus.³⁸

Considering the background of COVID-19, running will be a suitable way to associate with our target audiences. The outbreak of COVID-19 has raised health concerns of the public. A research conducted by iResearch and Huawei in 2021, one year after the global pandemic, showed that the sports awareness and frequency of Chinese people had a significant increase, with a fifth more people actively participating in public sports activities.²⁰ It is worth pointing out that college students have become the mainstay, in an extremely high growth rate, in the development of China's running market today.³⁹ The enthusiasm that Chinese people have for running is incredibly high, which inspired us to create the first tactic, **Keep x Zhuhai Special Season**, to invite our target audience to run outdoor and spread the joy of running.

What's more, running could create high engagement with our target audience. Running, a low-threshold sport, has become the prime choice of Chinese people when doing exercise, with an extraordinary amount of 378 million frequent runners in 2021.^{20 40} Moreover, running is the most popular and highly

engaged sport among college students, especially in the Greater Bay Area where the runners account for the top 1 in the country.^{39 41}

Interestingly, they are not only willing to run, but also to participate in fun and creative running activities with positive feedback and social component.³⁹ Obviously, running has a natural engagement and appeal among them. In addition to this, the development of technology brings physical health to people's attention, young talents have more passion on engaging in outdoor activities to enjoy their lives. Combining fun and health, we plan to create two running events in Zhuhai specifically for young people—**The Color Run Zhuhai** and **League of Coastline City Running (Zhuhai)**.

By calling our target audience to take action and participate in the activities, we can inspire them to release their energy in Zhuhai. Running is an action that is full of dynamic movement, and running is always on the way or creating the way, which inspires our target audience to take the adventure in Zhuhai. We are calling and inviting all of the college students to take part in the construction of Zhuhai, and together with Zhuhai, advance into a new era.

The career development culture

In 2022, the number of recent college graduates in China will break the record of 10 million for the first time.⁴² The increasing number also reflects the fierce competition for jobs among college students.

Besides, we also select career development as the core of the second line, which is also one of the greatest concerns among college students. By developing this culture, Zhuhai will work to address their career needs, thereby showing the caring and also better engaging with them.

To be more specific, we organize three tactics to cover their career development stages: internship and employment.

For the first tactic matching the internship periods, we will cooperate with *The Exciting Offer* (《令人心动的offer》), the first career reality show series in China, to film the season 5 in Zhuhai. **The Exciting Offer 5 x Zhuhai** will showcase the real daily work and living scenes in Hengqin, to raise their awareness of future perspectives of Zhuhai.

Then, to retain our primary target audiences—GBA college students and encourage them to include Zhuhai in their post-graduation plans, **The GBA Pioneer Programmeme** offers opportunities for GBA college students and recent graduates. During summer and campus recruitment, they will enjoy some privileges, which aims to encourage them to get a taste of the potential and promising future of Zhuhai.



378M

According to the General Administration of Sport of China and iResearch, there were about 378 million frequent runners in China in 2021.



10.8M

The number of college graduates was expected to be 10.76 million in 2022, according to the Ministry of Education of the People's Republic of China (Press Release).

Tactic overview

The Running Culture



Individual

Zhuhai

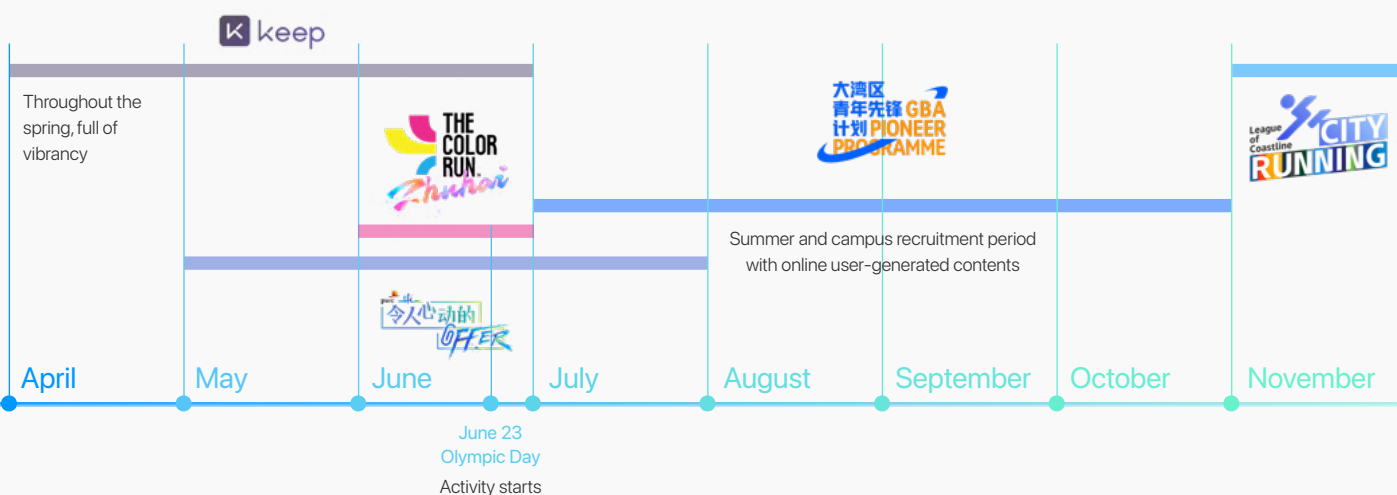
The Greater Bay Area

International



The Career Development Culture

Timeline 2023



Tactics

Keep × Zhuhai Special Season

For the purpose of making running culture the representative culture of Zhuhai and engaging with young talents, we cooperate with Keep, the most popular fitness app in China, to organize a nationwide online running activity with the medal reward mechanism. Through considerable online exposure, this tactic aims to show the vibrancy of Zhuhai to more potential audiences and raise their awareness of the new image of Zhuhai.



Keep, as the leading fitness community app in China, provides users with exercise monitoring and guidance, Instagram-like social networking, sports equipment sales and nutrition advice. Keepers can exercise and share their workout journals on the app without the constraint of time, space and money. Every amateur can find a suitable fitness course on it.

According to its prospectus when filing for an initial public offering (IPO) in Hong Kong, Keep achieved revenue of ¥663 million (\$105 million) and ¥1.107 billion in 2019 and 2020, respectively.⁴³ In the first three quarters of 2021, Keep achieved revenue of ¥1.159 billion, a year-on-year increase of 41.3%. Besides, in the seven and a half years since its establishment, Keep has completed eight rounds of financing, totaling \$600 million.

Why Keep?

Keep, aiming to become the lifestyle for the younger generation, delivers an exciting and positive image to the public,⁴⁴ in line with the new positioning of Zhuhai—young and vibrant, sharing the same gene with the youthful and energetic college students.

Boasting 300 million users, Keep by far has topped the sports app ranking with about 6 million daily active users (DAU) in China,⁴⁵ far more than all the remaining top 5 sports apps combined.⁴⁶ Its core user base is focused on the 18–30 years old, which completely covers the age range of our target audience.⁴⁷

The running activities that Keep has been holding is considered as a successful marketing strategy.⁴⁸ This series of activities encourage users to run a certain distance based on their self-chosen goals, and the participants will be awarded a medal by paying in a relatively low price. Participants are motivated by the instinct to earn medals by joining this kind of activities.⁴⁸

Take its online running activities in April 2022 as an example, these 13 activities attracted about 2.5 million participants, among which the main events such as *Kulomi & My Melody Heartbeat Running* and *Cinnamoroll × Keep Spring Tea Party Running* had an average of 600,000 participants each time. On Weibo, *#Keep* and *#KeepMedal* (the main topic related to this series of activities) were read 200 million times, and for every four Keep-related posts, one was related to its online running activities. *#KeepMedal* even was discussed more than *#Keep*.⁴⁹ This shows that Keep's running activities are extremely popular and have received a lot of discussions.

In addition, it is important to note that college students, our target audience, have been reported in multiple studies to be willing to participate in and increasingly prefer running activities with a positive reward, while Keep's activities are in line with this preference of college students.^{39 41}



According to **Keep's Prospectus (PDF)**, in the first three quarters of 2021, Keep's **revenue increased by 41.3%** compared to the same period last year.



Top 1

Keep is the top 1 sports app in China, gathering **6 million daily active users** that far more than other sports apps.



2.5M

There were about 2.5 million Keepers participated in the activities initiated by Keep in April 2022.



Execution

From April to June 2023, Keep x Zhuhai Special Season will be set as the key event of Keep.

At the registration stage and to spice up this activity, a redesigned UI with the representative elements of Zhuhai will be updated on the app. Through these icons with vibrant and colorful designs, the young image of Zhuhai will be conveyed to all Keepers.

Besides, the poster will appear as splash ads and banners on Keep and Weibo, even on the Now Trending module of App Store to reach a more potential audience. Without the restriction of the region, anyone across the country is welcomed to participate only at the expense of low payment, the rule of which helps to expand coverage.

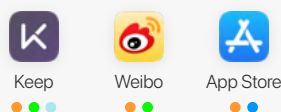
After running the target distance as what they sign up for, participants will be awarded a special-designed medal as incentives, generating their willingness to share with friends or post on social media, which will also raise the heated discussion about this activity.

For the running group setting, we designed the special numbers related to Zhuhai as various goals of distance, participants can see the relevant text introduction when they scroll down the activity page or click on the registration page, reinforcing the campaign's intention of conveying the young and vibrant image of Zhuhai, and planting the clues for the subsequent tactics.

1 km | Top 1 of city coastline length in China
3 km | Three-hours Circle among three cities
7 km | One of the seven SEZs
16 km | 16 sister cities worldwide



Media matrix



Banners

Splash ads

Now Trending

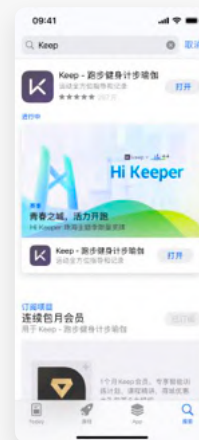
It's the special module on App Store, which appears on the Today (homepage) and search result page.

Zhuhai-themed UI

We redesigned Keep's UI themed at Zhuhai, changing the icons on the dock to be the representative landmarks of Zhuhai in a young style.



Logo of Keep Zhuhai Chimelong Resort Zhuhai Grand Theater Hong Kong-Zhuhai-Macao Bridge The Fishing Girl



Upper right: Now Trending on Today and the banner on the search result page of App Store
Above: Zhuhai-themed UI
Left: Special-designed medal

The Color Run Zhuhai

In order to encourage young talents to feel the joy and relaxation that Zhuhai can bring, we plan to cooperate with The Color Run, to design an activity that combines cheerful energy and sports, and invite the young generation to sense the city's heartbeat.

Through this running event, The Color Run hopes to increase the engagement between young talents and Zhuhai and themselves. As the operating mechanism of The Color Run is mature, the vibrancy it could bring to Zhuhai is considerable. Also, by the spontaneous exposure online, the awareness of Zhuhai could be raised.

THE COLOR RUN.

The inspiration of The Color Run comes from the Holi Festival but it's a non-religious company.⁵⁰ The Holi Festival is a traditional festival in India, and it also conveys the message of happiness and blessing.⁵¹ The Color Run is now an emerging and fun running event hosted by **an international professional company** of the same name. In this five-kilometer, and untimed event, participants wear white at the starting line, are showered with colored powder made of corn starch along the road, and finish the race plastered in color.⁵²

Once the race is over, the fun continues at the Finish Festival equipped with music, dancing, and more massive color throws, which create millions of vivid color combinations, turning the T-shirt on the participants into unique souvenirs and themed promotional items.

With no winners or official time-limited, The Color Run caters to everyone—from the first-time runners to experienced runners.⁵⁰



Execution

The Color Run Zhuhai will be China's 7th The Color Run event. We plan to locate the event on **Wild Tiger Island** (WT Island) surrounded by the magnificent ocean near Lovers' Road, where the hills are embraced by the 3.5km traffic circle road with flowers and trees well spaced. WT Island has the natural advantage to be the venue for this event with the long circle road and its inner roads as the runway, excellent scenery accompanied throughout the run, and the attribute of a separate island for easy closed management.

The event will be set up on the weekend for all who want to come and play. The Color Runners vary in demographics, and we will also invite people from Hong Kong and Macao to join the event.

Before running, everyone can pick up the **Participant Kit** for this event at the starting point, which is the square in front of Zhuhai Grand Theater, including a tee with logos of Zhuhai and The Color Run, color pocket, goggles, waterproof bag for cell phone, band and temporary tattoos in Zhuhai-edition, etc. Everyone will be encouraged to wave color powder together in the square to welcome the start of the event.

Since it is an untimed event, the Color Runners can enjoy themselves during the running and interact with other participants. They can smash the color into the air, splash the color powder to the people around them, and also be dyed with others' powder. In this event, participants let themselves go and experience the scenery of Zhuhai and the people around them. Along the way, there will be various **photo spots** related to Zhuhai, which runners can take pictures of and share on social media. In addition, service stations will be set up at each kilometer mark to provide replenishment of color powder, drinking water and other regular services.

After the race, Color Runners will be back in the square to participate in the Finish Festival and receive a finisher's medal. An **Electronic Dance Music Party** will be thrown, inviting youth bands from Hong Kong, Zhuhai, and Macao to bring participants an unparalleled audio-visual feast in the colorful world. In addition, there will be a variety of booths with fun activities, and runners can also pick up event peripherals and Zhuhai limited souvenirs. Just to make sure everyone will have fun here.

The colorful scene, energetic atmosphere, and young participants, the integration of which will let them sense the young and vibrant features of Zhuhai directly, and inspire their passion and willingness to share on social media, thereby generating plenty of user-generated content (UGC) online.



Why we chose The Color Run?

The Color Run has been experienced by over **8 million runners** worldwide in more than **50 countries** and is considered to be the best race for the creative type.^{52 53} It combines fun with sport, which is in keeping with the young and vibrant image of Zhuhai.⁵⁴ Moreover, our target audience likes to try something new and innovative, which coincides with the gene of The Color Run.⁴¹



Above 1: The logo of The Color Run Zhuhai

Above 2 and left: Some materials in the Participant Kit of The Color Run Zhuhai

League of Coastline City Running (Zhuhai)



League of Coastline

For the purpose of strengthening the international influence and global connection of Zhuhai, an international league will be built among Zhuhai and its sister cities.

Since all of these cities are equipped with excellent and charming coastline, we name the coalition "League of Coastline" (LOC) to highlight the collective sense among them. This league will hold plenty of international events for young talents in the future, which aims to cultivate them with international perspectives and enhance their relationship, thereby injecting more international attributes into Zhuhai to attract young talents.



Atami, Japan



Braunschweig, Germany



Castelo Branco, Portugal



Gävle, Sweden



Gdynia, Poland



Gold Coast, Australia



Gwadar, Pakistan



Halifax, Canada



La Spezia, Italy



Portsmouth, UK



Providence, US



Redwood City, US



Surrey, Canada



Suwon, Korea



Victoria, Brazil



Zhukovsky, Russia



Sister city

is a form of legal or social agreement between two geographically and politically distinct localities for the purpose of promoting cultural and commercial ties.⁵⁵ So far, Zhuhai has established **sister-city relationship** with 16 foreign cities.⁵⁶

Above: The logo of League of Coastline City Running

Left: The logo of League of Coastline

Middle: List of Zhuhai's sister cities

Below: Landmarks of League of Coastline





In order to further cultivate the running culture and enhance the image of vitality and vibrancy, and encourage people to come to Zhuhai to experience the excellent natural environment, League of Coastline City Running (Zhuhai) will be launched in November 2023.

City Running consists of the full, half, and 5km marathons.

Participants around the world will have the opportunity to communicate with running lovers from sister cities, and enjoy the exciting and energetic moment, which will also reinforce the impression of Zhuhai as an international city to attract the youth. Besides, as a long-term annual running event, its host city will rotate among the member cities from LOC, which will also strengthen the sense of collectivity and alliance.

Why City Running?

Increasing enthusiasm for marathons among Chinese

From 2016 to 2019, the number of Chinese people who participated in major running sports events held in China tripled, reaching 7.1 million in total.⁵⁷ Besides, although the outbreak of COVID-19 added a further complication to the implementation of offline activities, marathons in China still show a good performance in 2019.

Previous high exposure on social media

As the representative event of running culture, the hashtag page of the marathon on Weibo has earned 1.1 billion views for now,⁵⁸ with the average traffic of this hashtag page keeping heavy at 187,000 per day.⁵⁹

Similar spiritual core between Zhuhai and marathon

Besides, based on our content analysis and SEO keyword research on Weibo, the marathon is always connected with some positive words such as happiness, satisfaction and energy.⁶⁰ It reflects that the public impression of the marathon is youth and vibrancy, which matches the new image of Zhuhai.

Execution

The biggest highlight of LOC City Running is the runners from the League of Coastline will team up with others to form a multinational running group online. The running group empowers runners' initiative, ability and desire to share.³⁹ Together with runners from different countries, this annual activity will promote communication between the youth of Zhuhai and its sister cities.

Each team will be formed by three people from different cities: one from the host city, and the other two from the other cities in LOC. Participants can contact others from other cities in advance on the registration platform to form their teams, or can be randomly assigned by the system.

After completing the race, winners will get a bonus, and the special-made medals will be awarded to every participant who finished the racing. For the host city, the medal will be circle-shaped as a center of the special-made medal. Except for the host city, the other 16 cities will be divided into two groups, and each group will create a different part of the medal. Each medal of the different city will be designed by each city, which means that each medal will be unique and decorated with the characteristic of each city. The medals are magnetically attached, which helps to keep the structure of the medals together.

Participants could also exchange their medals with others online. The spontaneous sharing of our participants on different social media such as RED, Weibo, Instagram, Twitter and TikTok will push LOC City Running to a new level.

To enhance the international awareness of marathon racing, offline advertising would be exhibited in the subway, airports, and shopping malls of Zhuhai and other 16 sister cities to reach more potential participants.

For online promotion, banners and trailers will be released on Instagram, Twitter, Weibo and Red via sponsored posts. We will also create the hashtag [#RunWithZhuhai](#) on those platforms for publicity and medal exchange.



3x

The number of Chinese people who participated in major running sports events tripled from 2016 to 2019.



Multinational running group

Participants from different countries will form three-person teams for the race.

The Exciting Offer 5 × Zhuhai

We plan to initiate *The Exciting Offer 5* to cooperate with Pricewaterhouse Coopers (Zhuhai) to tell the story of college students from the Greater Bay Area working in the top consulting firm.

Those young talents will enter the workplace to experience the cruel but inspiring life of working in the very diversified environment of the giant company. By reflecting the real daily work and living conditions in Hengqin, this reality show is expected to communicate the new city image of Zhuhai, a young and vibrant city, to Chinese college students who cover the target audiences of this campaign.

Why *The Exciting Offer*?

Economic growth slowing coupled with the pressure from COVID-19 increased the feeling of instability and insecurity among young people. Besides, being affected by the **involution culture**, the term refers to the feelings of burnout, ennui, and despair in China,⁶¹ young Chinese people have high levels of anxiety about the workplace as never before. Such emotion and tension have been well captured and amplified by the career reality show, which caused it to enjoy a spike in popularity among college students, overlapping with the target audiences of our campaign.

The Exciting Offer, the first and the best career reality show series in China, has released three seasons and is currently filming the fourth season.⁶² With a wide and faithful audience, it enjoys the heated discussion on social media among those career reality shows, the tag page of which has earned 12.2 billion views.⁶³ Besides, its average viewership has reached 112 million in 2021, ranking No.8 among the most popular and No.10 among the best variety shows in China.⁶⁴ It is worth mentioning that about 76% of its audience is the young generation.⁶⁵

Why Pricewaterhouse Coopers?

- Huge influence on the industry.** Pricewaterhouse Coopers (PwC) ranks as the second-largest professional services network in the world,⁶⁶ and is considered one of the Big Four accounting firms, along with Deloitte, Ernst&Young, and KPMG.⁶⁷
- Close cooperation with Zhuhai and Hengqin governments.** In 2019, PwC signed a strategic cooperation framework agreement with Zhuhai Municipal Bureau of

Commerce and Zhuhai Da Heng Qin Development Co.,LTD. (a state-owned enterprise).⁶⁸

- Work as an escort for Hengqin's finance industry.** PwC provides consulting services in support of the development of finance companies, thereby promoting finance industry growth in Hengqin.

In view of the excellent online performance of *The Exciting Offer*, we plan to cooperate with it to expand online outreach and reach more potential audiences. By being filmed at Hengqin, season 5 will record the real daily life and work in Hengqin, focusing on the fast-changing and diverse work context to highlight the fast development of Hengqin, and the convenient and comfortable life here.

Execution

Brief outline of *The Exciting Offer 5*

First and foremost, *Offer 5* will record the real daily work of these interns, as one of its primary content. Besides mock practices, these interns will also have opportunities to cooperate with international colleagues and deal with real-world cases by providing consulting services for those finance companies in Hengqin with the help of professional leaders. Their working progress will show the status quo and future prospects of Hengqin, especially its finance industry.

Secondly, different from previous seasons of this series, *Offer 5* will increase the proportion of life outside of work. By emphasizing the work-life balance, it will try to avoid some negative emotions such as the tiredness and ennui the **involution** of many Chinese college students today. These interns will experience some leisure activities such as **The Weekend Trip around the Hong Kong-Zhuhai-Macao Area** and **Glamping in Hengqin** to promote communication and even build more intimate relationships with each other. Besides, they will be invited to attend **The Color Run Zhuhai** and share their live streaming on social media.

- The Weekend Trip around the Hong Kong-Zhuhai-Macao Area:** To emphasize the convenient transportation and the close relationship among these three cities.
- Glamping in Hengqin:** To enhance the livable characteristics of Zhuhai's city image.
- The Color Run Zhuhai:** To highlight the young image of Zhuhai while providing this offline activity with more online exposure.

Besides, the preferential policies of Hengqin like housing subsidy and the residence permit will also be penetrated in this reality show.



Best career reality show

The Exciting Offer was considered to be the first and best career reality show in China.⁶²



Big Four

PwC is one of the Big Four accounting firms in the world.



Collaboration inside the campaign

The Exciting Offer 5 × Zhuhai will collaborate with The Color Run Zhuhai during filming via live streaming.





H5 test
will be released
on the warm-up stage

Media planning

Warm-up | Your Colorful Career

Before releasing the programme, an online career assessment titled as **Your Colorful Career** will be mainly posted on WeChat through H5, providing them references for their career path. According to the previous performance of this kind of online activity, people would be glad to share their results with others, thereby triggering heated discussion and expanding exposure online.

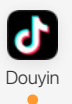
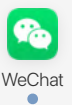
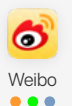
During Offer 5 | Content operation

During the broadcasting of *Offer 5*, the official account of Tencent Video and PwC would release some highlights from the show, especially those content related to Zhuhai, to increase traffic on Weibo, Tencent Video and Douyin*, thereby reaching more potential audiences. Besides, these interns will update their daily life and work by vlogs and sharing on Bilibili, the most popular user-generated video platform among Chinese college students, 75% of whom are concerned about the career issues seriously.⁶⁹

H5 sharing poster
will be generated after finishing
Your Colorful Career test

Highlight clips
will be released on Weibo, Douyin
and Tencent Video

Teaser poster
will be posted on Weibo
before the show's launch



* Douyin is the domestic version in China, and TikTok is the international version of Douyin.

The GBA Pioneer Programme

To encourage the GBA college students to change their status from the audiences of the reality shows to be interns or workers who really live in Hengqin, The GBA Pioneer Programme offers opportunities in summer and campus recruitment for GBA college students and recent graduates to experience work and life in Hengqin comprehensively, and get a taste of the potential and promising future of Zhuhai.

Why internship programme?

The change of life stages from a student to a professional is not always very simple. Students have to face many challenges when they enter into professional life. As one of the most significant consideration when recruiting college students, related internship experiences ranks third, which is highlighted by 56.6% of employers.⁷⁰ However, 76.3% of college students said that lack of practical and working experience was the most disturbing disadvantage to them when seeking a full-time job.⁷¹

Since it is necessary and highly demanded for college students to accumulate work experience, The GBA Pioneer Programme is expected to attract many young talents successfully.

Execution

Programme overview

The GBA Pioneer Programme consists of two parts, organized for college students and recent graduates respectively.

For college students, this programme provides plenty of summer internship from those finance companies in Hengqin every year. After recruiting and interviewing, those selected participants will enjoy a wonderful two-month internship in Hengqin's firms just like what they watch in the reality show *The Exciting Offer 5*.

Outside of daily work, participants will have the chance to attend various professional and social events. Hengqin, Hong Kong and Macao entrepreneurs will be invited to share work experience, business skills, career planning, etc. Besides, leisure events such as weekend trip and glamping in Hengqin were also held during this programme. These activities aim to help them build connections and strengthen their relationship with others in their fields.

For GBA fresh graduates, this programme will provide them some privileges when applying for the job in finance firms in Hengqin. First and foremost, this programme will provide them with a pre-recruitment application and interview opportunity. It means that they will have two opportunities for job application and if they fail in this round, they still can compete with others that are not from GBA in the next round.



76%

76.3% of college students thought they were lack of working experience.



An internship, and an InternTrip

for GBA college students.



A FastPass with more choices

for GBA fresh graduates.



Media planning



Bilibili

#HiPioneer : User-generated videos on Bilibili

To reach more potential audiences and share them with real life and work in Zhuhai, we will launch the online video-sharing with hashtag **#HiPioneer** on Bilibili. Under the hashtag, participants of The GBA Pioneer Program are welcomed to share their daily work and life in Zhuhai, especially Hengqin. With the spread of these user-generated videos which are trusted by the public more than other regular branded content, the new image of Zhuhai will be more vivid and reliable.



XYZ Podcast

The call-back of *The Exciting Offer 5*

To make full use of the continuous follow-up effect of *Offer 5*, interns who attended this reality show before will be invited to share their working experiences on XYZPodcast.* Based on the statistics from previous seasons, these interns usually gain considerable followers on social media after the show, which could help to earn more online engagement.



* XYZ Podcast 小宇宙 is a Chinese podcast app, on which college students prefer to gain career-related information.

** Mockups sourced from the Internet; application interfaces reserved to XYZ Podcast and Bilibili; portrait rights belong to Jinye LI and Zelin QU.

Budget

Monetary unit: RMB yuan

			Platform	Reach	CPM	Cost
Keep × Zhuhai Special Season	Co-branding		In-app	20,000,000	50.0	1,000,000
	Splash ads		Weibo	8,000,000	62.5	500,000
	Banner					
The Color Run Zhuhai	Offline activity	Materials	Offline	-	-	800,000
		Manpower				
League of Coastline City Running (Zhuhai)	Advertising	Outdoor ads	-	-	-	1,500,000
		Splash ads	Weibo	4000,000	62.5	250,000
	Offline activity	Materials	Offline	-	-	1,100,000
		Manpower				
	The Exciting Offer 5 × Zhuhai	Cooperation		Tencent Video	100,000,000	50.0
WeChat H5		WeChat	-	-	20,000	
Experience sharing podcast		XYZ Pobcast	400,000	25.0	10,000	
Agency fee (10% of total)						2,008,000
Total (pre-tax)						12,188,000

Evaluation



Evaluation

In an overview, the **Hi there!** campaign will be evaluated on both qualitative and quantitative levels.

Regarding the quantitative assessment, we will test how well our target audiences are informed about Zhuhai's new city image through the survey. As to the more in-depth qualitative assessment, we will use SEO keyword research and content analysis to have a more insightful view of our target audiences' opinions towards Zhuhai.

Quantitative assessment

Primarily, this campaign will be evaluated by conducting surveys before and after the campaign.

The first survey has been provided to our target audience and gained the primary data. The questionnaire collected the current knowledge and awareness of Zhuhai in terms of city image, their perceptions of the qualities of Zhuhai and their willingness to live or work in Zhuhai. (See [Appendix A](#))

After the campaign, another questionnaire using the same format will be provided to our target audience at the end of 2023 when the first round of activities are all over.

In three years, we will use a similar questionnaire and observational method to test the target audiences' awareness, willingness and city image of Zhuhai one more time. The click and view data on social media will also count in the measurement as a mean of monitoring the effectiveness of the campaign.

Qualitative assessment

In the meantime, we will measure the results of the campaign on three levels: affective, cognitive, and behavioral. Basically, at the end of our campaign, their impressions of Zhuhai are expected to include young and vibrant.

Secondly, SEO keywords research and content analysis methods will be provided to measure whether the campaign generated and raised their awareness and agreement towards Zhuhai's new city image, and their willingness and intention to pick Zhuhai as their first live and work choice.

Finally, after long-term communication of LOC activities, we hope to reach the ideal situation that Zhuhai could have further influence on the international stage, Zhuhai will accept more and more young talents around the world, and achieve its goal to be a vibrant city.

Previously on the campaign goal and objectives

Campaign goal

To communicate a new city image of Zhuhai to Chinese college students, especially GBA students, shifting the impression from a livable city to a youthful and vibrant city.

Objectives

From April to November 2023

To increase Zhuhai's new image of youthfulness and vibrance by 35% among GBA students, and 20% among Chinese college students.

In three years

To increase the intention of GBA students to put Zhuhai in their future city choice list by 35%, of Chinese college students to visit, stay or work in Zhuhai by 20%.

Appendix



Appendix A

Questionnaire

珠海的现在与未来

感谢您愿意填写这份毕业项目问卷。本问卷有约15道简单的问题，约3-5分钟即可完成。

问卷相关信息将严格保密，请放心填写，十分感谢你的参与！

（城市政策话题会被系统自动判定为敏感信息，问卷全程匿名，请不必担心）

1. 单选 | 您目前的身份是？

若您现在还未完成计划的学业或在此期间实习，也请选择第一项。

- A. 在校大学生或研究生
B. 其他

2. 填空 | 毕业后您最可能会去哪些城市就业或定居（国内外均可）？

如果可以的话，欢迎用几个词语简单描述您选择的城市。

3. 填空 | 不考虑现实因素，毕业后您最想去哪些城市就业或定居（国内外均可）？

如果可以的话，欢迎用几个词语简单描述您选择的城市。

4. 多选 | 影响您选择上述城市的因素是？

- A. 自然环境良好（空气质量、生态环境等）
B. 工作机会多，或是心仪公司的所在地
C. 亲近朋友同学的选择
D. 休闲娱乐活动丰富
E. 国家政策扶持
F. 家乡情结
G. 饮食习惯
H. 紧急公共事件处理能力（如疫情防控能力）
I. 其他 ____

5. 多选 | 您一般通过哪些渠道了解城市相关的资讯信息，或对该城市感兴趣？

- A. 自媒体（由个人创建的公众号、微博、小红书、播客等）
B. 传统媒体（广播、报纸、杂志、电视等）
C. 政府宣传（官方发布的信息、城市宣传片等）
D. 影视剧场景（厦门《开端》、重庆《少年的你》、深圳《奇迹：笨小孩》等）
E. 特色文化输出（河南春晚《唐宫夜宴》、四川三星堆、川渝地区方言 Rap、博物馆文创周边等）
F. 相关赛事影响（球类主场、电竞比赛、马拉松等）
G. 亲身体验

6. 量表 | 热播影视剧取景地会在多大程度上影响你对该城市的看法？

厦门《开端》、重庆《少年的你》、深圳《奇迹：笨小孩》等完全没有影响 1—7 有很大影响

7. 量表 | 特色文化输出会在多大程度上影响你对该城市的看法？

河南春晚《唐宫夜宴》、四川三星堆、川渝地区方言 Rap、博物馆文创周边等完全没有影响 1—7 有很大影响

8. 量表 | 相关赛事的举办会在多大程度上影响你对该城市的看法？

球类主场、电竞比赛、马拉松等完全没有影响 1—7 有很大影响

9. 单选 | 您是否去过珠海？

- A. 是，在此生活、学习或实习
B. 是，去旅游过
C. 否

10. 填空 | 说到珠海，您会用什么样的词来描述它？

回答部分已经过了大半 🍷

11. 多选 | 您是通过哪些渠道了解到珠海的？

- A. 自媒体（由个人创建的公众号、微博、小红书、播客等）
B. 传统媒体（广播、报纸、杂志、电视等）
C. 政府宣传（官方发布的信息、城市宣传片等）
D. 影视剧场景
E. 特色文化输出
F. 相关赛事影响
G. 亲身体验

12. 矩阵量表 | 您对珠海以下城市标签的认可程度是？

非常不认同 1—7 非常认同

- A. 经济特区，国家政策扶持
B. 地理优势强，毗邻澳门
C. 宜居城市，生活节奏慢，生态环境好，气候舒适
D. 旅游胜地，海岸线绵长，岛屿众多，风景优美
E. 科技发达（格力、魅族、金山等企业所在地）
F. 发展潜力大，工作机会较多，适合投资
G. 文化艺术交流平台（珠海大剧院、大型晚会分会场、粤港澳人才交流地等）
H. 民生相关方面存在问题（商圈分散、交通不便、房价太高等）
I. 相对落后，“十八线小城市”

13. 量表 | 您在多大程度上愿意在珠海工作或定居？

非常不愿意 1—7 非常愿意

14. 多选 | 您认为目前的珠海满足你选择工作或定居城市的哪些因素？

- A. 自然环境良好（空气质量、生态环境等）
B. 工作机会多，或是心仪公司的所在地
C. 亲近朋友同学的选择
D. 休闲娱乐活动丰富
E. 国家政策扶持
F. 家乡情结
G. 饮食习惯
H. 紧急公共事件处理能力（如疫情防控能力）
I. 以上都不满足
J. 其他 ____

15. 单选 | 您的性别是？

- A. 男
B. 女
C. 其他

16. 填空 | 您的年龄是 ____ 岁

17. 列表选择 | 您的家乡是？

18. 列表选择 | 您目前就读或工作于哪个城市？

本次问卷就此结束啦！非常感谢您的参与，祝您度过美好的一天！

19. 选填 | 如果您愿意参加我们的 Focus Group，欢迎在这里留下您的微信号，我们会在近期联系您。

Focus Group 也称为“焦点小组”或“小组访谈”，是一场很自由的小组聊天。此次访谈的主要目的是倾听大家对就业和城市选择方面的看法。

Below: The poster of this questionnaire



Appendix B

Related information on focus groups

Focus group A

Participants

余梓辉 MAD 胡雨格 FM 杨海铎 EPIN 曾珊妮 PRA
黄凌芸 ACCT 姜一诺 SWSA 邓雨婷 MAD 张静娴 SWSA

Questions

1. 毕业后有什么规划？
2. 未来打算去哪些城市就业/定居？（没有的话有什么其他考虑）
3. 影响你选择这些城市的因素有哪些？（朋友、工作机会、环境、休闲娱乐、政策）
4. 如果要用几个词来描述上述城市，你会怎么描述它（性格、特质或者任何你想到的词都可以）？
5. 我们不是常常开玩笑说社畜吗，那在未来规划的方面你会想要当一个社畜还是说当一个咸鱼，比如我就是想舒服的工作，我就会想去更宜居的地方工作好好生活，但是有些人就会说我要去精英扎堆的地方工作，我就要为了工作付出，我可能就选择一个大众眼中不那么宜居但是工作相对累一点的地方，那你们对这个会有规划吗？
6. 你觉得发展潜能是你选择工作的一个标准吗？
7. 有关关注过城市人才引进政策吗？对这些政策有多少了解？这些政策（补贴、个税、落户等）在多大程度上会影响你的选择？
8. 如果说一个城市充满机遇，你第一个想到的是什么城市？
9. 如果你是二十年前的应届毕业生，你会更愿意去到类似当时的深圳那种虽然有国家政策大力扶持且亟需大量人才涌入，未来充满机遇和风险的城市，还是北上广这些当时已经发展起来的城市？
10. 提到粤港澳大湾区，你的第一印象是？
11. 对珠海的印象是？提起珠海会联想到什么？
12. 影响你选择/不选择珠海作为未来就业/定居城市的原因是？
13. 对横琴有多少了解？
14. 横琴有很多金融和高新技术企业进驻，再加上人员流通和政策支持，基于此，大家会觉得有发展前景吗？

Focus group B

Participants

孙佳乐 ACCT 吕宜可 PRA 罗紫盈 APSY 周宗洋 AE
唐懿 ATS 陈创 CST 江顺美 PRA 彭子归 ENVS

Questions

工作

1. 大家都来自什么专业捏？家乡在哪里？
2. 以后想做什么工作捏？你理想的工作氛围是怎样的？（环境、同事、工作内容等）
3. 你希望未来和什么样的人一起共事？（年龄段、性格、品质等）

城市

4. 你毕业后最想去的城市是哪里？（你也许不一定会去，但是是你最想去的城市）你觉得它是一个什么样的城市，可以描述一下吗？
5. 你认为哪个城市是充满激情/未来感的？为什么这样感觉？这些城市有什么代表的东西或者共同点吗（地标、饮食、文化都可以）
6. 你提起上一题中的城市，会不会想起什么东西可以代表它？比如现在大家提起长沙就会想起茶颜悦色。
7. 有什么样的契机会让你很想去一个城市？

理想主义

8. 想一想过去的经历，你有没有仅仅因为一个念头而马上决定要去做一件事情，或是唤起了心中对某件事的憧憬？分享一下你的经历吧
9. 有人看了一条 vlog 就想去一个城市旅行，有人仅仅因为一句 slogan 的触动而爱上一个品牌，（再举几个例子），这些都是凭直觉和情感思考而激发的理想主义。有什么东西可以唤起大家心中的「理想主义」？
10. 大家觉得珠海有哪些地方可以唤起大家的理想主义？大家觉得珠海有什么可能会让大家觉得值得奔赴？

品牌

11. 大家觉得什么品牌是符合「理想主义」气质的？
12. 你喜欢的品牌有没有做过什么让你印象很深的广告或者活动？
13. 你喜欢这个品牌是追求共鸣还是说追求差异？



Left: Photo of focus group B

Appendix C

References

- 58 Tongcheng Recruitment Research Institute. (2019). *Report on Employment and Residence of College Graduates in 2019*. 58 Tongcheng. mp.weixin.qq.com/s/l-U-lay2J8tMi8bFex4E-Q
- 58 Tongcheng Recruitment Research Institute. (2020). *Employment Trends Research Report 2020*. 58 Tongcheng. mp.weixin.qq.com/s/hmgV5sf1ua_DBYUmDw4glA
- Baidu Index. (n.d.). *Demand Map of Vibrant*. Retrieved April 19, 2022, from index.baidu.com/v2/main/index.html#/demand/%E6%B4%BB%E5%8A%9B?words=%E6%B4%BB%E5%8A%9B
- Baidu Index. (n.d.). *Demand Map of Young*. Retrieved April 19, 2022, from index.baidu.com/v2/main/index.html#/demand/%E5%B9%B4%E8%BD%BB?words=%E5%B9%B4%E8%BD%BB
- ByteDance. (n.d.). *Our Products*. Retrieved April 24, 2022, from www.bytedance.com/en/products
- Can, Q. (2021, May 26). *Behind the skyrocketing marathon economy, why do scenic spots make frequent appearances?* Meadin. www.meadin.com/jq/228257.html
- Capital Institute of Science and Technology Development Strategy. (2022). *Report on Science and Technology Innovation Development in China Cities 2021*. Scientific and Technical Documentation Press.
- China Unicom Smart Steps Big Data. (2021). *National College Graduate Employment Report 2021*. China Unicom. mp.weixin.qq.com/s/1pENC5wm-1W1D7IYg7tp-Q
- Chinese Academy of Science and Technology for Development. (2021). *China Regional Science and Technology Innovation Evaluation Report 2021*. Ministry of Science and Technology of the People's Republic of China. www.casted.org.cn/channel/newsinfo/8483
- Cohen, H. (2013, June 27). *Marketing: The 4 Moments of Truth [Chart]*. Heidi Cohen. heidicohen.com/marketing-the-4-moments-of-truth-chart/
- Court, D., & Elzinga, D., & Mulder, S., & Vetvik, O. (2009, June 1). *The consumer decision journey*. McKinsey & Company. www.mckinsey.com/business-functions/marketing-and-sales/our-insights/the-consumer-decision-journey
- Feng, Q. (2021, October 9). *More than 9.56 million people participated in the 7th Internet+ Student Entrepreneurship Competition, a record high scale*. The Beijing News. www.bjnews.com.cn/detail/163377193414023.html
- Gault, J., & Leach, E., & Duey, M. (2010). Effects of business internships on job marketability: the employers' perspective. *Education and Training*, 52(1), 76–88. doi: 10.1108/00400911011017690
- Guangdong-Macao In-Depth Cooperation Zone in Hengqin. (2021, September 14). *Sci-tech Services*. www.hengqin.gov.cn/macao_en/tzhzq/zszy/content/post_2996890.html
- Institute of Scientific and Technical Information of China. (2021). *Statistical Data of Chinese S&T Papers (2)*. Ministry of Science and Technology of the People's Republic of China. www.istic.ac.cn/upload/11/editor/1640768173391.pdf
- Institute of Scientific and Technical Information of China. (2021). *China Science and Technology Achievement Transformation 2020 Annual Report (Higher Education Institutions and Research Institutes)*. Scientific and Technical Documentation Press.
- iResearch Research Institute. (2021). *2021 China Smart Fitness Industry Report*. iResearch. www.iresearch.com.cn/Detail/report?id=3857&isfree=0
- Jiang, H., & Du, M. (2018). Research on the Influence and Mechanism of Sports Events on City Image. *Bulletin of Sport Science & Technology* (10), 37–39. doi:10.19379/j.cnki.issn.1005-0256.2018.10.015.
- Liang, H. (2021, January 30). *26 billion, 15 projects signed and landed! Hengqin integration accelerated again*. Zhuhai Hengqin New District Government Portal. www.hengqin.gov.cn/zhshqzqfzmhwz/new2021/index/qdt/content/post_2721743.html
- Liang, H., & He, L., & Liu, Y., & Qian, W. (2021, February 3). *Niu Jing: Striving for 2025 Hengqin integration area regional GDP of 150-180 billion yuan*. Zhuhai Hengqin New District Government Portal. www.hengqin.gov.cn/zhshqzqfzmhwz/new2021/index/qdt/content/post_2724173.html
- Peng, M. (2022, March 2). *Financial industry output value accounts for 35.6% of Hengqin's GDP in 2021 Financial institutions accelerate the gathering to help industry diversification*. Guangdong-Macao In-Depth Cooperation Zone in Hengqin. www.hengqin.gov.cn/macao_zh_hans/hzqgl/dtyw/xwbb/content/post_3065775.html
- Ramadan, A., & Triyanto, A., & Muhammad, I. (2019). The Effect Of E-Marketing With Aisas Model (Attention, Interest, Search, Action, Share) On Investment Decisions In Fintech Syariah. *Jurnal Ekonomi dan Perbankan Syariah*, 7(2), 47–57. doi: 10.46899/jeps.v7i2.114
- Teng, M. (2016). Analysis of the reasons and value of the rise of city running activities in China. *Contemporary Sports Technology* (25), 132–133. doi:10.16655/j.cnki.2095-2813.2016.25.132.
- UNESCO. (2021, June 11). *UNESCO Science Report 2021*. www.unesco.org/reports/science/2021/en
- Wodtke, C. (2016). *Introduction to OKRs*. O'Reilly Media, Inc.
- Xinhua Net. (2021, September). *Hengqin cooperation zone to help Macao diversify its economy*. The State Council Information Office, The People's Republic of China. english.scio.gov.cn/im/pressroom/2021-09/10/content_77744629.htm
- Yu, J. (2021, March 25). Zhuhai, The Special Economic Zone: From "Small but Beautiful" to "Great and Excellent". *Economic Daily*. paper.ce.cn/jjrb/html/2021-03/25/content_440538.htm
- Zhang, W. (2022). *Number of marathon participants in China from 2011 to 2016*. Statista. www.statista.com/statistics/727772/china-number-of-marathon-participants/
- Zhang, Y. (2020). *The study on marathon events and the impact of city image: Taking Lanzhou International Marathon as an example* [Master's thesis, Hebei University]. Chinese Master's Theses Full-text Database. doi: 10.27103/d.cnki.ghebu.2020.000435
- Zhong, X. (2021, February 21). *The City of Youth: Zhuhai's best footnote—the fourth in a series of comments on the Chinese New Year of Xinchu*. Zhuhai Special Zone Daily. www.zhuhai.gov.cn/xw/xwzx/zhzyw/content/post_2729792.html
- Zhou, X. (2021, December 10). *Zhuhai was selected as one of the "Chinese Cities with International Communication Characteristics"*. Hi Zhuhai. pub-zhtb.hizh.cn/a/202112/10/AP61b31fe0e4b071ccb06d8ff3.html



**APA
STYLE**

This page is formatted to be consistent with the entire planbook. For the sake of academic rigor, we created another version of the references in APA Style, please refer to **Planbook References in APA Style (PDF)** or scan the QR code below to view for final grading.



Appendix D

Endnotes

- ¹ Qian, W. (2020). *Zhuhai* [Photograph]. Southern Metropolis Plus. www.sohu.com/a/381458758_100205829
- ² Xinhua Net. (2019, February 18). *The Central Committee of the Communist Party of China and the State Council issued "Outline of the Development Plan of Guangdong, Hong Kong and Macao Greater Bay Area"*. www.xinhuanet.com/politics/2019-02/18/c_1124131474_2.htm
- ³ Greater Bay Area. (n.d.). *Major Social and Economic Indicators of Zhuhai (2020)*. Constitutional and Mainland Affairs Bureau. Retrieved April 22, 2022, from www.bayarea.gov.hk/en/about/zhuhai.html
- ⁴ PricewaterhouseCoopers Zhong Tian LLP. (2019). *PwC's Report on cities of the Guangdong-Hong Kong-Macao Greater Bay Area: To develop new growth potential in the Guangdong-Hong Kong-Macao GBA: Zhuhai*. PricewaterhouseCoopers. www.pwccn.com/en/research-and-insights/city-report-greater-bay-area-zhuhai.pdf
- ⁵ China (HK) Institute of City Competitiveness. (2021, December 29). *2021 China Top Ten Most Livable Cities Ranking*. www.gqfqi.com/Ch/NewsView.asp?ID=1579&SortID=22
- ⁶ Li, Z., & Liu, C. (2013). Central-Local Relations in Contemporary China: Trends, Processes, and Implications for Policy Implementation. *Foreign Theoretical Trends*, (04), 52-61.
- ⁷ World Economic Forum, & Oliver Wyman. (2021). *From Sandbox to Bridge: The Role of the Greater Bay Area in Connecting China with Global Asset Management*. The World Economic Forum. www3.weforum.org/docs/WEF_The_Role_of_the_Greater_Bay_Area_in_Connecting_China_with_Global_Asset_Management_2021.pdf
- ⁸ Zhuhai Statistics Bureau. (2021). *Overview of Zhuhai*. tjj.zhuhai.gov.cn/attachment/0/273/273724/2900902.pdf
- ⁹ Deloitte China. (2021, September 9). *Tax incentives proposed for new cooperation zone in Hengqin*. Deloitte. www.taxathand.com/article/20302/China/2021/Tax-incentives-proposed-for-new-cooperation-zone-in-Hengqin
- ¹⁰ Congressional Research Service. (2022, February 14). *Global Economic Effects of COVID-19: Overview*. crsreports.congress.gov/product/details?prodcode=R46270
- ¹¹ International Monetary Fund. (n.d.). *World Economic Outlook*. Retrieved April 16, 2022, from www.imf.org/en/Publications/WEO
- ¹² PHBS Think Tank. (2021). *The Greater Bay Area Economic Analysis Report 2021*. Peking University HSBC Business School. thinktank.phbs.pku.edu.cn/2022/jingjifenxi_0121/58.html
- ¹³ Statistics and Census Service. (n.d.). *Gross Domestic Product (GDP) and per-capita GDP*. Government of Macao Special Administrative Region. Retrieved March 4, 2022, from www.dsec.gov.mo/ts/#/step2/PredefinedReport/zh-CN/32
- ¹⁴ Statistics Bureau, Guangdong-Macao In-Depth Cooperation Zone in Hengqin. (2022, January 29). *Regional GDP*. www.hengqin.gov.cn/stats/tjsj/dqsczz/content/post_3055677.html
- ¹⁵ Zhilian Research Institute. (2022). *China Overseas Educated Graduate Employment Survey Report 2021*. Zhaopin. mp.weixin.qq.com/s/O9mNNfQEdO3FbF7y8i0FQ
- ¹⁶ Ofcom. (2020, August 5). *Lockdown leads to surge in TV screen time and streaming* [Press release]. www.ofcom.org.uk/about-ofcom/latest/media/media-releases/2020/lockdown-leads-to-surge-in-tv-screen-time-and-streaming
- ¹⁷ Zhou, J. (2021). *Report on China Internet Audio & Video Development 2021*. National Radio and Television Administration. gdj.zj.gov.cn/art/2021/6/4/art_1229288072_58457834.html
- ¹⁸ Data ENT. (2022). *Variety Webcast Performance and User Analysis Report 2021*. Enlightent. file.enlightent.com/20220106/%E3%80%90%E4%BA%91%E5%90%88%E6%95%B0%E6%8D%AE%E3%80%912021%E7%BB%BC%E8%89%BA%E7%BD%91%E6%92%AD%E8%A1%A8%E7%8E%B0%E5%8F%8A%E7%94%A8%E6%88%B7%E5%88%86%E6%9E%90%E6%8A%A5%E5%91%8A.pdf
- ¹⁹ Stipp, H. (2022). *Number of monthly active users (MAU) of the leading sports apps in China as of December 2021*. Statista. www.statista.com/statistics/1043804/china-leading-sports-apps-monthly-active-users/
- ²⁰ iResearch, Huawei Health. (2021). *National Sports Health Insight Report 2021*. iResearch. www.iresearch.com.cn/Detail/report?id=3733&isfree=0
- ²¹ Maimai Talent Think Tank. (2022, April 13). *2022 nine new trends of talents job search: expect 35-year-old annual salary of 800,000, the new economy has become a new windfall of employment*. 36Kr. 36kr.com/p/1696847465837830
- ²² UN-Habitat, & National Academy of Economic Strategy, CASS. (2021). *Global Urban Competitiveness Report*. guccp.cssn.cn/yjcg/yjbg/201911/W020191118666044996886.pdf
- ²³ Shenzhen Government Online. (2021, February). *Guidelines of the CPC Central Committee and the State Council on Supporting Shenzhen in Building a Pilot Demonstration Area of Socialism with Chinese Characteristics*. Shenzhen Government. www.sz.gov.cn/en_szgov/news/infocus/pda/introduction/content/post_6616962.html
- ²⁴ National Development and Reform Commission. (2019). *Key tasks of the national comprehensive supporting reform pilot area in 2019* (NDRC [2019] No. 651). The State Council, The People's Republic of China. www.gov.cn/zhengce/zhengceku/2019-09/29/5434824/files/b87448c7dc4c4416a03263a2b6ad590c.pdf
- ²⁵ Zhang, J. (2017, July 13). *New consensus of Shanghai and Zhejiang: Joint planning to promote the construction of Shanghai-Hangzhou-Ningbo Bay Area*. The Paper. www.thepaper.cn/newsDetail_forward_1732016

- ²⁶ Global Urban Competitiveness Research Center for City and Competitiveness. (2020). *Report on Chinese Cities Global Connection Competitiveness 2020*. Chinese Academy of Social Sciences. guccp.cssn.cn/yjcg/zcjj/202010/t20201028_5203723.shtml
- ²⁷ Petty, R. E., & Cacioppo, J. T. (2018). *Attitudes and persuasion: Classic and contemporary approaches*. Routledge.
- ²⁸ Wang, M. (2013). *City Image Communication on Weibo* [Master's thesis, Shanghai International Studies University]. Chinese Master's Theses Full-text Database. doi: CNKI:CDMD:2.1013.121967
- Wang, X. (2015). The role of government Weibo in the construction and communication of China's city image: an empirical study based on @NanjingPublish. *New Media Research*(14), 35-38. doi:10.16604/j.cnki.issn2096-0360.2015.14.0
- Zhang, T. (2015). *The shaping of Chongqing's city image by government Weibo: an empirical study based on @Chongqing Publish* [Master's thesis, Southwest University of Political Science & Law]. Chinese Master's Theses Full-text Database. doi: 10.7666/d.D683647
- Zhou, Y. (2016). Research on Mass Media and City Image Communication. *Journal of News Research*, 7(2), 1. doi: CNKI:SUN:XWDK.0.2016-02-163
- ²⁹ Degenhard, J. (2021). *Forecast of the number of Sina Weibo users in China from 2017 to 2025*. Statista. www.statista.com/forecasts/1143696/sina-weibo-users-in-china
- ³⁰ Sina Weibo. (n.d.). *Media Matrix Power List*. Retrieved April 15, 2022, from v6.bang.weibo.com/xmt?sudaref=www.baidu.com&display=0&retcode=6102
- ³¹ Tencent Youth Development Committee. (2019). *Report on The New Youth in The Greater Bay Area*. Tencent. page.qq.com/page/020qu-Q0o27HiNO9Q6hdho_g0
- ³² Nandu Polls. (2021, October 27). Nandu's poll shows: 90% of the surveyed youth in Hong Kong and Macao agree with the results of the development of the Greater Bay Area. Southern Metropolis Daily. static.nfapp.southcn.com/content/202110/27/c5878914.html?collID=1275&firstCollID=1365
- ³³ Guo, P., & Fu, Q., & Lu, Z. (2019, August 20). Nansha, Qianhai and Hengqin: Meet a different new platform for the youth of Hong Kong and Macao. *South*. www.nfzz.cn/archives/11218
- ³⁴ MyCOS. (2021). *Blue Book of Employment: Chinese 4-Year College Graduates' Employment Annual Report (2021)*. Social Sciences Academic Press (China).
- 58 Tongcheng Recruitment Research Institute. (2021). *China's Best Employer Survey for College Students Comprehensive Report 2021*. 58 Tongcheng. mp.weixin.qq.com/s/YLPzoYJYMRqOtSgX6crsw
- 58 Tongcheng Recruitment Research Institute. (2021). *College Graduate Employment Report 2021*. 58 Tongcheng. mp.weixin.qq.com/s/p1P11qqrVKmxuY9riQ3M1g
- Liepin Campus, & Xiaoguo Research Institute. (2021). *College Student Job Search Trend Insight Report 2021*. Liepin, & Xiaoguo. mp.weixin.qq.com/s/rkdF5p-CwOdfzw6lUM4xqg
- ³⁵ Yu, M. (2021, August 31). The proportion of "Small Town Youth" who choose to work in first-tier cities is decreasing. *Guangzhou Daily*. www.gzdaily.cn/amucsite/web/index.html#/detail/1648759
- ³⁶ Yan, Y. (2013). Does contemporary youth lack idealism? *Beijing Cultural Review*, (05), 56-61. doi: 10.3969/j.issn.1674-4608.2013.05.016
- ³⁷ Xiaoguo Research Institute. (2020). Why Gen Z insights can't just rely on data? The Internet generation is still very emotional. Xiaoguo. mp.weixin.qq.com/s/bG6p83XxLMVfk4KM1x9g
- ³⁸ Tencent AI Lab. (2021). *Tencent AI Lab Chinese Term Embedding Corpus (v0.2.0)* [Data set]. Tencent AI Lab. ai.tencent.com/ailab/nlp/zh/download.html
- Tencent AI Lab. (2018, October 19). *Tencent AI Lab open source large-scale high-quality Chinese word vector data, 8 million Chinese words at your disposal*. Tencent TEG. mp.weixin.qq.com/s/b9NWR0F7GQLYtgGSL50gQw
- AINLP. (2019, February 25). *Similar words search: play with Tencent AI Lab Chinese word embedding*. zhuanlan.zhihu.com/p/57628247
- ³⁹ Joyrun Data Research Institute. (2022). *2021 China Running Sports White Paper* [White paper]. Joyrun. mp.weixin.qq.com/s/fv6lITINyWgPlrVouCdj7gg
- ⁴⁰ Lu, Y. (2022, March 31). Build a higher level of national fitness public service system (authoritative release). *People's Daily*. cpc.people.com.cn/n1/2022/0331/c64387-32388491.html
- General Office of the State Council of the People's Republic of China. (2022). *Opinions on building a higher level of public service system of national fitness* [White paper]. The State Council, The People's Republic of China.
- ⁴¹ CBNDdata, & Keep. (2020). *Reports on National Exercise Health 2020*. CBNDdata. www.cbndata.com/report/2371/detail?isReading=report&page=1
- Zhang, J., & Xiao, L., & Yang, D. (2021). Research on the current situation and countermeasures of running exercise for college students in high schools. *Sports Vision* (17), 17-18.
- ⁴² Sun, J., & Li, Y. (2021, December 28). *Ministry of Education: 2022 college graduates expected to be 10.76 million, a record high in size and increase*. People's Daily Online. www.moe.gov.cn/fbh/live/2021/53931/mtbd/202112/t20211228_590924.html
- ⁴³ Goldman Sachs, & CICC. (2022). *Keep's Prospectus*. Keep. www1.hkexnews.hk/app/sehk/2022/104254/documents/sehk22022501616_c.pdf
- ⁴⁴ Zhang, K. (2020, May 20). *Supported by 80 million dollars: Keep's anxiety and prosperity*. iyiou. www.iyiou.com/analysis/202005201003609
- ⁴⁵ iResearch Research Institute. (2021). *2021 China Smart Fitness Industry Report*. iResearch. www.iresearch.com.cn/Detail/report?id=3857&isfree=0
- Apple. (n.d.). *Health & Fitness on the App Store*. Retrieved April 19, 2022, from www.qimai.cn/rank/globalrank/date/2022-04-16/genre/6013/device/iphone/area/0/brand/free?ivk_sa=1024320u
- ⁴⁶ QuestMobile. (2021). *2021 Sports Health Crowd Insight Report*. CBNDdata. www.cbndata.com/report/2613/detail?isReading=report&page=1

- ⁴⁷ Xu, J. (2022, March 14). *With hundreds of millions of users in hand to impact the Hong Kong IPO smart fitness platform Keep value geometry?* Securities Daily. www.zqrb.cn/jscyl/qiyexinxi/2022-03-14/A1647243386313.html
- ⁴⁸ Eco New Trends. (2022, March 1). *Keep's talent, ambition and disillusionment*. 36Kr. 36kr.com/p/1635769810842626
- ⁴⁹ Sina Weibo. (n.d.). *#KeepMetal*. Retrieved April 20, 2022, from m.s.weibo.com/vtopic/detail?click_from=searchpc&q=%23keep%23
- Sina Weibo. (n.d.). *#Keep*. Retrieved April 20, 2022, from https://m.s.weibo.com/vtopic/detail?click_from=searchpc&q=%23keep%E5%A5%96%E7%89%8C%23
- ⁵⁰ The Color Run. (n.d.). *About*. Retrieved April 21, 2022, from thecolorrun.com/about/
- ⁵¹ Doniger, W. (Ed.). (2000). *Merriam-Webster's Encyclopedia of World Religions* (pp. 455). Merriam Webster.
- ⁵² Today online. (2015, June 30). *Color Run organiser 'committed to staging safe events'* [Press release]. www.todayonline.com/singapore/color-run-organiser-committed-staging-safe-events
- ⁵³ Researchomatic. (n.d.). *Color Run*. Retrieved April 21, 2022, from www.researchomatic.com/color-run-159808.html#buytopicstep
- ⁵⁴ Kalnina, L., & Bucket, G., & Ahmed, H. (2014). *The Color Run Promotional Campaign*. Copenhagen Business Academy. www.academia.edu/39191153/THE_COLOR_RUN_PROMOTIONAL_CAMPAIGN_URL_ha_webdesigner_com_wordpress
- ⁵⁵ Clarke, N. (2009). *Town Twinning in Britain since 1945: A Summary of findings*. School of Geography, University of Southampton. web.archive.org/web/20130729043528/http://www.southampton.ac.uk/assets/imported/transforms/peripheral-block/UsefulDownloads_Download/53B4A57CA1154F82B700ABBC31E850D2/Summary_of_findings_on_town_twinning1_new.pdf
- ⁵⁶ Zhuhai Government. (n.d.). *Friendly cities*. Retrieved May 10, 2022, from www.zhuhai.gov.cn/sq/csgl/yhcs/index.html
- ⁵⁷ Zhang, W. (2022). *Number of participants of major marathon and running sports events in China from 2016 to 2029*. Statista. www.statista.com/statistics/1067425/china-major-running-events-number-of-participants/
- ⁵⁸ Sina Weibo. (n.d.). *Marathon, Super Topic*. Retrieved April 27, 2022, from weibo.com/p/100808307b4ef152f734fadd052e6f8d367ee6/super_index?from=page_100808&mod=TAB#place
- ⁵⁹ Sina Weibo. (n.d.). *#Marathon*. Retrieved April 27, 2022, from m.s.weibo.com/vtopic/detail?click_from=searchpc&q=%23%E9%A9%AC%E6%8B%89%E6%9D%BE%23
- ⁶⁰ Sina Weibo. (n.d.). *Weibo Emotion of Marathon*. Retrieved April 26, 2022, from wb.51wyq.cn/searchDetailsShare?shareCode=SzSJUqLFFt8qfB
- ⁶¹ Liu, Y. (2021, May 14). China's "Involuting" Generation. *The New Yorker*. www.newyorker.com/culture/cultural-comment/chinas-involuting-generation
- ⁶² EnData. (2022, January 24). *China Variety Annual Insight Report 2021*. mp.weixin.qq.com/s/uCtexcCwNk0rtJA0aSLDsg
- ⁶³ Sina Weibo. (n.d.). *#TheExcitingOffer*. Retrieved April 20, 2022, from m.s.weibo.com/vtopic/detail?click_from=searchpc&q=%23%E4%BB%A4%E4%BA%BA%E5%BF%83%E5%8A%A8%E7%9A%84offer%23
- ⁶⁴ Tencent Entertainment. (2022). *Tencent Entertainment White Paper 2021* [White paper]. mp.weixin.qq.com/s/WkvHFc3mAlYG5ceBXPPzOA
- ⁶⁵ Baidu Index. (n.d.). *The Exciting Offer*. Retrieved May 5, 2022, from index.baidu.com/v2/main/index.html#/crowd/%E4%BB%A4%E4%BA%BA%E5%BF%83%E5%8A%A8%E7%9A%84offer?words=%E4%BB%A4%E4%BA%BA%E5%BF%83%E5%8A%A8%E7%9A%84offer
- ⁶⁶ Dakers, M. (2016, October 4). Deloitte overtakes PwC as the world's biggest accountant. *The Telegraph*. www.telegraph.co.uk/business/2016/10/04/deloitte-overtakes-pwc-as-worlds-biggest-accountant/
- ⁶⁷ Accountingverse. (2022). *Big 4 accounting firms*. www.accountingverse.com/articles/big-4-accounting-firms.html
- ⁶⁸ Liang, H., & Guan, M., & Liu, Z. (2019, October 10). *PricewaterhouseCoopers formally established in Zhuhai, setting up a service base on the west coast of the Greater Bay Area*. Southern Metropolis Plus. static.nfapp.southcn.com/content/201912/10/c2882222.html?collID=85
- ⁶⁹ Bilibili, & Zhilian Research Institute. (2022). *Youth Job Search Behavior Insight Report 2022*. Bilibili, & Zhaopin. t.bilibili.com/648085718660284423?spm_id_from=333.788.b_636f6d6d656e74.6
- ⁷⁰ 51 Job. (2021, September 27). *China University Graduate Demand Survey Report 2021*. hrwards.51job.com/channel/2020graduateremo.php
- ⁷¹ Sun, S. (2022, March 5). 68% of respondents believe: employment discrimination is the most difficult thing to do. *China Youth Daily*. zqb.cyol.com/html/2022-03/05/nw.D110000zgqnb_20220305_4-05.htm

Appendix E

Acknowledgment

Thanks to my mum and dad for always being my backup.
Thanks to our supervisor Maggie for her patient guidance and continued support.
Thanks to Eric and Amelia for making such a valuable contribution to our team.
Thanks to me for letting me be myself.

Also, thanks to everyone who is still looking at the stars.
Your romantic and youthful idealism is a constant inspiration for us.
The future belongs to you, to us.

Kiwi QIN Yu

Four years could never be this fast. When looking back to my college life, it is filled with uncertainty, confusion, anxiety, and certainly satisfying moment, but at last, at this moment, I am in relief. I would like to use the word "chaos" to describe my college life, and thanks to all, it comes to an end.

Firstly, I would like to thank my best teacher ever, Maggie LAN. Without her patience, gentleness, and encouragement, I could never be able to retain a steady mental state to face my anxiety; and thanks to her superior, vast, and broad knowledge, she guides us to push forward our campaigns. The outstanding woman always be supportive to our ideas, corrects our errors, and helps us discover the right path to develop our ideas. Without her, the campaign could never be this well-structured and fulfilled. She is deserved to be called the best superior to me, not only in the academic area, but also in my life.

Second, I would like to thank my group members, Kiwi & Eric, who are the best groupmates one could ever ask for. Their attribution to the project is precious, and cooperating with them is the best thing that happened in my college life. We shared the same vision of our project; therefore, the process of our campaign could be smooth and orderly. The cautious academic attitude that Kiwi owned inspired me to pay more effort, and the astonishing design that Eric made pushed our campaign to a new and higher level. The effort they attributed to our campaign is brilliant and remarkable.

Next, thanks to UIC for providing me with the platform to meet and cooperate with these excellent people, and for providing me CC-413 to stimulate my creativity. Thanks to my roommates, Freida & Trista, who always left light for me when I came back late, and gave different opinions when I need new ideas; and all my friends, Ivy, Vanessa, and Thoreau, who always accompanied me when I was under pressure and tried their best to cheer me up when I was depressed. Thanks to my family, who always be supportive to all of my decisions.

And thanks to myself, who has the courage to exchange my programme to PRA, I am grateful for everything I went through. Every experience is precious, and everyone I met means a lot in different periods of time. I always told myself, "do not go gentle into that good night" – it is never the end.

Thank you all.

Amelia HE Xu

感谢小萌
感谢秦雨
感谢何煦
感谢蓝天、
白云、阳光
和大地。
Eric

Eric ZHANG Yancheng