

New Frontiers in Retailing: Magic and Logic
Columbia Business School

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New Frontiers in Retailing: Magic and Logic

Live Streaming Commerce in the U.S.

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Advised by: Prof. Oliver Chen and Prof. Kinshuk Jerath

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|----------------------|--|
| Hypotheses | <ul style="list-style-type: none">• More and more U.S. brands will try live streaming commerce on account of its strong advantages of high conversion rate and inventory turnover rate.• Livestreaming will usher in a golden time for new brands, with lower marketing costs, higher brand credibility, and deeper customer insight.• Tech-empowered live streaming commerce may become mainstream. The algorithm will help to personalize content and increase conversion rate, and Vtubers & Metaverse will greatly improve the user experience. |
| Supporting Arguments | <ul style="list-style-type: none">• Increasing live shopping population in the U.S. and 76% average increase in live commerce purchases as of 2021• High conversion rate 65% of live commerce compared with 8% of social commerce• Enhanced inventory turnover rate: direct from the manufacturer to customer and mass production after customer purchases• More efficient method of marketing and cut marketing cost by up to 60%• Revenue of new brand Florasis skyrocketed after cooperating with Austin Lee• Widely used by marketplaces, algorithms are rare in live streaming now• Vtubers are popular on YouTube and twitch, but haven't penetrated to live streaming commerce• Metaverse / XR's development will further diversify interaction methods, not limited to barrage and online Q&A |
| Challenges | <ul style="list-style-type: none">• Incomplete ecosystem. No platform to facilitate the collaboration between influencers and brands.• No extraordinarily successful cases in the U.S. like in China• Highly dependent on influencers and limited access to data• Extremely low prices to attract customers and damage the profitability of new brands• Limited data of US live streaming e-commerce transactions makes the development of algorithms challenging• Millennials and Gen Z, the major audience of Vtubers, have not been proven to accept live commerce as their primary shopping channel |

Executive Summary

Live streaming commerce is a form of e-commerce similar to television shopping. Influencers broadcast live to display and introduce products in a real-time method. Consumers can ask questions, send gifts, and make purchases through the live show. Compared to traditional e-commerce, live commerce adds richer production information on top of photos and text descriptions. It offers a real-time, interactive, and social shopping experience.

Live streaming shopping started in China in 2016. In 2020, the gross merchandise value of e-commerce live streaming in China has amounted to RMB 1237.9 billion, surging from 20.9 billion yuan in 2017 and accounting for around 10% of e-commerce revenue. In 2021, live commerce was estimated to generate 11 billion U.S. dollars in online sales in the United States. By 2024, the e-commerce revenue created from live online shopping was expected to increase threefold, reaching 35 billion dollars.

In this report, we made three forecasts for live commerce in U.S. markets according to our research of China's live commerce market and the U.S. status quo.

Firstly, we believe more and more brands will join the live commerce club attracted by the strong advantages of the new magical retail channel. Brands might find the conversion rate of live commerce could be 10 times higher than their traditional channels. And the inventory turnover rate could be extraordinarily high due to the direct shipping from the manufacturer to the customers and mass production after customer purchases business models.

Secondly, the live commerce era may be the best era for new brands and industry entrants. A much shorter decision-making customer journey from awareness to action may help merchants to cut marketing costs by 60%. And many new brands will emerge and become hit with the successful marketing of top influencers. Deeper customer insight will be garnered effectively by interaction in the live studio. New brands can better understand their target audience and their needs in the live show.

Finally, we believe tech-empowered live streaming commerce will become mainstream. Algorithms will help to personalize content and increase the conversion rate by optimizing assortment and pricing strategies. The prevalence of Vtubers & Metaverse will provide AI-based avatar streaming in the future, leading to a more immersive and frictionless customer experience. Currently, most live streaming commerce platforms rely on the barrage, real-time Q&A, and 2D video product introduction. But in the near future, Metaverse will change the game by providing VR-based 3D content and interactions.

1.0 More Brands Sell through Live Streaming in the U.S.

With user traffic shifting to live commerce platforms, we believe more and more brands will try live streaming commerce in near future. With strong advantages including higher conversion rate and inventory turnover, we estimate that live streaming commerce will become a pillar of successful sales channels and the future of retail e-commerce in the U.S.

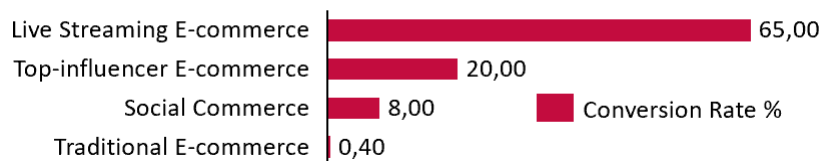
1.1 Increasing Live Shopping Population in the U.S.

In 2020, the number of U.S. live streaming viewers reached 152.5 million and the number has been still growing (e-Marketer). And according to a survey conducted by the Global Web Index in December 2020, 17% of American internet users frequently watched the live shopping content of influencers they followed. As people were forced to stay home and shop online during the pandemic, live streaming shopping grew tremendously. Between March 2020 and July 2021, there was a 76% average increase in live commerce purchases in the U.S.. And for China, the number of live shopping customers grew from 66.8 million in 2019 to 194.2 million in 2021. Although currently live shopping viewers in the U.S. only accounted for a small portion of the total live streaming population, we estimate that the number will rise rapidly following the same pattern in China.

1.2 Higher Conversion Rate

Live streaming commerce will enjoy a much higher conversion rate than traditional e-commerce. In China, the conversion rate of live commerce is as high as 65% compared with 8% for social commerce and 0.4% for traditional commerce.

Exhibit 1: Conversion rates of e-commerce by category in China as of 2020



Unlike traditional e-commerce or social commerce, live streaming sellers communicate with the audience in a much more interactive way. For example, the influencers often greet the viewers by calling the viewers' names, answering their questions, and fulfilling their requests. Klarna found that 60% of shoppers that have used live streaming shopping found that it made their experience better.

In addition, live streaming shopping shortens the conversion process and decision-making journeys of customers. From building awareness, and triggering interests, to purchases, all the procedures are completed in one step within a couple of minutes. And the live streaming seller often provides time-limited coupons or large discounts to inspire instant purchases. The immersive shopping experience and short decision-making process both explain the extraordinarily high conversion rate of live streaming commerce in China.

Therefore, we foresee that the conversion rate of live commerce in the U.S. will be higher than other e-commerce channels by at least 10 times.

1.3 Enhanced Inventory Turnover

Compared to the traditional e-commerce channels, live streaming commerce greatly enhances the inventory management efficiency and increases the inventory turnover rate by shortening the supply chain and reducing the required steps and time for a product to reach consumers. In most cases, the amount of products to be sold during the live streaming sessions is determined before the show. After the consumers have made purchases, the products will be delivered directly to them. This can substantially reduce the inventory cycle time.

Furthermore, in some scenarios, the inventory cycle time can be even shorter. For popular products, when the limited amount of inventory is sold out, the customers are willing to accept influencers to presell goods, which

means the customers will wait a couple more days for the goods to be produced and the manufactories only start the mass production after the consumers place the orders. And for new products, live commerce shows can also test the popularity of products before mass production. All of these help the manufacturers to manage the inventory precisely and reduce the risks of inventory backlog.

2.0 Golden Time for New Brands

Live Streaming provides a level playfield for both new brands and legacy brands. It could help new brands to launch their products at lower marketing costs, achieve brand awareness and credibility through influencers and collect real-time customer feedback to improve the products. Livestreaming commerce will usher in a golden time for new brands in the U.S.

2.1 Lower Marketing Costs

In the traditional business model, the cost of launching a new brand is pretty high. The advertising expense through TV, radio, and newspaper can be an astronomical figure for new brands. Even though digital marketing already lowers the threshold, the customer acquisition cost through digital display ads, e-mail marketing, and search ads are increasing quickly in recent years, due to intensive competition. Livestreaming marketing will make a way for new brands to enter the market with much lower costs.

According to Everbright Securities and JD logistics, the live streaming commerce could cut the marketing cost of a brand up to 60%. For example, the COGS of a product is 15 and the marketplace commission is around 6. Through the traditional marketing method, the merchant will gain a gross profit of 32 and sell at 68. But as the live streaming marketing cost is much lower than the traditional marketing method, the merchant could gain a gross profit of 36 and sell at 63. (The sale price of live streaming is usually lower than the retail price).

Exhibit 2: Price composition of live streaming vs. traditional e-commerce

Items	Supply Chain	Marketing/ influencer	Marketplace	Merchant	Final Price
Live Streaming	15	6	6	36	63
Traditional	15	15	6	32	68

2.2 Brand Awareness and Credibility

There is a strong social and emotional bond between the influencers and their followers. According to e-marketer, 70% of people who watch live streaming want to buy products from the influencers they follow. Live streaming influencers could help new brands to establish great brand awareness and credibility effectively and efficiently through product introduction and recommendations.

Live streaming commerce in China has experienced the booming of new brands in China in the last five years. The brand Florasis is a great example. Florasis, established in 2017, positioned itself as a cosmetics brand of traditional Chinese style. The product mix includes eyeshadow, lipstick, lip care, primer, foundation, powder, etc. 2018, the revenue of Florasis was only US\$ 6.92 million. However, since Florasis cooperated with the top live streaming influencer Austin Lee 2019, its revenue has skyrocketed. The annual revenue of Florasis rose to US\$ 173.84 million in 2019, US\$ 515.38 million in 2020, and US\$830.77 million in 2021. It has become the first-tier cosmetics brand in China right now.

In addition, unlike Chinese live streaming customers whose top reason for live shopping is low prices and limited-time discounts, U.S. customers are more likely to look for new products and want to learn about new products. The difference makes live streaming an even more attractive way for U.S. new brands of entering the market.

2.3 Deeper Customer Insight

Another benefit live streaming commerce could bring to new brands is deeper customer insight. In the big data era, a tremendous amount of customer data and transaction data have further strengthened the competitive advantage of industry incumbents and helped them to find their target audience and capture customer preference

more efficiently and precisely. By contrast, with the small accumulative customer base and limited access to data, new brands could find it difficult to know about market trends and capture market share.

Live streaming commerce could help new brands to solve the problem. Through the real-time interaction between live streamers and customers, the brands could obtain feedback from customers instantly and do data analysis taking use of the toolkit provided by the platform to further improve the products and manage the assortment.

3.0 Technology Empowerment

3.1 Algorithms Pervading in Live Streaming

Nowadays, most successful online shopping platforms like Amazon and Taobao are pervasively taking use of algorithms and AI to optimize recommendations and increase conversion rate and retention rate. However, the technology has not been applied to live streaming commerce yet. Live shopping 1.0 only provides the same price and same SKU to all audiences. We believe that live streaming commerce 2.0 will leverage algorithms to optimize content and SKU selection and make the shopping experience extraordinarily personalized.

3.2 Emergence of Vtuber

Real-time motion capture technology promotes the emergence of Vtubers (virtual streamers). Such kinds of streamers are very popular on video platforms like YouTube and game live streaming platforms like Twitch. The state-of-art technology lowers the threshold of developing a top influencer (regardless of appearance), and meet a niche preference of ACG fans. It also provides a possibility to use AI rather than a real person behind the avatar in the future.

3.3 More Diverse Metaverse-based Interaction

Metaverse with its immersive visual experience will provide more diverse interactions for live streaming commerce customers. So far, the interactions between live streamers and the audience are in the form of real-time Q&A. The way streamers display products is also limited to 2D videos. But live streaming commerce in Metaverse will provide more possibilities like VR-based 3D content, motion interactions, etc.

4.0 Challenges and Risks

Expecting live streaming would ride a similar growth curve to China's, we could foresee some challenges and uncertainty in live streaming commerce in the U.S. as well.

-The ecosystems of live commerce are not complete in the U.S. For example, there are no platforms to facilitate the collaboration between influencers and brands. The brands must connect to influencers and negotiate with the cooperation conditions one by one, leading to lower frequency and efficiency of transactions.

-By far, the U.S. markets haven't witnessed the similar miracles of live commerce as in China. The lack of extraordinarily successful cases for live streaming commerce events makes the stakeholders less likely to be all in the game. For example, the top influencer of China Austin Lee and Viya together sold U\$3 billion goods for a single night on Chinese Black Friday. The GMV of the top brand could reach U\$50 million/night in the live streaming event of Austin Lee.

-Cooperation with top influencers may bring substantial revenue growth while less transparency and flexibility at the same time. The brands couldn't access the customers' data directly by selling through influencers and the customers will be more likely to be sticky to the influencer than the brand.

-For new brands, top influencers may require extremely low prices to attract followers and damage the bottom lines of new brands.

Live Streaming Commerce in U.S.

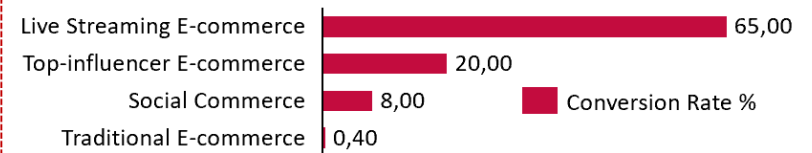
Conclusions

With user traffic shifting to live commerce platforms, we believe more and more brands will try live streaming commerce in near future. With strong advantages including higher conversion rate and inventory turnover, we estimate that live streaming commerce will become a pillar of successful sales channels and the future of retail e-commerce in the U.S.

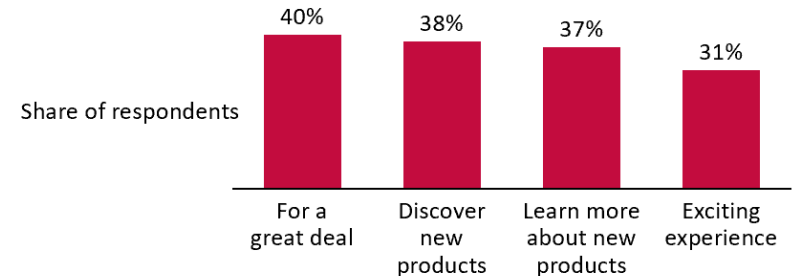
Live Streaming provides a level playfield for both new brands and legacy brands. It could help new brands to launch their products at lower marketing costs, achieve brand awareness and credibility through influencers and collect real-time customer feedback to improve the products. Livestreaming commerce will usher in a golden time for new brands in the U.S.

Advanced technology will further empower live streaming E-commerce in the future. Algorithm and AI would help streamer optimize content and assortment selection; real-time motion capture enables virtual streamers and metaverse to provide more diverse interactions for live streaming.

Conversion rates of e-commerce by category in China as of 2020






Leading reasons to shop in livestreams among consumers in U.S. 2021



Price composition of live streaming vs. traditional e-commerce

Items	Supply Chain	Marketing/ influencer	Marketplace	Merchant	Final Price
Live Streaming	15	6	6	36	63
Traditional	15	15	6	32	68

Live Streaming Commerce in U.S.

	Hypothesis	Argument	Challenges
Future of Retail 	<p>More and more U.S. brands will try livestreaming commerce on account of its strong advantages of high conversion rate and inventory turnover rate.</p>	<p>-Increasing live shopping population in U.S. 76% average increase in live commerce purchases as of 2021 -Conversion rate as high as 65% compared with 8% of social commerce in China Forecast: 10 X higher than traditional -Enhance inventory turnover rate Presell: mass production after customer purchases</p>	<p>-Incomplete Ecosystem. E.g. No platform to facilitate the collaboration between influencers and brands -No extraordinarily successful cases in U.S. Austin Lee and Viya U\$ 3 billion sales for single night and U\$ 50 million/night for single brand</p>
Chance of New Brand 	<p>Livestreaming will usher in a golden time for new brands, with lower marketing costs, higher brand credibility and deeper customer insight.</p>	<p>-More efficient method of marketing, cut the marketing cost by up to 60% -Revenue of Florasis (Austin Lee-2019) 2018: U\$ 6.92M 2019: U\$ 173.84M 2020: U\$515.38M 2021:U\$830.77 M</p>	<p>-Highly dependent on influencers and couldn't collect customer data directly -Top influencers may ask for extremely low prices to attract customers and damage the profitability of new brands</p>
Technology Empowered 	<p>The algorithm will help to personalize content and increase conversion rate, and Vtubers & Metaverse will greatly improve the user experience.</p>	<p>-Widely used by marketplaces, algorithms are rare in live streaming now -Vtubers are popular on YouTube and twitch -Metaverse / XR's development will further diversify interaction methods, not limited to barrage and online Q&A54r</p>	<p>- Limited data of US live streaming e-commerce - Unproven adoption rate of Millennials and Gen Z, the major audience -Metaverse is in early-stage with an uncertain future and a still-evolving ecosystem</p>



Vtuber: Chu Yin Future

FANGJIAN YUAN

andrewyuan@highkeyny.com | (908)-705-6108 | New York, NY 10001

PROFESSIONAL EXPERIENCE

Restaurant Owner | Ikebana-Zen NYC - New York, NY

October 2019 – Current

Ikebana-Zen is a 25-seat Japanese Omakase restaurant

- Pitched concept to 5 potential investors, securing 3 investors and raising \$500,000 in capital
- Scouted locations and secured the lease of 1,500 square-foot retail space, negotiated transfer fee down by \$40,000, and negotiated rent down by 20% during COVID-19
- Drafted company operating agreement, managed cash flow, prepared monthly profit and loss statement, and processed payroll for 8 employees
- Contracted interior designer and construction company to complete renovation in 3 months
- Developed an online ordering and point-of-sale system and delivery platform through WIX
- Designed restaurant's visual identity and established influencer collaboration, search engine optimization, and content marketing strategies, generating 9K website visits, 19.4k Yelp impressions, and \$25,000 in monthly revenue

Cofounder | Highkey LLC - New York, NY

January 2019 – Current

Highkey is a digital real-estate service providing rental assistance to international students

- Designed the company's visual identity and created a marketing campaign offering complimentary move-in service, which generated a 5.6k website visit and brought in \$50,000 in commission in three months
- Developed relationships with 6 Chinese Students' Associations to help over 20 students secure apartment rentals
- Built a 3-person marketing team to increase exposure among students in China, resulting in \$100,000 in commission
- Trained agents on word-of-mouth-marketing strategy, enabling agent to close 5 deals in one week through referrals
- Led team of 4 agents to generate \$200,000 in revenue in 2019

Licensed Real Estate Agent | Hooli New York - New York, NY

April 2018 – December 2018

Hooli is an internet-based global real estate trading and service platform

- Helped 50 New York students find apartments to rent in 3 months, earning \$75,000 in commission
- Hosted over 100 apartment showings and negotiated rental contracts on behalf of student renters

Cofounder | One World Education Housing - Albany, NY

January 2018 – December 2018

One World Education Housing provides a dormitory for international students

- Acted on behalf of the Hoosac School to create a dormitory for 15 exchange students
- Adhered to \$1 Million budget to achieve timely and cost-effective project deliverables
- Scouted the location and negotiated the price for a house from \$750,000 to \$645,00
- Hired a contractor and facilitated the approval process with the local authorities to renovate the house into a dorm

Education Consultant | You Need - Shanghai, China

May 2017 – September 2017

You Need is a college admission consulting company

- Collaborated with 9 teachers to discuss the academic needs of 15 students, designed customized study plans for clients

EDUCATION

New York University

New York, NY

Master of Science, Integrated Marketing; Data Analysis concentration

May 2019

GPA: 3.79

Pennsylvania State University

State College, PA

Bachelor of Arts, Marketing

May 2017

Honors: Dean's List of Sophomore year

Activities: Cofounder/Team Captain, Penn State CSSA Lions Basketball

SKILLS

Languages: English, Mandarin, Shanghainese

Technical skills: Hubspot, Google Analytics, Salesforce

Personal interests: Olympic Recurve Archery, Ski, Basketball, Texas Holdem

EDUCATION**COLUMBIA BUSINESS SCHOOL**

New York, NY

MBA, Strategy, May 2022 GMAT:760 (99th percentile)

2020-2022

*Honors: Dean's List**Leadership: Vice President of Greater China Society**Member: Columbia Student Investment Management Club, Management Consulting Club, Small Business Consulting Club***BEIJING NORMAL UNIVERSITY**

Beijing, China

BA, Management Science, July 2011

2007-2011

*Honors: First Prize Academic Scholarship (95th percentile) / Overseas Chinese Scholarship**Leadership: Secretary of Publicity Committee / Vice President of Concentric International Exchange Association**Relevant Coursework: College Mathematics, General Physics, Data Analysis, Mathematical Modeling, Risk Management***EXPERIENCE****RED TECHNOLOGY**

Shanghai, China

Social media and e-commerce platform with 300 million users

Summer, 2021

Industry Analyst

- Researched the RMB700 billion Internet advertising industry and conducted analysis of market size, industry trends, and user behavior; provided key insights to CEO and director of strategy department to influence long-term strategic company plans
- Spearheaded monetization research of Byte Dance and Bili Bili with two team members; developed and executed research strategy of extensive expert interviews, researching multiple industry databases, and doing desk study; research was leveraged directly by product and sales teams to better optimize product and overall sales strategies

KUAI SHOU TECHNOLOGY INC.

Beijing, China

Strategy Analyst

2020-2021

- Developed a RMB 4 billion strategic growth plan to offer integrated marketing solutions to key account clients, approved by CMO
- Created models to analyze data for 1000+ key account clients and helped to define the advertising business growth opportunity
- Persuaded supervisor to acquire RMB 500 K additional data assets and architected "Internet Display Advertising Weekly" by conducting quantitative analysis

ESCOLA CHINESA DO RIO DE JANEIRO

Rio de Janeiro, Brazil

K-12 Chinese International School

2017-2019

Director of Planning and Marketing

- Raised R\$10 million funds from 15 donors with finance team by developing business plan including industry and market analysis, SWOT analysis, revenue forecasting, and budget preparing
- Drove R\$ 26 million worth of joint school financial funding by doing due diligence and leading a 4-month negotiation with the CEO and board members of CEL (large Brazilian education group); highly recognized by Chinese Education Dept and adopted as global model case
- Beat the enrollment target by 25% by leading a five-member team to develop marketing strategies and launch marketing campaigns

CB TRADE

Beijing, China / Rio de Janeiro, Brazil

Healthcare Products International Distributor

2012-2017

Founder & General Manager

- Implemented R\$ 300-million SUS (Brazilian health system) project, for a large government contractor in Brazil; Successfully managed all aspects of supply chain including procurement, quality control, inspection, and transportation
- Successfully cut cost by 50% through analyzing cost structure of manufactures, developing supply chain strategies, and leading negotiations
- Obtained 7-million-unit functional wound dressing contract in government purchase bidding by forming joint-venture with a fast-growing Brazilian healthcare provider
- Developing cooperation relationship with recognizable Chinese medical brands and acquired ANVISA to sell medical products in Brazil

ADDITIONAL INFORMATION*Volunteer Work: Helped develop "Restore Brazil Kid" program and taught 40 kids from favelas English; Worked as 4th-grade sociology teacher in migrant primary school**Languages: Chinese (native) / Portuguese (Intermediate)**Interests: Bowling, Golfing, Cooking*

EDUCATION**COLUMBIA BUSINESS SCHOOL**

MBA, May 2023; GMAT: 740

New York, NY

2021 - 2023

Leadership: AVP of Career, Private Equity Club, AVP of Marketing, Greater China Society*Member:* Management Consulting Club, General Management Club, Technology & Data Analytics Association*Columbia Venture Fellows:* conducted research on new consumer goods shops and brands in New York City**TSINGHUA UNIVERSITY**

Master of Management, School of Public Policy Management; GPA: 3.7

Beijing, China

2014 - 2017

Awards: Tsinghua's Student of the Year (top 1% students), Zheng's Family Scholarship (top 5% students in academics)*Leadership:* Outstanding Student Leader, Student Tutor, Captain of Tsinghua Chorus, VP of Liaoning Province Association**TSINGHUA UNIVERSITY**

Bachelor of Engineering, Department of Hydraulic Engineering

Beijing, China

2010 - 2014

Awards: Gold Prize, National Chorus Competition; 7 Gold Medals in Track and Field Competitions in Tsinghua University**EXPERIENCE****ICE CREAM SHOP (STARTUP PROJECT)**

Beijing & Shenyang, China

Owner

2019 - Present

- Independently opened and operate 5 ice cream shops located in Beijing and Shenyang with a team of 22 employees
- Generated \$780K revenue and achieved 83% gross profit margin, ranking top 5% in profitability among 800+ shops in the Popland's franchise system, by optimizing business processes and improving operational efficiency
- Led shop setup and daily operations, including market research, location selection, contract bidding and negotiations, shop decorations, employee recruiting and training, product mix design, marketing and pricing strategy development, operation process standardization, and employee structure improvement, resulting in significant cost reduction

POPLAND GROUP

Beijing & Shenyang, China

*Top 3 B2B ice cream company, serving over 2,000 clients, including Chicecream, HEYTEA, and Meet Fresh, with a 30-year history, 800+ franchise stores, annual 50k+ tons of production capacity, and selling 6bn scoops of ice cream***Co-Vice President of Business Development**

2019 - 2021

- Developed a new ice cream brand and opened 40+ new brand stores; conducted competitive analysis, formulated brand positioning, developed product mix, built end-to-end supply chain, and devised marketing strategy
- Expanded business to Shanghai by overseeing the acquisition process of 15 stores from Iceason; streamlined operations, revamped marketing channels, and realized synergy, achieving 50% growth in profitability and raising brand awareness
- Launched customized products designed for 32 5A tourist attractions and grew revenue by ¥19mm from analyzing consumer trends, researching market demands, and collaborating with advertising agencies

Management Trainee, Rotational Program

2018 - 2019

- Accumulated hands-on experience and in-depth understanding of the consumer packaged goods industry including manufacturing, franchise management, and distribution system by rotating in 5 divisions as a frontline employee
- Recognized as an 'Annual Distinct Employee' (top 1% of employees) by the group board

CITIC SECURITIES

Beijing, China

Investment Banking Division, Senior Associate

2017 - 2018

- Provided financial advisory services to 7 Chinese infrastructure and real estate companies; identified and successfully pitched M&A, equity, and debt opportunities to 10+ potential clients
- Conducted market research on the home décor industry and presented insights to management team and clients; reviewed equity research, interviewed industry experts, organized internal discussions, and drafted bi-weekly reports
- Recognized as an A-Level employee (top 3% of senior associates) in year-end reviews

Selected Transaction Experience:

- Advised Sinotrans (00598. HK) in its ¥9.83bn stock-for-stock merger with Sinoair (600270. SH); built valuation models, conducted due diligence for 20 subsidiaries, prepared merger proposal and roadshow materials to qualified investors, and coordinated multiple entities including the company, counsels, auditors, and regulators

ADDITIONAL INFORMATION*Interests:* Opera Singing (Distinguished Performance Award, National Student Singing Competition), Chorus Conductor*Certifications:* National Level II Athlete Certificate in Shot Put, Securities Qualification Certificate*Volunteer Activities:* Covid-19 Volunteer in Chishan Community, Volunteer Teacher in Shenyang Children's Welfare Home

EDUCATION**COLUMBIA BUSINESS SCHOOL**

MBA, PE/VC and Real Estate, May 2022

Honors: Dean's list*Leadership:* VP of Marketing, Greater China Society*Member:* Private Equity Club, Real Estate Association

New York, NY

2021 - 2022

RENMIN UNIVERSITY OF CHINA

BS, International Economics and Trade, June 2016

Leadership: Captain, Debate Team of the School; Club Commitment Member, P&G Career Development Elite Club*Internship:* People's Bank of China, Research Analyst, *What Financial Institutions Can Do on The Belt and Road* research project

Beijing, China

2012 - 2016

EXPERIENCE**HILLHOUSE CAPITAL**

MBA Intern, Consumer VC Team

- Led 3 interns to map offline consumer opportunities, scan 8 China top cities, source hundreds of potential start-ups, and pitch & establish connections with 20+ founders
- Participated 20+ start-up roadshows, take notes, and provide analysis from multi dimensions (TAM, SAM, founding team, product, financials, suppliers, costumers, comps and future barriers)
- Engaged in 2 IC-stage deals, conducted primary research in emerging industries, analyzed current players, structure business model and issue trees, manage vendors to do due diligence, led experts call and customer interviews, and finished IC memos

Beijing, China

Summer 2021

HITONE CAPITAL*A start-up private equity fund that focuses on China's value-added real estate markets.*

Associate (2019-2020) / Analyst (2016-2019)

- Sourced 4 deals, co-raised 3 project-based RMB funds and 2 USD blind-pool funds with KKR and TPG
- Engaged in full spectrum of investment execution from acquisition to final exit, and undertook assets management including leasing, construction supervision and property disposal
- Established internal & external compliance procedure to coordinate lawyers to complete China's fund manager certifications and submitted fund quarterly reporting to Asset Management Association of China ("AMAC")
- Represented Hitone externally by building relationship with mainstream media and organizing 4 press conferences

Beijing, China

2016 - 2020

Selected transaction / fund raising experiences:

- **Project Zhongguancun Podium – US\$30 million acquisition of an office building**
 - Built financial model, drafted investment memorandum, and presented investment rationale to Investment Commitment
 - Led a due diligence team of 8 specialists including lawyers, auditors, and consultants to complete full-blown reports
 - Pitched potential buyers during exit period, negotiated and executed Sale & Purchase Agreement
 - Fulfilled satisfying investment records by completing asset disposal with a multiple of 1.6x on equity and an IRR of 65%
- **Project Shangdi NEO Tower – US\$20 million acquisition of a stand-alone office building**
 - Designed transaction structure and drafted / negotiated on legal documents to fulfill strict requirements of judicial sales
 - Coordinated a renovation team of 20+ specialists including surveyor, architects, and constructors to execute property repositioning design and construction plan to deliver a landmark office building in Beijing's High-Tech Hub
 - Bargained leasing contract with potential tenants and realized an above-market rental / revenue
 - Achieved asset disposal with a multiple of 1.3x on US\$11 million invested equity and an IRR of 60%
- **Project Sanyuan NEO Plaza – US\$100 million acquisition of a two-asset hotel portfolio**
 - Conducted pre-acquisition research, initiated feasible business plans and financial modelling to support investment decisions
 - Coordinated a renovation team to renovate a 5-star hotel into a grade-A office building
- **Hitone-KKR Joint Venture – established a US\$300 million blind-pool fund focusing on China's urban renewal**
 - Negotiate on Partnership Agreements, screened and selected pipeline projects as Joint Venture platform's seed assets
 - Guided KKR to navigate environment of China's real estate industry and introduced local deal dynamics

ADDITIONAL INFORMATION*Languages:* Mandarin (Native), English (Business)*Interests:* Photography (architecture, landscape & portrait), Rock Band (bass & singer), Videogames (10k+ hours on steam), Skiing