CITY UNIVERSITY OF HONG KONG
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The Rise of Chinese Domestic Cosmetics Brands: Push-Pull Dynamics in Consumer Migration
國產化妝品品牌的崛起之路：基於推拉理論的消費者遷徙行為研究

by

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摘　要

　　隨著中國化妝品市場規模的持續擴大，國產化妝品品牌在競爭中逐漸崛起，並呈現出從追趕到超越國際品牌的趨勢。本研究旨在探究國產品牌如何在線上渠道時代，通過品牌自身戰略與借助外部環境因素，實現市場競爭地位的提升，同時揭示消費者從國際化妝品品牌到國產化妝品品牌行為遷徙的關鍵影響因素及其機制。

　　在文獻綜述部分，本研究對國產品牌發展的相關文獻進行了系統梳理，明確了國產品牌在品牌建設、市場競爭及文化適應性方面的獨特路徑，為後續分析其在數字化經濟和線上市場崛起過程中的表現提供了基礎。此外，本研究還針對品牌相關理論，如品牌合法性、品牌傳播與消費者關系，消費者先驗知識與科學素養對品牌認知的影響進行了全面的文獻回顧。這些理論框架為分析消費者品牌行為遷徙機制提供了重要的理論基礎。

　　在研究方法方面，本研究采用案例分析與問卷調研分析相結合的方式。在案例分析部分，以國產護膚品龍頭品牌珀萊雅為主要研究對象，並結合原料品牌華熙生物和彩妝品牌花西子，通過多案例對比分析揭示國產品牌成功的關鍵驅動因素，尤其對於國產化妝品品牌的大單品戰略進行了深入探討。研究發現，國產品牌通過大單品戰略，在產品開發中聚焦核心產品，在營銷中借助數字化傳播，形成了產品銷量與品牌知名度的同步提升。尤其是在消費者先驗知識和科學素養提高與對中國傳統文化認同需求增加的背景下，國產品牌通過強化本土文化元素、提高產品研發和升級迭代能力以及與國內消費者更好的溝通機制，在品牌傳播中獲得了競爭優勢。

　　在問卷調研部分，本研究基於推拉理論構建了消費者從國際品牌向國產品牌的行為遷徙模型。模型通過結合文獻綜述與案例分析的結論，將推力因素定義為消費者對國際品牌表現的不滿（如價格偏高、品牌溝通缺乏本地化、傳播內容文化契合性不足），拉力因素定義為消費者對國產品牌在功能效用、信息滿意度及文化認同上的積極感知。同時，研究引入行業合法性、國貨意識與消費者先驗知識作為外部調節變量，進一步分析其對拉力因素的增強作用。通過結構方程模型驗證，研究發現消費者對國際品牌價格、傳播內容和

品牌溝通的負面評價顯著推動了其品牌選擇行為的遷徙。而國產品牌在功能性、文化契合性及信息傳遞有效性上的優勢，則成為吸引消費者的重要因素。此外，行業合法性與國貨意識顯著提升了消費者對國產品牌的認同度，而消費者先驗知識和科學素養的提高進一步降低了品牌切換的心理阻力，增強了消費者對國產品牌的接受度。

研究結果揭示了國產化妝品品牌如何在中國化妝品市場競爭中通過自身優異的產品和傳播策略，借助良好的外部因素，逐步構建了為消費者接受且認可的品牌。在市場競爭格局日益多樣化的背景下，這一研究為國產品牌的進一步發展提供了戰略方向，尤其是在數字經濟環境下，為如何與國際品牌在競爭激烈的市場獲得發展機會提供啟示。

本研究的理論貢獻在於補充和擴展了品牌合法性、消費者先驗知識等理論在消費行為研究中的適用場景，並通過問卷調研進一步驗證了推拉理論在消費者品牌行為遷徙中的動態機制。研究結果為化妝品行業的市場戰略與消費者行為預測提供了實證支持，並為國產品牌的國際化探索提供了理論與實踐參考。

關鍵詞：國產化妝品品牌、品牌合法性、消費者先驗知識、推拉理論、消費者行為遷徙、結構方程模型

Abstract

With the continuous expansion of the Chinese cosmetics market, domestic cosmetics brands have gradually risen in competition and are showing a trend of catching up with, and even surpassing, international brands. This study aims to explore how domestic brands can improve their market competitive position in the era of online channels, through their own brand strategies and leveraging external environmental factors. It also seeks to uncover the key influencing factors and mechanisms behind the consumer behavior shift from international to domestic cosmetics brands.

In the literature review section, this study systematically examines relevant literature on the development of domestic brands, clarifying the unique paths domestic brands take in brand building, market competition, and cultural adaptability. This provides the foundation for analyzing their performance during the rise of the digital economy and online markets. Furthermore, the study conducts a comprehensive literature review on brand-related theories, such as brand legitimacy, brand communication, and consumer relationships, as well as the impact of consumers' prior knowledge and scientific literacy on brand perception. These theoretical frameworks offer important theoretical foundations for analyzing the mechanism of consumer brand behavior migration.

In terms of research methodology, this study combines case analysis with survey research. The case analysis focuses on the domestic skincare brand Proya as the main research object, complemented by the raw material brand Huaxi Bio and the cosmetics brand Huaxizi. Through a multi-case comparative analysis, the study reveals the key driving factors of the success of domestic brands, with a particular emphasis on the big product strategy adopted by domestic cosmetics brands. The research finds that domestic brands, through the big product strategy, focus on core products in product development, and leverage digital communication in marketing to simultaneously enhance product sales and brand awareness. In particular, under

the backdrop of increasing consumer prior knowledge, scientific literacy, and demand for recognition of Chinese traditional culture, domestic brands have gained competitive advantages in brand communication by strengthening local cultural elements, improving product development and iteration capabilities, and establishing better communication mechanisms with domestic consumers.

In the survey research section, this study constructs a consumer behavior migration model from international brands to domestic brands based on the push-pull theory. The model, combining the conclusions of the literature review and case analysis, defines push factors as consumer dissatisfaction with the performance of international brands (e.g., high pricing strategies, lack of localization in brand communication, and insufficient cultural relevance in communication content), while pull factors are defined as consumers'positive perceptions of domestic brands in terms of functional utility, information satisfaction, and cultural identity. Additionally, industry legitimacy, national product awareness, and consumer prior knowledge are introduced as external moderating variables, further analyzing their enhancing effect on pull factors. Through structural equation modeling, the study finds that negative consumer evaluations of international brands'pricing, communication content, and brand communication significantly drive the migration of brand choice behavior. On the other hand, the advantages of domestic brands in terms of functionality, cultural relevance, and effective information dissemination become key factors in attracting consumers. Moreover, industry legitimacy and national product awareness significantly enhance consumer recognition of domestic brands, while the increase in consumer prior knowledge and scientific literacy further reduces the psychological resistance to brand switching and strengthens consumer acceptance of domestic brands.

The results of this study reveal how domestic cosmetics brands have gradually established consumer acceptance and recognition through superior products and communication strategies, leveraging favorable external factors in the competition within the Chinese cosmetics market. Against the backdrop of an increasingly diverse market competition landscape, this study provides strategic directions for

the further development of domestic brands, particularly in the context of the digital economy, offering insights into how domestic brands can seize development opportunities in a highly competitive market alongside international brands.

The theoretical contribution of this study lies in supplementing and expanding the applicable scenarios of theories such as brand legitimacy and consumer prior knowledge in consumer behavior research, and further validating the dynamic mechanism of the push-pull theory in consumer brand behavior migration through survey research. The findings provide empirical support for market strategies and consumer behavior forecasting in the cosmetics industry, and offer theoretical and practical references for the internationalization exploration of domestic brands.

Keywords: Domestic Cosmetics Brands, Brand Legitimacy, Push-Pull Theory, Consumer Behavior Migration, Structural Equation Modeling

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目 錄

圖　目　錄