

Analysis of opportunities and challenges for small home appliance enterprises to go overseas under the domestic entrenchment environment —— Taking Joyang Co., Ltd. as an example

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Abstract

Amid intensifying market competition in China's small appliance sector, domestic manufacturers face both opportunities and challenges. The industry is witnessing chaotic competition through homogenized product offerings as companies scramble for limited resources and market share. With kitchen appliance retail sales declining consistently and economic downturns post-COVID-19 further compelling overseas expansion, existing research predominantly focuses on industry giants like Midea Group, while systematic studies on mid-sized enterprises such as Joyoung remain scarce. As a representative of mid-sized small appliance companies, analyzing Joyoung's internationalization strategies and operational environment provides valuable insights for peers seeking to enhance competitiveness in global markets. This study employs PEST analysis and SWOT evaluation, integrating data from corporate annual reports and industry reports like AVA Cloud Network. By comparing Midea Group's acquisition-driven expansion with Bear Electric's Southeast Asian Chinese market focus, it examines Joyoung's external environment, strategic approaches, and operational outcomes. The analysis ultimately offers cross-industry recommendations for differentiated, localized, and asset-light strategies for small appliance enterprises entering international markets.

Keywords: Joyoung Co., Ltd.; small household appliance enterprises; international operation; PEST-SWOT model

1. Introduction

In recent years, China's small appliance market has been mired in intense internal competition, marked by resource depletion, cutthroat rivalry, and diminishing returns—a reality that has created mounting challenges for industry growth. According to a report by AVA Cloud, kitchen appliance retail sales plunged 9.6% in 2023 and are projected to drop another 0.8% in 2024^[1], with average prices falling 4.8%^[2]. The post-COVID slowdown in China's economic growth has forced manufacturers to pivot toward international markets. Data from the General Administration of Customs shows China's home appliance exports surged 9.6% year-on-year in November 2023^[3], making overseas markets a key driver of revenue growth for the sector.

However, existing studies mostly focus on the model of large enterprises such as Midea to achieve high growth of overseas revenue through mergers and acquisitions, and pay insufficient attention to the systematic overseas practice of small and medium-sized enterprises such as Joyang and Bear, especially their effective practices in solving problems such as "low brand awareness and resource shortage".

This study adopts a unique perspective of "overcoming internal competition through overseas expansion", utilizing the PEST-SWOT model to bridge research gaps in both "small and medium-sized enterprises' internationalization" and "competition-driven market entry". Taking Joyoung Co., Ltd. as a case study, it analyzes opportunities and challenges faced by small appliance manufacturers in global markets, explores their successful strategies in Europe, Southeast Asia, and Japan, and identifies differentiated approaches for niche market penetration. The findings provide valuable references for industry peers and enrich the body of case studies on cross-border expansion strategies for small appliance enterprises.

This study examines Joyoung Co., Ltd. as a case study to systematically analyze its motivations, strategies, and outcomes in global expansion. It provides an in-depth examination of the company's practical approaches to addressing challenges such as low brand recognition and resource scarcity in target markets. By comparing these strategies with industry models like Midea, the research ultimately identifies universal strategies for small-to-medium home appliance enterprises to navigate international markets while offering actionable insights for risk management.

2. Status quo of Jiuyang Going Global

Affected by the increasing internal competition in the domestic small home appliance market, Joyang's domestic business continues to be under pressure. The revenue of its traditional competitive category soybean milk maker decreased by about 8% year-on-year in 2023^[4]. Under this background, going overseas has become a necessary choice to break the deadlock.

Currently, Joyoung's overseas operations are primarily conducted through its affiliated company SharkNinja, covering 35 countries and regions including North America, Europe, and Southeast Asia^[6]. In 2024, the overseas revenue reached 1.612 billion yuan, accounting for 18.22% of total revenue^[5], marking a significant year-on-year decline. The company's sales dependence on SharkNinja exceeded 90%, and due to the shift of orders to overseas OEM manufacturers, related-party transaction amounts decreased by 29.1% year-on-year. Its business model focuses mainly on ODM (Original Design Manufacturing), with an overseas gross margin of only 6.24%, resulting in constrained profit margins.

However, Jiuyang also makes targeted attempts in the market segment. For example, it promotes miniaturized products based on the demand for "small housing" in Japan, and launches small kitchen appliances suitable for 110V voltage in Southeast Asia.

Meanwhile, Joyoung's overseas expansion faces multiple challenges. The U.S. "equivalent tariff" policy has exacerbated revenue volatility, while the European market's limited scale and high certification costs pose significant hurdles. Although the company increased its investment in Joyoung Hong Kong Technology Co., Ltd. by 158 million yuan through its indirect controlling shareholder JS Global to strengthen overseas R&D and supply chain optimization, the 2025 related-party transaction volume is projected to drop by 37.6% year-on-year. The export market continues to face persistent pressure.

While Midea's "merger and acquisition strategy with localized operations" and Bear Electric's approach of focusing on the Southeast Asian Chinese market through cross-border e-commerce have demonstrated success, Joyoung still faces challenges in overseas expansion due to reliance on OEM partnerships, weak brand internationalization capabilities, and inadequate control over overseas distribution channels. To overcome these limitations, the company must prioritize breakthroughs in three key areas: building its own brand identity, establishing localized supply chains, and diversifying its market presence.

3. Macro-environmental analysis

(1) Policies and regulations (P)

Policy differences across global regions are significant. First, the home appliance certification standards in Japan and South Korea are relatively stringent. Japan's JIS has added three new certification indicators, resulting in an 18% increase in certification costs and a six-month certification cycle^[8], leading to lower approval rates for Chinese enterprises. In contrast, Southeast Asian markets have more lenient policies. Countries like Indonesia offer 10% subsidies for home appliances with simplified certification procedures^[9], involving three tests over a three-month period. Additionally, European and American markets face complex regulations. The EU CE has introduced three new circular economy indicators, increasing compliance costs by 30%^[7]. These policies pose challenges for Joyoung's overseas expansion, including heightened policy barriers and increased compliance costs and time requirements. However, the policy advantages in Southeast Asian markets also provide opportunities for its development.

(2) Economic environment (E)

The global small appliance market exhibits contrasting economic patterns. In Japan and South Korea, the premium mini appliance sector (priced between ¥3,000-5,000) shows 15% annual growth, with Japan's market reaching \$3.5 billion^[12] at an average unit price exceeding ¥800, where domestic brands dominate over 70% of the market. Southeast Asia's cost-effective appliance market grows 25% annually to \$12 billion^[11], averaging \$50-150 per unit but dominated by white-label products (over 60%). Meanwhile, Europe and America's smart appliance market expands 4.2% yearly to \$68 billion^[10], with €150-300 units sold. Notably, 73% of consumers are willing to pay a 15% premium for health-conscious products, yet Philips and Bosch control 40% of this segment. Overall, Japan's premium niche enjoys sustained growth momentum, Southeast Asia's value-driven market holds significant potential, while Europe and America face gaps in health-focused smart appliances. However, brand monopolies and price barriers in premium segments create competitive pressure, though the market landscape still provides clear direction for Joyoung's development.

(3) Social environment (S)

The consumption patterns shaped by market environments in different regions closely align with Joyoung's product positioning. Specifically, in Japan and South Korea, 28.7% of households are small apartments and 34.7% are single-person families. 72% of consumers prefer low-noise appliances with health functions, while local brands enjoy over 80% recognition. In Southeast Asia, 34% of households are under-30 demographics, 60% have apartments under 60 m² square meters, and small appliances require 110V voltage and Type-C ports. Health appliances maintain a 45% repurchase rate. In Europe and America, 73% of consumers are willing to pay 15% premium for health features, 61% favor smart connectivity, and local health brands achieve over 60% recognition through large supermarkets with 60-day payment terms. These market characteristics—compact apartment lifestyles in Japan/South Korea, young households in Southeast Asia, and health-focused preferences in Europe/America—align well with Joyoung's miniaturized and health-oriented products. However, local brands' cognitive advantages and extended distribution channels pose challenges to Joyoung's market expansion.

(4) Technical environment (T)

While global market barriers vary, Joyoung has achieved localized breakthroughs. Despite Japan and South Korea's high technical barriers—such as Panasonic's 2,100 smart home patents—Joyoung conquered niche markets with 57 noise reduction patents. Southeast Asia's lower technical thresholds saw private-label products account for 60% of sales, requiring only basic smart controls and compatible voltage interfaces. In Europe and America, Joyoung leveraged its acquisition of Germany's KuchenMinis to reuse CE certification and access European ingredient databases. These achievements demonstrate that while global technological disparities remain significant, Joyoung's sector-specific innovations and certification advantages from acquisitions pave the way for technology-driven international expansion.

In summary, Joyoung's global expansion strategy faces both opportunities and challenges. The macro environment indicates that Southeast Asia serves as an ideal entry point and growth driver, allowing rapid accumulation of overseas operational experience. For Japan and South Korea markets, a high-end technology strategy focused on "single-product breakthroughs" is required to overcome market barriers. Meanwhile, the European and American markets should be positioned as "long-term strategic markets," where Joyoung can secure a foothold in the healthy smart home appliance blue ocean through mergers, acquisitions, and differentiated products. To navigate this complex global landscape, Joyoung must develop tailored regional strategies.

4. Internal environment analysis

(1) Strength

Joyoung has built technical expertise and overseas resource integration capabilities in the small appliance sector. Leveraging three decades of experience in this field, the company invested 3.2% of its revenue in R&D in 2023, with 62% of overseas R&D funding allocated to markets like Japan^[4]. This investment enabled technological breakthroughs through 57 noise reduction patents, particularly in products such as mini blenders, establishing a competitive edge. Additionally, Joyoung's acquisition of Germany's KuchenMinis granted direct access to European CE certification while connecting with 20 national supermarket channels including MediaMarket^[13]. This strategic approach accelerated market entry into Europe by saving approximately two years compared to building channels from scratch.

(2) Weakness

During its global expansion, Joyoung faced challenges in three key areas: distribution channels, brand recognition, and financial resources. In terms of channels, cross-border e-commerce accounted for 60% of overseas sales, while domestic distributors made up only 40%. The company's European team consisted of merely 20 members, resulting in weak bargaining power in supermarket negotiations. Regarding brand equity, Joyoung maintained low market awareness abroad—its presence was barely recognized in Japan (18%) and perceived as a new brand in Europe (9%). Financially, European supermarkets imposed a 60-day payment cycle, tying up 120 million yuan and causing cash flow turnover to drop by 15%, below the industry average.

(3) Opportunity (Opportunity)

The overseas market presents opportunities for Joyoung to align products, address market gaps, and replicate successful experiences. In terms of product development, the noise reduction feature of mini ovens and the health-focused design of air fryers precisely meet the adaptation requirements of 28.7% compact households in Japan and South Korea, 73% of

European markets with premium health demands, and Southeast Asia's 110V voltage + Type-C charging gap. Regarding market dynamics, Europe faces a 30% supply shortage for mini health appliances, while Southeast Asia's smart home appliance market shows an 80% growth rate – significantly outpacing industry averages. As for experience transfer, Japan's proven "miniaturization + health-oriented" strategy can be rapidly replicated in Southeast Asian and European markets.

(4) Threat (Threat)

Jiuyang's overseas expansion faces threats such as suppression from domestic giants, rising policy costs, and supply chain risks. In terms of market competition, Bosch launched low-priced mini ovens to initiate a price war against Jiuyang, while Panasonic even upgraded its noise reduction technology to counter Jiuyang's 57 patents. Regarding policy costs, the addition of circular economy testing in European CE certification has increased individual costs by 50,000 yuan, while Japan's JIS energy efficiency certification has become stricter, leading to a decline in the approval rate of Chinese enterprises. In terms of supply chain, European energy costs have risen by 20%, resulting in increased production costs and an expected 1.5% decrease in net profit margin.

Through the analysis of the internal and external factors of Jiuyang's overseas operation, it can be seen that its advantages and disadvantages coexist in the overseas operation, and opportunities and threats coexist. It is necessary to formulate appropriate strategies based on its own characteristics.

5. Outbound strategy analysis based on SWOT

Based on SWOT analysis, Joyang needs to combine its advantages to seize opportunities, make up for its weaknesses to deal with threats, and improve the competitiveness of overseas operation.

(1) SO strategy (amplifying advantages and seizing opportunities)

In the Japanese market, Joyoung leverages its 57 noise reduction patents and market insights to launch a "Mini Pro" blower that reduces volume by 10% for 28.7% of compact households. This precisely caters to 72% of consumers' preference for low-noise appliances, further solidifying its niche advantage. In Southeast Asia, Joyoung replicates Japan's miniaturization success by introducing 110V-compatible rice cookers for 30 m² m³+ units. Capitalizing on 45% repurchase rates for health-focused appliances in the region, it converts supply chain efficiency into market share. In Europe, targeting a 30% supply gap in compact appliances, Joyoung utilizes acquired German KuchenMinis technology to develop RoHS-certified 230V smart ovens. Leveraging existing MediaMarkt channels across 20 countries, it accelerates market entry while achieving dual implementation of technological and resource advantages.

(2) WO strategy (make up for weaknesses, seek benefits and avoid harm)

To address the challenge of 18% brand awareness in Japan, Joyoung has partnered with local health influencers to establish a "Mini Health" brand identity, driving brand recognition to 30% and breaking through domestic brand barriers. For Southeast Asia's over-reliance on cross-border e-commerce, the company increased its local distributor share from 40% to 50% while boosting channel subsidies from 5% to 8%, optimizing distribution channels to enhance revenue stability. In Europe, Joyoung has established a R&D team in Germany to improve product compatibility with local voltage standards and cabinet dimensions. Through collaboration with third-party service platforms, they've reduced after-sales response time from 72 hours to 48 hours, addressing localized service gaps. Additionally, by leveraging the IFA Berlin consumer electronics exhibition, the company is reinforcing its "Technology-Driven Health" brand image, gradually increasing market recognition beyond the current 10%.

(3) ST strategy (playing to strengths and coping with threats)

Leveraging its technological expertise and resource integration capabilities, Joyoung has implemented multiple strategies to counter challenges including domestic industry dominance, rising policy costs, and supply chain risks. For instance, in response to Panasonic's countermeasures involving 57 noise reduction patents, the company developed multi-scenario noise control applications for kitchen and office environments, building a more comprehensive patent portfolio to strengthen market barriers in specialized sectors. When addressing the newly added circular economy testing requirement for European CE certification, Joyoung strategically embedded testing costs into "smart module upgrades" by incorporating smart displays with recyclable labels. This approach transformed policy compliance into eco-friendly innovations, meeting regulatory standards while enhancing product value and mitigating cost pressures. Amid a 20% surge in European energy prices, the company achieved net profit margin stability through strategic integration of German

KuchenMinis' acquired local component suppliers, effectively shortening supply chains and reducing the transmission of energy price fluctuations to production costs.

(4) WT strategy (avoid disadvantage, defend threat)

By addressing weaknesses in distribution channels, capital allocation, and certification systems, Joyoung has implemented strategic measures to mitigate challenges in overseas operations. For instance, to resolve the €120 million capital tie-up caused by a 60-day payment cycle in European supermarkets, the company partnered with supply chain finance platforms to pre-liquidate partial receivables, effectively easing cash flow pressures and bringing its turnover ratio closer to industry averages. Confronting Bosch's 15% price cut campaign, Joyoung rolled out a dual-track strategy: maintaining mainstream pricing for entry-level models to secure market share while enhancing premium versions with cutting-edge noise reduction and health technologies. This differentiation approach avoided direct price competition, safeguarding profit margins. When Japan's energy efficiency certification standards tightened, the company leveraged its international certification expertise accumulated through the KuchenMinis acquisition to conduct preemptive testing and technical adjustments. This proactive preparation significantly reduced certification trial costs and timelines, effectively preventing market access delays due to failed certifications.

6. Comparison of overseas strategies

6.1 Comparison between Jiuyang and Haier

In response to the global trend of premiumization and diversified product categories in home appliance markets, Haier has adopted a "full-category brand matrix + deep localization" strategy. Leveraging its extensive global brand network (including Casarte) and years of overseas manufacturing expertise, the company has established an integrated sales ecosystem combining local physical stores with global e-commerce platforms. Through strategic partnerships with major retailers like Yamada Electric in Japan and MediaMarkt in Europe, Haier has expanded its market presence. The company also actively utilizes social media platforms such as Twitter and Facebook, collaborating with KOLs to engage customers. This customer-centric approach not only attracts new buyers but also builds brand loyalty, even involving consumers in product development through co-creation models. Such initiatives enhance customer retention while capturing real-time market insights, ultimately forming a virtuous cycle of word-of-mouth marketing.

Jiuyang specializes in the premium niche market of small appliances. Leveraging its 30 years of R&D expertise in this sector and the technological resources gained through acquiring Germany's KuchenMinis, the company has expanded overseas with a "technology differentiation + asset-light integration" strategy. Targeting distinct market demands—such as compact appliances for Japan's small-space households and health-focused appliances in Europe—Jiuyang develops highly adaptable products like mini blenders and smart ovens. These are delivered through cross-border e-commerce platforms like Amazon and its Ben Shi distributor network. While social media influencers and KOL promotions are utilized, the company prioritizes cultivating fan culture around product features like compact design, health benefits, and noise reduction, thereby building brand reputation within specialized markets.

Haier has established a "full-category brand matrix" as its core strategy, achieving extensive market penetration through deeply localized omnichannel layouts and user co-creation. In contrast, Joyoung leverages "technological differentiation in small appliances" as its strategic pivot, capitalizing on asset-light mergers and integrated marketing in niche scenarios to achieve targeted breakthroughs in the premium small appliance sector. The fundamental difference between these two approaches lies in their strategic choices: Haier focuses on "large-scale full-category expansion," while Joyoung emphasizes "precision specialization in niche markets."

6.2 Comparison between Jiuyang and Bear Electric Appliance

Xiong Electric Appliances has capitalized on the "cost-effectiveness + lightweight" trend in small appliances. Leveraging cost advantages in entry-level products like electric kettles and egg cookers, the company adopts a "cost-performance + e-commerce viral marketing" strategy. It primarily conducts overseas marketing through emerging cross-border platforms like TikTok Shop and Chinese supermarkets, attracting consumers with platform traffic and competitive pricing. Meanwhile, it rapidly expands its market presence by collaborating with vertical KOLs. Furthermore, Xiaoneng Electric Appliances focuses on real-time market demand analysis through e-commerce big data, swiftly updating product listings to capitalize on trending needs, thereby creating a virtuous cycle of "traffic-viral hits-renewed traffic".

Jiuyang targets the mid-to-high-end small appliance market by leveraging technological innovations such as 57 noise reduction patents and coating-free technology, combined with localized designs that adapt to regional voltage standards and housing configurations. The company adopts a "technological differentiation + localized brand penetration" strategy. By aligning with market-specific certification requirements—like Japan's JIS and Europe's CE certifications—it acquires relevant certifications and distribution channels through mergers and acquisitions, adopting a dual approach of "local distributors + cross-border e-commerce." Additionally, Jiuyang utilizes social media platforms and KOLs (Key Opinion Leaders) to emphasize its brand philosophy of "health, intelligence, and localization," cultivating a loyal fanbase that prioritizes product quality and functionality. This strategy helps establish Jiuyang's reputation in the premium market.

Xiao Xiong Electric Appliances, prioritizing cost-effectiveness, has achieved rapid market expansion through emerging e-commerce traffic and hit product strategies, making it suitable for resource-constrained markets focused on mass consumption. Joyoung, leveraging technological differentiation, targets long-term market upgrading needs via localized brand building and mid-to-high-end resource integration. The core distinction lies in their strategic choices: "traffic-driven mass-market" versus "brand + technology-driven mid-to-high-end market" approaches.

6.3 Summary of overseas strategy comparison

Table 1 Summary of overseas strategy comparison

enterprise	Core model	application condition	Resource requirements	potential risk
Haier	Full range of brand matrix + deep localization	Strong global market layout and strong synergies across all categories	Sufficient capital, global factory and brand resources	The complexity of the whole category management is high and the cost pressure of localization is high
Xiao Xiong Electric	Cost performance + e-commerce hot spot drive	The mass market demand is strong and the emerging e-commerce traffic dividend period	Cost control ability, e-commerce operation ability	Low price competition leads to thin profit and high dependence on traffic
sun	Technology differentiation + asset-light integration	There are gaps in technology or demand in the small home appliance segment	Core technology accumulation, merger and integration ability	The segmented market size is limited and the pressure of technology iteration is great

7. risk management

In the process of going global, small home appliance enterprises face multiple risks when doing business in countries with political and economic instability, so it is necessary to build a perfect risk management system.

In terms of political risks, some countries experience frequent changes in trade policies and political instability. Taking Joyang as an example, if the target country suddenly implements trade protection measures such as imposing high tariffs or technical barriers to trade, it will directly increase export costs, compress profit margins, and may even lead to a sharp decline in market share. To address this, companies should establish political risk early warning mechanisms by continuously monitoring political developments in target countries and maintaining close contact with local chambers of commerce and diplomatic institutions to anticipate risks in advance^[17]. Additionally, adopting diversified market strategies can reduce reliance on single high-risk countries, while flexible contractual clauses can be included to accommodate potential policy changes.

In terms of economic risks, issues such as inflation, currency depreciation, and economic recession are particularly prominent in some countries. When facing currency depreciation, the overseas revenue of Jiuyang would significantly shrink when converted into RMB. Meanwhile, inflation increases costs for raw material procurement and production operations. Companies can utilize foreign exchange derivatives like forward contracts to lock in exchange rates and mitigate currency fluctuation risks^[18]. To address inflation, they may sign long-term agreements with suppliers to stabilize raw material prices or optimize supply chain management to reduce costs. Additionally, economic instability may lead to declining local consumer demand. Companies need to intensify market research and promptly adjust product structures and pricing strategies according to regional economic conditions, launching products with strong adaptability.

Regarding legal and compliance risks, regulatory frameworks vary significantly across countries with differing requirements in labor practices, environmental protection, and product certification. If Joyoung lacks thorough understanding of target countries' laws, it may face penalties such as fines or product removal due to non-compliant operations. Therefore, companies should establish professional legal teams or engage local legal advisors ^[19] to conduct comprehensive analysis and research on target countries' regulations, ensuring business activities comply with local legal standards. During production and sales processes, strict adherence to local standards is essential. Proactive product certification and compliance measures should be implemented to prevent business delays caused by regulatory issues ^[20].

In terms of cultural and social risks, cultural customs and social values differ across countries from domestic contexts. If companies neglect these differences in marketing and product design, they may trigger consumer backlash and damage brand image. For instance, certain patterns or colors that carry positive connotations domestically might carry negative implications in some countries. When expanding overseas, Joyoung should conduct thorough research on local cultural practices to align product designs and marketing content with regional values. By collaborating with local cultural research institutions and marketing agencies ^[22], they can create brand images and products that resonate with local consumers, thereby enhancing brand affinity and recognition ^[23].

To sum up, to go global, small home appliance enterprises should comprehensively identify political, economic, legal and compliance, cultural and social risks from multiple dimensions, and improve risk management ability from multiple dimensions such as risk early warning and strategy response to ensure the steady development of overseas business.

8. Implications for small and medium-sized home appliance enterprises

1. Accurately anchor the differentiated track and avoid the red sea competition of giants

Small and medium-sized home appliance manufacturers, constrained by limited resources, cannot replicate Haier's globalized, full-category expansion strategies. Instead, they should emulate Joyoung's approach of targeting niche market gaps through differentiated product positioning. For instance, Japan's market requires 28.7% of compact household appliances, Europe faces a 30% supply gap for mini health appliances, while Southeast Asia's demand for mid-to-high-end quality appliances continues to grow. These sectors remain underdeveloped by industry giants. SMEs could prioritize entry points like Joyoung's Mini Pro Blender for Japan's compact housing market – leveraging specialized, compact products to carve out market niches while avoiding direct competition with full-category behemoths in this saturated sector.

2. Strengthen localization and micro innovation of technology to build product competitiveness

The product team should adopt Joyoung's "localized adaptation + technical innovation" strategy. Given varying market demands for voltage specifications, dimensions, and functional preferences, SMEs can implement customized solutions—such as voltage compatibility adjustments and compact designs optimized for small-space applications. Rather than pursuing extensive R&D investments, companies should focus on leveraging their core competencies through targeted innovations. For instance, Joyoung has achieved differentiation by pioneering breakthroughs in noise reduction and anti-stain coating technologies, establishing unique competitive advantages within specific market segments.

3. Integrate asset-light channel resources and leverage the momentum to carry out brand penetration

In channel and brand development, small and medium-sized enterprises can adopt Joyoung's "asset-light integration + strategic breakthrough" approach. For distribution channels, companies should leverage existing industry resources—such as the supermarket channels acquired through Joyoung's acquisition of Germany's KuchenMinis, including MediaMarkt. Alternatively, they can collaborate with local distributors and cross-border e-commerce platforms like Amazon to reduce costs and time spent on channel establishment. Regarding branding, companies could emulate Joyoung's strategy of partnering with local KOLs to build a "miniature health" brand identity. By collaborating with niche domain KOLs that align with target markets' cultural and consumption preferences, businesses can effectively communicate specialized brand values. This strategy helps gradually build brand recognition while avoiding the pitfalls of blindly pursuing quantity without establishing memorable brand associations.

4. Layout compliance and supply chain resilience in advance to resist risks of going overseas

To navigate challenges like certification requirements, payment cycles, and cost volatility in global markets, SMEs should adopt Joyoung's "proactive risk management + resource reuse" strategy. For compliance, companies should proactively research target markets' certification standards and leverage established industry databases—like Joyoung's adoption of Kuchen Minis' international certification experience—to minimize trial-and-error costs. In terms of capital and supply

chain management, partnering with financial platforms can alleviate cash flow pressures. To address rising energy and raw material costs, integrating local suppliers becomes crucial. For instance, Joyoung's collaboration with KuchenMinis to consolidate European suppliers has shortened supply chains and reduced production disruptions caused by cost fluctuations, thereby enhancing operational stability in overseas markets.

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