

# Gree's IP Marketing Strategy: Aligning Dong Mingzhu's Personal Brand with The Middle-Aged and Elderly Market

Linuo Pan

School of Accounting, Zhejiang Gongshang University, Zhejiang 310018, China.

linoPan1219@163.com

**Abstract.** Against the backdrop of population aging and the rise of the silver economy, this study examines the characteristics of the middle-aged and elderly consumer market and the corresponding marketing strategies of home appliance companies. Using Gree Electric as a case study, and through methods such as literature review, case analysis, and content analysis, this paper explores how Gree leverages the personal brand influence of its chairperson, Dong Mingzhu, along with targeted product strategies to effectively penetrate the middle-aged and elderly market. The research indicates that this consumer segment values product durability, health features, and brand trust. Gree has successfully aligned its product positioning with these values through initiatives such as the "Dong Mingzhu Healthy Home" offline experience stores, elderly-friendly product designs, and patriotic branding rhetoric. The study also identifies challenges including the digital divide, over-reliance on the leader's image, and intergenerational aesthetic preferences. It proposes recommendations such as establishing a dedicated service system for older adults, developing community-based experiential marketing, and balancing multi-generational product lines. These insights offer both theoretical and practical implications for companies targeting the middle-aged and elderly market.

**Keywords:** Gree Electric; Middle-Aged and Elderly Market; Leadership Traits; Marketing Strategy.

## 1. Introduction

### 1.1. Research Background

The trend of population aging has been a normal state. The structure of society is undergoing significant transformation. Contemporary societies face multiple challenges, including the erosion of the demographic dividend and rising demand for elderly care. Meanwhile, the middle-aged population, serving as the backbone of the daily labor force, has become a dominant force in the consumer market due to its stable purchasing power and diverse needs. Influenced by successive increases in basic pension standards for urban and rural residents nationwide and a growing proportion of pension and retirement recipients, the per capita pension or retirement income of residents increased by 8.4% year-on-year. Given this substantial population base, the influence of the elderly market, known as the "silver economy", continues to grow. At the State Council executive meeting chaired by Premier Li Qiang in January 2024, it was emphasized that developing the silver economy is a crucial measure for actively addressing population aging and promoting high-quality development.

Supported by national macro-level policies, the silver economy has received further attention and development. Taking the elderly products industry as an example, China's market size for senior-specific goods already reached 4.6 trillion yuan in 2022, with an average growth rate of 10% over the past two years, making it a significant growth driver. As the country with the largest elderly population in the world, China accounts for 25.14% of the global elderly population [2]. Therefore, tapping into the middle-aged and elderly market has become a priority in current socio-economic development (Wenxuan He, 2025).

### 1.2. Research Purpose and Significance

Compared to related industries such as elderly care real estate and health services, the development of sectors like senior products and facilities remains in its early stages and is relatively

lagging [1]. As the demographic structure changes, health concerns among the elderly have become increasingly prominent. Middle-aged and older consumers place greater emphasis on quality within their purchasing power, particularly preferring health and wellness products. Consequently, products aligned with health and quality concepts are better positioned to circulate in this market. However, due to this group's limited acceptance and adaptability to modern information networks, terminals, and applications, many struggle with usage, hesitate to make purchases, or even encounter operational errors. These barriers reduce the convenience of online shopping for older adults, making them more reliant on offline physical stores where products are tangible and accessible.

Recognizing these consumer traits, Gree Electric, under the leadership of Dong Mingzhu, pioneered the "Dong Mingzhu Healthy Home" offline experience stores. The company has increased investment in R&D to enhance product quality and performance, focusing on technology development around concepts such as energy efficiency, comfort, and health. In recent years, Gree has launched a series of health-oriented products, including an air conditioner designed to avoid direct airflow—addressing older adults' sensitivity to cold—and a top-loading washing machine with an open-lid design that reduces bending for loading clothes, featuring simple, top-mounted controls for ease of use. The term "Healthy" succinctly communicates Gree's design philosophy, while the offline stores allow older consumers to experience products firsthand, making them more persuasive.

In interviews, company representatives outlined future plans for elderly-friendly products: striving to meet the needs of middle-aged and elderly consumers, exploring new market opportunities, and expanding Gree's sales market. This offers insights for other brands targeting this demographic: fully tap into the potential market vitality, understand its characteristics, and ultimately return to product technology R&D and practical functional design. Based on this, the study raises key research questions: As a company specializing in home appliances, how does Gree's marketing strategy align with the middle-aged and elderly market? How is the personal brand effect of its entrepreneur reflected in marketing activities?

### **1.3. Research Methods and Data Sources**

This study primarily employs case analysis to examine the characteristics of the middle-aged and elderly market and uses content analysis to highlight Gree Electric and Chairperson Dong Mingzhu's strengths in product development and marketing. It also incorporates consumer surveys and secondary data analysis to assess the alignment between market needs and marketing strategies. Data are mainly drawn from Gree's annual reports, academic journals, and the CSMAR database.

## **2. Theoretical Foundation and Literature Review**

### **2.1. Theoretical Foundation**

The middle-aged and elderly consumer group has developed distinct preference characteristics through long-term consumption practices, primarily manifested as a high emphasis on product quality and strong loyalty to trustworthy brands. In terms of consumption categories, their demand is notably focused on health and wellness products, with a consistent willingness to purchase goods aligned with health preservation concepts. This consumption orientation is closely related to their increasing health concerns, primarily because, as age advances, disease prevention and delaying aging become core priorities, making health products a significant component of their consumption structure.

Regarding the formation mechanism of brand loyalty, middle-aged and elderly consumers often rely on social channels such as recommendations from acquaintances and celebrity endorsements to build trust. This behavior essentially stems from rational considerations of information costs and risk control. However, due to their strong pursuit of health and limited ability to discern information, this demographic is more susceptible to false advertising and commercial fraud [5].

## 2.2. Literature Review

In marketing practices targeting middle-aged and elderly consumers, false advertising and scams exploiting the elderly are common. For example, in the "Deji Dedis Supermarket False Advertising Case" investigated by the Market Supervision Bureau of Zhangjiagang Free Trade Zone in Jiangsu Province in July 2025, the operator promoted "Fengyijian Royal Jelly Freeze-Dried Powder Capsules" to middle-aged and elderly consumers through videos, claiming the product could treat diabetes, hypertension, and other diseases. Subsequent verification revealed that the product was merely an ordinary health food without any claimed therapeutic effects. Such cases reflect how some businesses exploit the urgent health needs of the elderly through misleading marketing or even fraud, making them a key focus of market supervision.

In terms of trust-building and brand loyalty mechanisms, academic research indicates that middle-aged and elderly consumers tend to rely on recommendations from acquaintances and long-term brand experiences to make purchasing decisions. This reliance can be understood from the perspective of information economics as a rational strategy to reduce information search costs, avoid consumption risks, and ensure personal utility [8]. Once initial trust is established, this group often exhibits high brand loyalty and consumption inertia, maintaining their choices even when information updates are lagging, highlighting the path-dependent nature of their consumption behavior.

## 2.3. Marketing Communication and Leader Personality Effect Theory

The celebrity effect, as a widely used communication strategy, refers to leveraging the public influence of celebrities to enhance audience attention, recognition, and identification with a brand or product [3]. In practice, this strategy is not only common with endorsements by entertainment stars or experts but has also extended to corporate leaders themselves. For instance, Gree Electric's Chairperson Dong Mingzhu has achieved "CEO endorsement" through personal IP building, deeply embedding the leader's image into brand communication. Similarly, Xiaomi Corporation has closely linked Lei Jun's personality traits with brand value, creating a so-called "leader personality effect." The core of this strategy lies in leveraging an authority trust transfer mechanism, where the leader's professional background, achievements, and public image are emphasized to build emotional connections and trust with consumers, thereby enhancing the brand's overall influence.

Dong Mingzhu's marketing communication strategy is essentially an authority-based marketing model, evident in practices such as featuring the CEO's work experience and photos as shown in Figure 1 on the brand's official homepage and naming offline experience stores directly after the CEO. This approach uses the leader personality effect theory as the starting point for brand marketing communication. One advantage of this method lies in its mechanism for building trust with consumers.

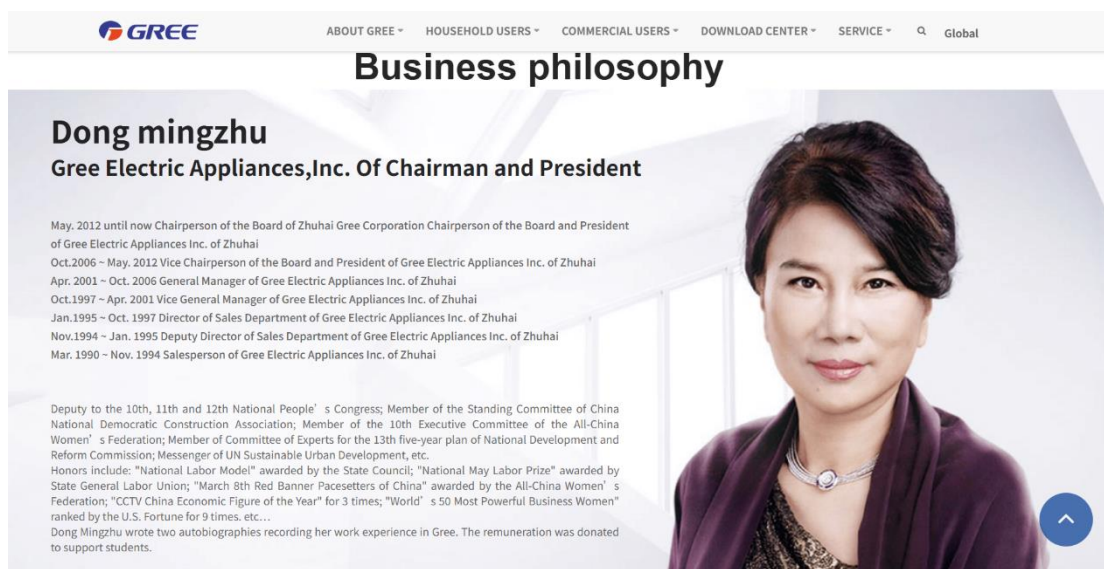


Figure 1 Official Website Page of Gree Electric

## **2.4. Related Research Review**

Data indicates that over the next decade, China will witness an annual retirement of over 20 million people, presenting vast opportunities for the "silver economy." How to create an environment suitable for elderly life? Domestic and international companies have already detected these opportunities and showcased their solutions through platforms like the China International Import Expo (CIIE). At the CIIE exhibition, Japanese companies have introduced their aging-care service experiences and philosophies into the Chinese market, integrating elderly-friendly product adaptations into every detail, from shower chairs to toilet handrails. For semi-able elderly individuals with partial self-care capabilities, home product modifications can effectively prevent risks such as slipping and falling, greatly meeting middle-aged and elderly consumers' pursuit of health-oriented products.

Female CEOs often place greater emphasis on business innovation and strategic innovation, leveraging innovation to address risks and challenges. They tend to be more attuned to market and customer needs, keenly grasping market opportunities and trends, thereby formulating strategies and plans that better align with the company's actual conditions and market demands [4]. As a female CEO, Gree Electric's Chairperson Dong Mingzhu has keenly recognized the alignment between Gree and the middle-aged and elderly market, developing product function designs that better meet the needs of this demographic, such as simplified operations and products that cater to their health preferences.

## **3. Analysis of Dong Mingzhu's Marketing Strategies**

### **3.1. Personal Brand Building**

Compared to straightforward information, the human brain more easily remembers compelling stories, much like children's innate love for storytelling. The same applies to product marketing: to excel in marketing, one must focus on shaping a strong personal brand image and telling compelling stories. Gree Electric's Chairperson Dong Mingzhu is widely known as the "Iron Lady"—a figure who dares to strive, fight, and take responsibility. The shaping of this "Iron Lady" image positively reinforces Gree's brand marketing, injecting traits of resilience, innovation, and pioneering spirit into the brand. Middle-aged and elderly consumers, who share similar ages and life struggles with Dong Mingzhu, are more likely to resonate with the brand, while she has established an image of a decisive, tenacious, and innovative entrepreneur in the public eye.

As the "Queen of Air Conditioning" and "Queen of Topics", every statement Dong Mingzhu makes attracts significant attention within and beyond the industry. Her immense public influence makes her the best spokesperson for the Gree brand. Her public appearances and social media activities generate substantial market buzz and vitality for Gree, translating into remarkable commercial benefits. For instance, in 2020, she achieved sales of 47.6 billion yuan through 13 nationwide live-streaming sessions. In a live-streaming event on June 18, 2024, single-session sales reached 10.27 billion yuan, and "Dong Mingzhu's Store" surpassed 100,000 registrations, becoming a vital channel for Gree's online sales. These figures demonstrate the immense commercial value of her personal brand.

### **3.2. Media Channels and Communication Methods**

Immersive marketing has become a mainstream strategy for short-video advertising on platforms like Douyin in a highly competitive environment, primarily because it leverages environmental perception to progressively guide content engagement, avoiding overly abrupt product placements in short-video scenarios [14]. Gree Electric's immersive marketing utilizes media channels such as e-commerce platforms, social media, self-operated media, and cross-industry collaborations. Gree has established official flagship stores on major e-commerce platforms, offering a wide range of products and high-quality services. The company employs live-streaming sales, with the CEO personally

explaining and promoting products. Gree also maintains social media accounts and communities on platforms like Douyin, Xiaohongshu, and Kuaishou, releasing brand information and product updates to attract consumer attention and interaction. CEO Dong Mingzhu herself films and shares VLOGs documenting her daily life, indirectly promoting Gree. Additionally, Gree has built partnerships with real estate developers, property management companies, hotels, and other industries to provide high-quality products and services, expanding sales channels and user bases.

Gree's immersive marketing communication methods include advertising, brand marketing, and offline store experiences. The company enhances brand awareness and reputation through extensive promotional activities, such as online ads, TV commercials, and outdoor advertising. Gree is currently accelerating its marketing channel transformation, centering on the "Dong Mingzhu Healthy Home" model as a new scenario-based approach, integrating online and offline strategies to restructure the home appliance retail value chain. "Dong Mingzhu Healthy Home" stores feature lifestyle scenario designs (e.g., living rooms, tea rooms, studies), covering full scenarios from "air-water-laundry-diet" and integrating smart home products with health-focused appliances, transitioning from single-product sales to holistic health lifestyle solutions.

### **3.3. Product Positioning and Messaging Strategies**

Gree's three-dimensional product positioning framework includes product-oriented positioning, independent technological innovation, and health scenario-based demand positioning. Gree places product quality at the strategic core, establishing a quality control system that exceeds industry standards to create differentiated advantages. Its comprehensive parts inspection mechanism (100% testing of outsourced components) and extreme environment adaptation designs (e.g., operational standards for 52°C high temperatures) concretize quality commitments through technical parameters, transforming abstract "reliability" into tangible production standards and building a "durability" cognitive anchor. With "Mastering Core Technologies" as its technological positioning, Gree emphasizes patent layouts and technological breakthroughs, aligning with the national strategy of technological self-reliance and strengthening and lending the brand technological authority.

Addressing the rising health demands of the middle-aged and elderly market, Gree embeds health functions throughout the product lifecycle, creating scenario-based solutions. Offline, the "Dong Mingzhu Healthy Home" experience-based sales model translates abstract concepts like "air health management" into tangible scenarios, achieving a positioning shift from "home appliances" to "health solutions."

In terms of messaging strategies, Gree incorporates national product sentiment into its marketing campaigns, using Let the World Love China-Made as a core narrative to link brand development with the rise of national industry, evoking patriotic resonance among middle-aged and elderly consumers. By emphasizing phrases like "independent R&D" and "core technologies localized", Gree constructs a perception that "domestic product quality surpasses imports", meeting the emotional expectations of target consumers for national brands. Recently, the China National Institute of Standardization released the 2024-2025 durable consumer goods customer satisfaction survey results based on national standards GB/T 19038-2009 and GB/T 19039-2009. Gree, with its outstanding performance, once again ranked first in air conditioner category satisfaction.

## **4. Analysis of Middle-Aged and Elderly Market Characteristics and Alignment**

### **4.1. Sensitivity to Brand Leader Image Among Middle-Aged and Elderly Consumers**

The sensitivity of middle-aged and elderly consumers to brand leader image essentially reflects a dual demand for trust endorsement and value alignment. Both self-perception and public perception widely acknowledge Dong Mingzhu's "Iron Lady" persona [6], which stems from her background and journey of struggle and growth. This "approachable yet resolute" style resonates strongly with older consumers.

Her resolute style is evident in her public emphasis on independent R&D and strict quality standards—such as explicitly rejecting "low-cost, low-quality products" in interviews—which aligns with this demographic's emphasis on long-term reliability and brand responsibility. Meanwhile, her approachable style comes through in relatable promotions, like demonstrating products in live streams and sharing energy-saving tips, transforming her image from a distant "entrepreneur" into a tangible "life advisor."

Owing to their generational background and consumption habits, middle-aged and elderly consumers rely more on personalized brand symbols. Dong Mingzhu's balanced image—both strong and warm—meets their rational need for brand credibility and emotional preference for sincerity and reliability. This confirms that their sensitivity to brand leader image is ultimately a reflection of deeper values alignment.

## **4.2. Channel and Media Compatibility**

The COVID-19 pandemic severely disrupted traditional offline sales while accelerating the growth of online shopping and live-stream commerce. Although middle-aged and elderly consumers also turned to online channels, many struggled with digital platforms due to low adaptability to modern networks, terminals, and apps—resulting in difficulties in navigation, purchase anxiety, and operational errors.

These friction points diminished their online shopping experience, leading many to refocus on traditional media like television. Survey data confirm that middle-aged and elderly viewers now form the core audience for household TV. This underscores the strategic alignment of Gree's TV-based advertising with the actual media consumption habits of this demographic.

## **4.3. Product and Value Proposition Alignment**

From a product attribute standpoint, Gree's core competencies closely match the key demands of middle-aged and elderly consumers [15]. The company prioritizes durability through rigorous quality control and continuous innovation, ensuring that core products like air conditioners deliver long-term stable performance—thereby reducing replacement costs and usage risks.

Energy efficiency technologies, backed by sustained R&D, align with this group's focus on economical long-term use. Moreover, Gree's warranty periods significantly exceed industry averages, providing a safety net that alleviates maintenance concerns and strengthens trust. Together, these form a product value chain centered on durability–energy efficiency–safeguard.

From a value perspective, as a representative national brand, Gree emphasizes consumer-centricity and the mission of "delivering high-quality appliances for the nation," building trust through technological prowess and product quality. This value proposition resonates deeply with the emotional attachment of older consumers to domestic brands and their practical approach to consumption. Thus, product choice transcends functionality—it becomes an endorsement of national craftsmanship and shared values.

# **5. Case Study: Gree's Marketing Performance in the Middle-Aged and Elderly Market**

## **5.1. Advertisement Analysis**

Gree Electric's advertisements often employ scenario-based narratives and value-driven symbolism to precisely target middle-aged and elderly users. A typical example is its air conditioner product series advertisements. These ads frequently use "family daily scenes" as narrative vehicles, such as elders adjusting room temperature for younger family members in summer or ensuring warm sleep for the family in winter. By linking product functionality to the role perception of middle-aged and elderly individuals as "family caregivers," these concrete life scenarios help users intuitively recognize the relevance of the products to their lives.

In terms of information delivery, the advertisements emphasize visual expressions of core selling points like "durability," "energy efficiency," and "long warranty." For instance, they display product lifespan data and electricity cost comparison charts in visuals, accompanied by clear and straightforward voiceovers highlighting the "10-year warranty" service commitment. This approach aligns with the demographic's focus on practical value and risk assurance. Additionally, the strategic use of soft communication is a key direction for enhancing advertising techniques. Soft communication in advertisements can reduce audience resistance through implicit expression [13]. By integrating national brand symbols with soft communication and using "Made in China" as a core narrative, these ads evoke emotional resonance among middle-aged and elderly consumers, ensuring that the advertising positioning covers both functional needs and emotional values, thereby enhancing brand acceptance and trust.

## **5.2. Event Planning**

Gree's event planning demonstrates precise targeting across different consumer segments. Dong Mingzhu's live-streaming events focus on "entrepreneur IP + product deep-dive," targeting two main groups: first, younger and middle-aged consumers with established online shopping habits who value brand trust endorsements. Dong's participation as a leader, coupled with technical explanations and factory tours, conveys product professionalism and brand reliability, meeting this group's demand for informed decision-making. Second, a broader audience interested in the development of national brands. The repeated emphasis on concepts like "Smart Manufacturing in China" and "independent R&D" attracts users with emotional attachment to domestic brands, including some tech-savvy middle-aged and elderly individuals.

Offline promotions, on the other hand, target middle-aged and elderly users and household consumers in lower-tier markets. For example, during holiday promotions, Gree sets up product trial zones where staff provide one-on-one explanations of core selling points like "energy savings" and "long warranty periods," catering to the preference for physical experience and face-to-face communication among older adults. Policies like "trade-in discounts" and "package deals" lower the barrier to consumption, aligning with the pursuit of cost-effectiveness and practical value among household consumers. This enables precise reach and conversion across diverse consumer groups.

## **5.3. Market Feedback**

Gree Electric's market feedback shows significantly positive characteristics among middle-aged and elderly users. In terms of word-of-mouth, consumer research data in the home appliance industry indicates that positive evaluations from this demographic focus on two core aspects: "durability" and "after-sales service." For example, in module unit markets, Gree ranks first with a 12.6% market share; in multi-split unit markets, it leads among mainstream domestic brands with over 20% market share; and in single-split unit markets, it tops the list with a 34.6% share.

According to industry data in figure 2, domestic sales of household air conditioners in 2024 reached 104 million units, a year-on-year growth of 4.9%, while exports hit 96.405 million units, a surge of 36.1%, indicating unprecedented global opportunities for air conditioning globalization. In 2024, Gree's overseas sales broke through RMB 28.202 billion, a year-on-year increase of 13.25%, demonstrating accelerated global market expansion. In terms of domestic profitability, although Gree's revenue is slightly lower than Midea and Haier, its net profit reached RMB 32.185 billion, surpassing Haier Smart Home and achieving a 10.91% year-on-year growth. Its net profit margin stood at 17.11%, far exceeding those of Midea Group and Haier Smart Home.

Item	2024	2023	Year-on-Year Change	2022
Operating Income	189163654064.64	203979266387.09	-7.22%	188988382706.68
Net Profit Attributable to Shareholders of Listed Company	32184570372.28	29017387604.18	10.91%	24506623782.46
Net Profit Attributable to Shareholders of Listed Company Excluding Non-Recurring Gains and Losses	30099760382.99	27565461117.79	9.19%	23986248264.15
Net Cash Flow from Operating Activities	29369250570.66	56398426354.17	-47.93%	28663435921.27
Basic Earnings per Share (Yuan/Share)	5.83	5.22	11.69%	4.43
Diluted Earnings per Share (Yuan/Share)	5.83	5.22	11.66%	4.43
Weighted Average Return on Net Assets	23.42%	26.53%	-1.11%	24.19%
	End of 2024	End of 2023	Change from End of Last Year	End of 2022
Total Assets	368031704522.86	368053902576.37	-0.01%	355024758878.82
Net Assets Attributable to Shareholders of Listed Company	137416898946.39	116793716103.39	17.66%	96758734892.25

**Figure 2.** Gree Electric Appliances 2024 Financial Report

Consumer survey data further validates the accuracy of market feedback: According to the 2024-2025 durable consumer goods customer satisfaction survey conducted by the China National Institute of Standardization in compliance with national standards GB/T 19038-2009 (Customer Satisfaction Evaluation Model and Method Guidelines) and GB/T 19039-2009 (General Principles for Customer Satisfaction Evaluation), Gree once again ranked first in air conditioner category satisfaction due to its outstanding performance. This demonstrates that Gree’s product positioning and service strategies align with the core needs of target users, forming a stable and positive market feedback loop.

## 6. Challenges and Optimization Recommendations

### 6.1. Challenge Analysis

First, middle-aged and elderly consumers face a significant digital divide, primarily manifested in practical and accessibility barriers to online shopping. Influenced by cognitive aging and declining physiological functions (Sun Chen, 2021), this demographic encounters notable difficulties in accessing and using internet technologies, gradually marginalizing them in the digital society. Alvin Toffler’s concept of the "digital divide" emphasizes social stratification resulting from disparities in the acquisition and application of information and electronic technologies. The natural decline in learning ability, reaction speed, and memory function among older adults slows their adaptation to smart terminals and digital lifestyles, thereby hindering the promotion and efficiency of online shopping channels for this group.

Second, Gree Electric faces the risk of over-reliance on the personal image of its entrepreneur when implementing brand strategies targeting the middle-aged and elderly market. Specifically, brand equity is highly concentrated around Dong Mingzhu, leading to a homogenized brand image and uncertainty regarding succession. As highlighted in a 2020 article in *Management World*, when a corporate brand is tightly linked to a specific entrepreneur’s traits, it can create a "personal halo masking effect," weakening consumer recognition of the company’s overall technological, institutional, and cultural values[9]. While Dong Mingzhu’s "Iron Lady" image reinforces Gree’s associations with "quality" and "perseverance," the long-term focus on her persona somewhat limits the development space for the corporate brand value. Moreover, if future leaders cannot replicate Dong’s strong traits, the brand’s value culture may face discontinuity. While a leader’s halo can serve as a short-term brand accelerator, without institutionalized brand management mechanisms, it may become a "time bomb" for sustainable development in the long run[11]. Thus, Gree must balance the use of Dong’s personal influence with accelerated construction of institutional brand assets centered on technological systems and organizational culture, achieving a critical transition from "personal brand dependence" to "corporate brand continuity"[10].

Third, Gree also faces aesthetic and symbolic conflicts in cross-generational brand extension, particularly evident in its aesthetic disconnect with younger consumers. In 2024, Gree launched the "Rose Air Conditioner," featuring a highly realistic rose-shaped design positioned as a gift for golden and silver weddings. The product’s release reflected a significant misalignment with the aesthetic preferences and values of contemporary young consumers. The stark differences in aesthetic tastes

and standards among different groups can lead to collective aesthetic alienation in home appliances[7]. This alienation stems from a symbolic mismatch in product design: the Rose Air Conditioner's concrete bionic form as a core selling point relies heavily on traditional aesthetic elements, clashing sharply with the minimalist and de-symbolized aesthetics favored by younger generations. Young consumers tend to seek abstract, multi-interpretable design languages with cultural depth in their consumption behaviors. In contrast, the literal expression of the Rose Air Conditioner, due to its singular and deterministic form, remains confined to the specific middle-aged and elderly market, failing to meet the diverse identity expression demands of younger consumers[12].

## 6.2. Optimization Recommendations

To address the challenges of an increasingly fragmented consumer landscape, Gree Electric urgently needs to undertake systematic strategic restructuring to bridge the demand gap between middle-aged/elderly and younger consumers. Based on consumer behavior and social intergenerational theory frameworks, optimization recommendations are proposed across three dimensions: establishing a dedicated customer service system and product explanation services for older adults; developing "community + experiential" marketing activities; and balancing multi-generational marketing strategies to stabilize the middle-aged/elderly market while achieving intergenerational integration.

Establish a dedicated customer service system and product explanation services for older adults. This includes setting up dialect-supported hotlines to improve consultation efficiency for elderly users; adopting interactive visual guides (images, text, and videos) to simplify product functions and operations, reducing cognitive barriers for middle-aged and elderly consumers; and creating "Tech Support Stations for the Elderly" in retail stores, replicating the service model of Best Buy's "Geek Squad" team.

Develop "community + experiential" marketing activities. Move beyond traditional retail spaces by establishing "Gree Energy Labs" in universities and industrial parks, following Haier's "Smart Home Script Murder" model to extend the dwell time of younger consumers in offline experiential shopping; incubate "Young Home Appliance" communities through platforms like Bilibili and Xiaohongshu to increase product exposure and boost purchase rates among younger demographics.

Balance multi-generational marketing strategies to achieve intergenerational integration. Create a three-tier product system: "Basic (Elderly-Friendly) – Tech (Youth-Oriented) – Artistic (Premium)" to cater to the distinct needs of different groups. Simultaneously, elevate the narrative from "Made in China" to "Sustainable Technology" to enhance acceptance and recognition among younger generations.

## References

- [1] Chen Youhua, Sun Yongjian. Development of the Silver Economy: Problems and Prospects [J]. Journal of Sichuan University (Philosophy and Social Science Edition), 2025, (03): 5-14+226.
- [2] Li Guojun. Exploring the Development Model of China's Elderly Consumer Market Under Population Aging [J]. China Business & Trade, 2024, (11): 70-73.
- [3] Xie Yuna. Characteristics and Application Strategies of Celebrity Effects in Media Advertising [J]. West China Broadcasting TV, 2024, 45(01): 92-95.
- [4] Wang Shouhong. Research on the Impact of Female CEOs on Corporate Risk-Taking [J]. Economist, 2023, (10): 240-242+260.
- [5] Sun Chen. Challenges and Suggestions for the "Silver-Haired" Group in Live-Stream Shopping [J]. Modern Marketing, 2021, (33): 65-67.
- [6] Dong Mingzhu. The "Iron Lady" Tempered Through Adversity [J]. Modern Enterprise Culture, 2017, (Z1): 38-39.
- [7] Zhang Hua, Liu Zongming. Interpretation of the Cultural Mechanism in Modern Furniture Aesthetics [J]. Hundred Schools in Arts, 2013, 29(S1): 187-189.

- [8] Wang Min, Han Yulan. The Acquaintance Effect in Commodity Transactions: An Empirical Study Based on Simulated Negotiations [J]. *Economic Science*, 2013, (02): 120-128.
- [9] Li Wei, Wang Zhijun. Research on the Conversion Mechanism and Risks of Entrepreneur Personal Brand Value into Corporate Brand Equity [J]. *Management World*, 2020, 36(01): 154-171.
- [10] Zhang Feng, Wang Xinxin. Research on the Impact of Entrepreneur Succession on Corporate Brand Equity: Based on Brand Fit Perspective [J]. *Nankai Business Review*, 2017, 20(02): 76-87.
- [11] Wang Yonggui, Liu Fei. Research on the Relationship Between Entrepreneur Personal Brand and Corporate Brand from a Brand Leadership Perspective [J]. *Economic Management*, 2019, 41(07): 100-117.
- [12] Zhang Hua, Liu Zongming. Interpretation of the Cultural Mechanism in Modern Furniture Aesthetics [J]. *Hundred Schools in Arts*, 2013, 29(S1): 187-189.
- [13] Xie Ying. Optimization and Innovation Strategies for Traditional Media Advertising in the Big Data Environment [J]. *Market Weekly*, 2025, 38(22): 74-77.
- [14] Yan Liming. Research on TikTok Short-Video Advertising Marketing Strategies in the New Media Era [J]. *Journal of Liaoning Economic Vocational Technical College & Liaoning Economic Management Cadre Institute*, 2025, (03): 39-41.
- [15] He W., Wang R., Liu X., et al. A Multidimensional Analysis of Middle-Aged Consumers' Apparel Demand from a Market Adaptation Perspective [J]. *Journal of Service Science and Management*, 2025, 18(03): 211-223.