

Localization Marketing and Brand Building: A Comparative Study on Real Estate Marketing Strategies Between Vanke and Capitaland Group

Xiyu Long

School of Economics and Management, Civil Aviation Flight University of China, Sichuan Province, Guanghan City, China

Keywords: Real Estate Brand Marketing, Vanke, Capitaland Asset Management Strategy, Community and Service Innovation.

Abstract: In the context of intensifying competition in the real estate market and shifting consumer focus from hard factors to soft values, brand marketing has become crucial for real estate companies to build their competitiveness. This paper delves into the brand building and marketing strategies of Vanke and Capitaland. Vanke focuses on residential development, achieving a light-asset transformation through "small equity management." By enhancing product quality and optimizing services—such as the rapid certification and transparent construction of the Zhongshan Vanke Central Park project to boost customer trust, and creating an eco-community in Suzhou projects to enhance reputation—Vanke strengthens community operations and property management, emphasizing management capabilities and local adaptability. Capitaland, centered on commercial real estate, leverages the "private equity fund + REITs" model to achieve asset circulation. By adjusting marketing strategies, improving self-channel capabilities, developing distinctive product lines, and enhancing customer service, Capitaland focuses on capital operations and cultural scene innovation, aiming for internationalization and premium positioning of its brand image. The differences between these two companies reflect the competitive logic in different segments of the real estate industry.

1 INTRODUCTION

In the context of increasingly fierce competition in China's real estate market, brand marketing has become a key tool for property developers to build their market competitiveness. Consumer attention towards real estate products has shifted from purely hard factors such as location and floor plan design to softer values like brand image, community culture, and service quality. In this trend, how to establish market influence and consumer trust through precise brand marketing strategies is a challenge that real estate companies must face. As a leading domestic real estate company, Vanke Group has gained significant market recognition nationwide due to its long-accumulated brand value. On the other hand, Capitaland Group, an international real estate developer, faces challenges in cultural adaptation and brand localization when entering the Chinese market. The similarities and differences between these two companies in brand building and marketing strategies are worth in-depth study.

In recent years, the academic community has conducted extensive research on advertising and marketing, community marketing, and brand communication in the real estate industry. Brands not only help companies establish unique images in consumers' minds but also enhance customer loyalty and promote sales growth. As the real estate market matures, attention to brands has gradually increased. Studies show that brand influence has become a crucial factor for consumers when choosing properties (Keller, 1993). Building a real estate brand should focus on quality, enhancing the intrinsic value of real estate products. To establish a successful brand image, one must first excel in their product (Zhang, 2006). Real estate brand recognition has permanent characteristics; as long as the property exists, brand recognition will continue to play a lasting role in buyers' minds (Wang, 2022). Establishing a brand is a long-term endeavor (Mao, 2007). Real estate companies should pay attention to various customer needs and increase customer emotional engagement to drive rapid corporate development (Xu, 2021).

Based on theories related to the relationship between brands and consumer purchasing decisions, it is known that brands have a certain impact on consumer purchasing decisions. Additionally, as a characteristic of the entire enterprise, an excellent brand image plays a significant role in supporting the stable development of the real estate market. Enhancing brand influence can help improve the overall marketing capabilities of the company. Achieving high-quality marketing can drive the high-quality development of enterprises (Wei, 2023). Brand influence affects homebuyers' perceived emotional value, positively impacting their willingness to purchase (Zhang, 2020). A brand is a symbol of high taste, representing the credibility, quality, service, and cultural refinement of real estate companies, and serves as a commitment from the company to consumers (Chen, 2003). In the process where brand perception influences purchasing intent, brand emotion plays a mediating role (Xie, 2022). In today's increasingly diversified marketing strategies, how to avoid consumer trust crises caused by over-marketing and how to form competitive barriers through genuine and effective brand building remain important topics worth exploring. With the acceleration of globalization, international real estate companies are entering emerging markets more frequently to seek growth opportunities. However, there are significant differences in market environments, cultural backgrounds, laws and regulations, and consumer needs across different countries and regions, which places higher demands on the localization capabilities of international real estate companies. Localization refers to the process where companies adjust their products, services, and operational models according to the culture, economy, law, and consumer habits of target markets during cross-border operations to meet local needs (Kotler, & Keller, 2016). For real estate companies, localization is not just about product design. The adjustments also include a comprehensive adaptation of market positioning, marketing strategies, and customer service. International real estate companies need to understand and adapt to cultural differences (Hofstede, 1980). They must pay more attention to the cultural preferences of their target markets, such as living habits, architectural styles, and community culture. When entering new markets, companies need to comply with local laws, regulations, and industry standards (DiMaggio, & Powell, 1983).

This study aims to conduct an in-depth analysis of the brand building strategies of Vanke and

CapitaLand, exploring how Vanke can solidify its market leadership through precise brand marketing strategies and enhance brand recognition. It also analyzes how CapitaLand is adapting to the local consumer needs in the Chinese market by implementing localized brand building. Additionally, the study will compare the similarities and differences between the two companies in terms of brand value creation, innovation in marketing models, and community communication, attempting to construct a framework for brand marketing strategies applicable to real estate enterprises. This research not only provides valuable insights for domestic and international real estate companies but also offers new perspectives and practical support for brand communication theories in the real estate industry.

2 BRAND BUILDING STRATEGY OF VANKE GROUP

2.1 Vanke Brand Building Case

Vanke has enhanced its brand influence by improving product quality and emphasizing service optimization. In 2024, Vanke delivered over 180,000 units, leading the industry in sales area. More than half of the projects achieved "delivery and certification simultaneously," significantly boosting customer trust. For instance, the Zhongshan Vanke Central Park project streamlined the certification process and invited homeowners to visit the construction site (with nearly 40,000 households participating throughout the year). It also pioneered a 360° panoramic video showcasing construction progress, addressing customer concerns. Vanke integrates ecology and education in its design; the Suzhou Vanke Yihel Linglong Garden incorporates nationally protected plants and native species, creating a community "botanical garden." This combines natural education scenarios (such as seasonal knowledge and phenological observations) to transform ecological value into an upgraded living experience. Vanke innovates products based on climate adaptability, developing nearly 20 standard building types tailored to different regional climates. For example, the Shanghai Ideal Land project integrates production, living, and ecological functions, offering high-density community amenities. The project's first sales reached 4.08 billion yuan, setting a benchmark in the region. Additionally, Vanke enhances consumer brand recognition through community operations. For instance, the Hangzhou

Vanke "Convention + Festival" community operation involved formulating 26 "village rules" in Liangzhu Cultural Village in 2011, which were engraved on rusted steel plates and erected at the village entrance. This was the first community self-governance convention in the country. The spiritual consensus of the residents. Since 2015, the "Villager Day" has accompanied a group of people with a spirit of co-creation for nine years, continuously attracting young new villagers. In Jiaxings Ideal Land, Vanke launched the "Ideal Roof Residency Program" during the Ideal Land Art Season, inviting architects and artists to create for over 30 days, encouraging residents to explore their own boundaries of interest. Continuously uncovering the seeds of artistic genes, it has nurtured distinctive theatrical IPs, making theater a more regular activity in the community. The hundred-acre flower sea and Beihu Park, among other public interactive spaces created earlier, have become stages for collaboration between artists and residents. At the third Shaoxing Zhongxing International Lake Community Life Festival, venues like An•Lounge and Po•CO•Life became important social activity scenes, with owner participation exceeding 60%. Within the Jinghu area of Shaoxing, Vanke planned street corner landscapes and pocket parks, incorporating tea houses, light dining, light drinking, and art exhibitions into these spaces. Leveraging the natural resources of the lake area, they designed numerous waterfront landscapes, lawns, squares, and walkways, opening them up to the city and enhancing community public participation.

2.2 Case Analysis of Vanke Brand Building

Vanke's brand building case focuses on high quality and sustainable development. In 2024, Vanke delivered over 180,000 units of high-quality housing, maintaining the top position in sales area across the industry. More than half of the projects achieved "delivery and certification simultaneously," significantly enhancing customer trust. For example, the Zhongshan Vanke Central Park project won high praise from homeowners through rapid certification and transparent construction processes. Vanke emphasizes environmental protection and energy efficiency, with multiple projects receiving national "Guangsha Award." For instance, the Suzhou Vanke Yihel Linglong Garden introduced nationally protected plants and native species to create an eco-friendly community, boosting brand reputation. Vanke has developed nearly 20 standard building types tailored to different regional climate conditions,

enhancing product competitiveness. For example, the Shanghai Ideal Land project integrates production, living, and ecology, becoming a best-selling benchmark. In over 50 large-scale projects, Vanke has improved commercial, transportation, and educational facilities, adding more than 30,000 new residents and increasing customer loyalty. For example, the Guangzhou Huangpu New Town project achieved the TOP3 in the number of new residential units sold in Guangzhou through comprehensive design of supporting facilities. Vanke has significantly increased its market share through multi-dimensional brand building strategies, including high-quality delivery, product innovation, service optimization, precise marketing, and social responsibility practices. The core lies in deeply integrating brand value with customer needs. A long-term perspective achieves a win-win situation for brands and the market. Typical cases include Zhongshan Vanke Central Park (high-quality delivery), Shanghai Ideal Land (product innovation), and Chongqing Nanfeng Farm (brand culture), all of which demonstrate Vanke's successful practices in brand building. It is evident that Vanke Group has enhanced its reliable image in consumers' minds through transparent construction and property management processes. This behavior is one of the key reasons why consumers choose its products among many real estate companies, especially given the characteristics of real estate products. In an environment where consumers pay special attention to living conditions when selecting homes, Vanke Group emphasizes community environmental protection and creates green and comfortable communities, thereby enhancing its brand image. At the same time, Vanke focuses on integrating residential, commercial, and educational facilities, reducing other concerns for homeowners and strengthening its professional and reliable brand image. Additionally, with the aging population, more seniors enjoy engaging in social activities with peers. Vanke's comprehensive community culture and various interesting events not only reduce loneliness and help seniors find a sense of belonging but also increase family topics and strengthen family relationships, significantly boosting homeowners' happiness index. Vanke's community marketing has greatly enhanced its heartfelt brand image towards consumers and significantly increased its market share.

3 CAPITALANDS LOCALIZATION MARKETING STRATEGY

CapitaLand Group adjusts its brand strategy to adapt to the Chinese real estate market by refining its business model. CapitaLands Yasheng Group adopts a shift from heavy to light expansion strategies, focusing on asset management output amid high property prices. For instance, it sold the Shanghai Yasheng Hengshan Service Apartments but retained operational rights, achieving asset optimization and stable cash flow. In 2021, CapitaLand Group announced a business restructuring, forming two entities: CapitaLand Investment (listed real estate investment management) and CapitaLand Property (privatized development). This move allows each sector to focus on its strengths, offering greater flexibility in long-term projects. Meanwhile, CapitaLand Group enhances its channel capabilities through marketing strategy adjustments, establishing a new digital marketing team that focuses on connecting people, goods, and places. They use digital tools such as advertising and live streaming for project promotion, ensuring effective customer acquisition and operations within the private domain, thereby improving their ability to acquire customers at low cost and high efficiency. CapitaLand Group also develops distinctive product lines, creating one or two unique brands with differentiated competitiveness. By leveraging big data and ideographic methodologies for market forecasting and customer insights, they propose targeted product strategies to meet emerging urban living needs. Additionally, CapitaLand Group strengthens customer service, such as in Chongqing. In the Fosse project, the company optimized the entire process of "from getting out of the car to closing the deal" for clients from other provinces and cities, taking them on a "one-day tour of Chongqing," and adjusting the house viewing routes to create emotional touchpoints; in contrast, the CapitaLand Luyu project enhanced its internal amenities through regular owner demand surveys, connected with external facilities, and improved clients recognition of the projects value.

CapitaLand, as a leading real estate company in Singapore, has successfully adapted to the rapid changes in the Chinese market since entering it in 1994 by continuously adjusting its brand strategy. This case study will analyze how CapitaLand achieves localized development through brand adjustment from five aspects: brand positioning,

product and service innovation, capital operations, localization strategies, and sustainable development.

CapitaLand Group initially entered the Chinese market with an international brand image. However, as the Chinese market rapidly developed, CapitaLand gradually realized the importance of localization. In recent years, through its "long-termism" and "customer-centric" brand philosophy, CapitaLand has successfully combined international experience with local needs to build a "reliable" brand image. For example, in 2024, CapitaLand launched the "worth it" theme, emphasizing its deep commitment to the Chinese market, further solidifying its position in the hearts of Chinese consumers.

CapitaLand Group meets the diverse needs of the Chinese market through a diversified product portfolio and flexible service models. In the commercial real estate sector, CapitaLand focuses on its "Complex Strategy," creating several landmark projects such as Shanghai Changning Raffles City and Suzhou Center. These projects not only integrate international design concepts but also incorporate local cultural elements, setting examples for urban renewal. Additionally, CapitaLand enhances project appeal and competitiveness by introducing new brands and innovative formats (such as rooftop farms and parent-child education spaces).

CapitaLand Group has enhanced its adaptability in the Chinese market through efficient capital operations and a shift towards a lighter asset structure. In 2021, CapitaLand was restructured into CapitaLand Investment and CapitaLand Property, with the former focusing on asset management and the latter handling development. This transformation has enabled CapitaLand to respond more flexibly to market changes and achieve rapid capital turnover and reinvestment through a "finance-investment-management-retirement" capital cycle model. For example, CapitaLand China Trust (CRCT) optimized its asset portfolio by acquiring and selling assets, thereby increasing net property income (NPI).

CapitaLands success in the Chinese market is closely tied to its strategy of focusing on core cities and community operations. CapitaLand concentrates on key economic zones such as the Yangtze River Delta, Pearl River Delta, and Chengdu-Chongqing region, promoting regional economic development through hub-type TOD projects and integrated industry-city initiatives. For example, the China-Singapore Guangzhou Knowledge City project, leveraging Singapore's urban planning expertise, has become a benchmark for Sino-Singaporean

cooperation. Additionally, CapitaLand enhances user engagement and brand loyalty through community operations (such as rooftop farms and family activities).

CapitaLand Group regards sustainability as a crucial component of its brand strategy, enhancing brand value through green buildings and ESG practices. Multiple projects under CapitaLand have received LEED certification, and in 2023, it achieved 100% green power procurement in South China and West China, demonstrating its leading position in environmental protection. Additionally, CapitaLand contributes to society through public welfare initiatives (such as the CapitaLand Hope Fund), further strengthening its social impact. By adjusting brand positioning, innovating products and services, capital operations, localization strategies, and sustainable development, CapitaLand has successfully adapted to changes in the Chinese market and built long-term brand value. The localized marketing efforts of CapitaLand demonstrate that combining international experience with local needs is essential for gaining market recognition. International companies should flexibly respond to market changes, improving their adaptability through capital operations and light-asset transformation. Sustainability is at the core of brand value, shaping a long-term brand image through green practices and social responsibility. CapitaLand's localized practices not only secure a competitive edge in the Chinese market but also provide valuable lessons for the industry.

4 COMPARISON OF BRAND BUILDING MODES BETWEEN VANKE AND CAPITALAND GROUP

Vanke focuses on residential development and has recently achieved a light-asset transformation through the "small equity management" model, emphasizing professional management capabilities and brand value output. The core logic is to reduce capital investment, generating returns by exporting management, design, and operational skills, thereby enhancing ROE (Return on Equity). For example, Vanke collaborates with external capital through a partnership system, managing projects with less than a 20% equity stake while collecting management fees and a share of excess profits, reinforcing the

empowerment of project value by the brand. CapitaLand, centered around commercial real estate, places greater emphasis on capital operation capabilities and cultural scene innovation in its brand building. It achieves full-cycle asset management through the "private equity fund + REITs" model, forming a closed loop of "development-nurturing-exit-reinvestment," which enhances the brands credibility in the capital market. At the same time, CapitaLand strengthens consumer emotional connections by introducing international brands (such as icebreaker), creating IP events (like the "Bulai" pop-up store), and integrating local culture (such as the Panda Alat IP).

Vanke strengthens community operations and property services (such as Vanke Property Management, Wuyun) through its "city support service provider" strategy, extending its brand into the lifestyle service sector. Its market layout covers first-tier, second-tier, and strong third-tier cities, focusing on scaled replication and regional deepening. CapitaLand leverages its Singapore capital background to focus on high-end commercial projects in prime locations of first-tier and second-tier cities (such as Raffles City), optimizing its asset structure through light-asset output (such as selling partial equity to Inland Capital and Ping An). Its brand image leans more towards internationalization and premiumization, but has faced challenges in recent years due to insufficient localization innovation.

Vanke takes "management ability" as the core, expands brand influence through light-asset cooperation and diversified layout, and emphasizes efficiency-driven and local adaptability. CapitaLand takes "capital ability" as the foundation, builds brand barriers through financial tools and cultural innovation, and pays attention to global vision and asset value cycle.

The differences in brand building reflect the competitive logic of different segments within the real estate industry. Vanke represents the light-asset transformation path for residential developers, while CapitaLand demonstrates a benchmark model for commercial real estate capitalization and operational professionalism. In the future, Vanke needs to enhance its commercial operation capabilities to meet the challenges of brand extension, while CapitaLand must accelerate localized innovation to maintain market competitiveness.

5 MANAGEMENT IMPLICATIONS FOR THE REAL ESTATE INDUSTRY

Real estate companies should develop marketing strategies suitable for their own development. Companies need to conduct market research, analyze factors such as consumers age, income, housing needs, and preferences, to determine the target customer base. For example, young first-time buyers focus on cost-effectiveness and convenient transportation, while improvement-oriented customers pay more attention to the environment and supporting facilities. The unique values, culture, and personality of the brand need to be distilled by the company, such as creating an image of being a "pioneer in green residential development" or a "creator of high-quality living," which can be reinforced through advertising and promotional activities. At the same time, the marketing department should develop differentiated products based on the target market and brand positioning. For instance, designing age-friendly residential units with comprehensive medical and recreational facilities for elderly care needs. The decision-making department should consider factors such as costs, market demand, and competitive conditions when setting prices, using methods like cost-plus pricing, competition-oriented pricing, or demand-driven pricing, while also attracting customers through promotional activities. In addition to traditional sales at physical offices, the marketing department should expand online sales channels, such as official websites and real estate e-commerce platforms, and collaborate with intermediaries to broaden the sales network. The marketing department should also organize diverse promotional activities, such as opening discounts, time-limited promotions, free parking spaces or appliances; and host themed marketing events Activities, such as housing fairs and home buying festivals to attract customers.

6 CONCLUSION

This study delves into the brand building and marketing strategies of Vanke and Capitaland Group against the backdrop of intense competition in the real estate market and shifting consumer focus. By comparing the two, it highlights that Vanke centers its efforts on residential development, achieving a light-asset transformation through "small equity management," emphasizing community operations

and property services, with a focus on management capabilities and local adaptability. In contrast, Capitaland Group focuses on commercial real estate, leveraging the "private equity fund + REITs" model to achieve asset circulation, emphasizing capital operations and cultural scene innovation, as well as internationalizing and elevating its brand image. The differences between the two reflect the competitive logic of different segments in the real estate industry. This study provides a strategic framework for real estate companies, which need to conduct precise research to identify target customers, shape unique brand images, develop differentiated products, set reasonable prices, expand diverse sales channels, and launch promotional activities. However, the study has limitations, focusing solely on Vanke and Capitaland Group, which may limit its applicability to other companies. The dynamic changes in the real estate market affect the timeliness of some strategies, and future research should continuously track new market trends and issues to provide more comprehensive and timely theoretical and practical support for industry development. Companies should leverage artificial intelligence to optimize real estate marketing, enhance customer insights and precise marketing, and collect customer behavior data and preference information to utilize human resources effectively. Intelligent algorithms analyze and accurately depict customer profiles, clarifying their home purchase needs, budget ranges, preferred areas, etc., enabling real estate companies to develop personalized marketing strategies for different customer segments. This allows for precise delivery of property information and promotional activities, accurate prediction of customer needs, and the use of machine learning algorithms to forecast future home buying intentions and behaviors based on market trends and historical customer data. By providing advance recommendations that meet potential customer needs, this approach enhances marketing efficiency. Based on historical sales data and market dynamics, artificial intelligence models predict housing sales trends, helping real estate companies formulate reasonable sales plans and pricing strategies, optimizing inventory management. According to customer needs and property characteristics, AI algorithms quickly and accurately match customers with the most suitable properties, improving sales efficiency and reducing the time cost for customers when selecting homes.

REFERENCES

- Chen, X.P. 2003. On the brand image building of real estate in Chongqing. *Urban Development* (07): 28-30.
- DiMaggio, P. J., & Powell, W. W. 1983. The iron cage revisited: institutional isomorphism and collective rationality in organizational fields. *American Sociological Review* 48(2): 147-160.
- Hofstede, G. 1980. *Cultures consequences: International differences in work-related values*. Sage Publications.
- Keller, K. L. 1993. Conceptualizing, measuring, and managing customer-based brand equity.
- Kotler, P., & Keller, K. L. 2016. *Marketing Management* (15th ed.). Pearson.
- Mao, R.R. 2007. Brand building strategy of Vanke, a benchmark real estate enterprise in China. *Journal of Shanghai Jiao Tong University* (S1):152-155.
- Wei, Q.Y. 2023. The influence of JK product brand influence on consumer purchase decisions. *Southwest University*.
- Wang, M.H. 2022. Research on brand development strategy of Beijing Railway Real Estate Company. *Shijiazhuang Tiedao University*.
- Xie, W.T., & Hou, G.H. 2022. Brand cognition, consumer perception and purchase intention. *Business Economics Research* (03):83-86.
- Xu, X. 2022. Brand management of a real estate company. *Beijing Jiaotong University*.
- Zhang, L. 2020. Research on the factors influencing the purchase intention of commercial housing consumers based on perceived value. *Southwestern University of Finance and Economics*.
- Zhang, Q.Z. 2006. On real estate brand building. *Journal of Shanxi University (Philosophy and Social Sciences Edition)* (02):77-80.