

A Study on How Xiaomi Auto Builds an Independent Brand Identity Within the Xiaomi Group System

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Abstract: This study examines how Xiaomi Auto is constructing an independent brand identity within the Xiaomi Group ecosystem. Within 22 months of launch, Xiaomi Auto delivered 411,082 new cars in 2025, reaching RMB 106.1 billion in total annual sales for the first time in that same year. However, this rapid success has been accompanied by a severe brand identity crisis arising from fundamental conflicts between inherited “value-for-money” brand image DNA from Xiaomi Group and Xiaomi Auto’s premium intelligent EV positioning goal. A March 2025 traffic accident in Anhui triggered a 12-fold surge in ‘Xiaomi Auto accident’ search queries. This event exemplifies a speed-credibility trade-off in the CBAT model. By utilizing the PESTEL, Porter’s five forces, SWOT, and STP frameworks, combined with Aaker’s brand identity system and Kapferer’s identity prism, this study arrives at three critical findings: (1) a structural identity tension across price anchoring, safety trust, user image, and founder dependence; (2) STP fragility—the precise targeting of the “New Elite” creates high conversion but conflicts with safety credibility; (3) an endorsed brand dilemma—ecosystem synergies constrain brand independence. This study contributes to the cross-border brand architecture tension (CBAT) model and proposes a three-phase solution to the problem Xiaomi Auto is facing: strategic identity reconstruction (speed→safety), tactical stakeholder management (founder dependence reduction), and operational capability building. Limitations: (1) Male-dominated sample (82.2%) due to tech industry sourcing; (2) geographic concentration in Hubei/Beijing due to author network bias. Results should be interpreted with caution. Data are current as of October 19, 2026.

Keywords: Brand identity; Brand architecture; Cross-border extension; Electric vehicles; Xiaomi Auto; CBAT model; Founder IP; Speed-credibility trade-off

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1. Research background

Xiaomi Auto achieved great success in less than 2 years after it was launched, becoming the engine driving the growth of Xiaomi Group. According to Xiaomi Group’s 2025 financial report, Xiaomi Auto’s revenue from innovative business segments, such as intelligent electric vehicles and AI, reached RMB 106.1 billion for the first time in 2025, with the subsidiary’s annual operating income turning positive for the first time at 900 million yuan. Xiaomi Auto delivered 411,082 new cars in 2025, a year-on-year increase of 200.4%.

During its growth process, Xiaomi Auto has faced several major unexpected problems. In March 2025, three girls died in a traffic accident involving a Xiaomi Auto car in Anhui; in October 2025, a Xiaomi SU7 went out of control and caught fire in Chengdu; and in January 2026, the Xiaomi KOL scandal seriously impacted Xiaomi Auto's brand identity and threatened the firm's survival.

Regarding this period, Xiaomi's founder Lei Jun remarked, in communication with the author of this study, that every day he felt on the edge of life and death and that his situation was very difficult to bear. In 2025, Lei Jun described Xiaomi Auto as having complex and chaotic business operations and disorganized teams while facing various unexpected events. He knew about the problems with Xiaomi Auto, but they needed to be solved one by one.

1.1. Research motivation and significance

In 2026, Lei Jun felt a significant mental improvement. As he noted, "When we realized that making cars is a marathon and that the journey of Xiaomi Auto had just begun, I think we became more composed." The brand style of Xiaomi Auto also underwent a very large change.

The reason this study addresses the topic of how Xiaomi Auto is building its own brand identity within the Xiaomi Group system is that Xiaomi Auto was born as a star project, accompanied by both glory and controversy, and its reputation among the public is highly polarized. The various problems that Xiaomi Auto is currently encountering are fundamentally due to a conflict between the identity inherited from Xiaomi Group (i.e., good value for money and an enthusiastic fan culture) and an aspiration to become a high-end car manufacturer (characterized by safety, luxury, and reliability).

This research paper has several significant focuses as follows:

1. Resolving the brand identity conflict between Xiaomi Auto and Xiaomi Group is highly important for the faster and better-quality growth of Xiaomi Auto and its competitiveness in the global market.
2. The differences in brand identity between Xiaomi Auto and Wei-Xiao-Li are explored, and on the basis of the development of Xiaomi Auto, a novel positioning is described: "New F4" (i.e., Xiaomi Auto and Wei-Xiao-Li), making it clear to the outside world that Xiaomi Auto has become a car maker of the same level as Wei-Xiao-Li.
3. The paper explores the reasons why Xiaomi's foray into car manufacturing can succeed while Apple's and Dyson's attempts have failed, which holds significant reference value for many large enterprises' cross-industry exploration of new businesses.
4. This study analyzes and compares the car-making models of Xiaomi and Huawei, investigating whether brands must establish brand firewalls when cross-industry exploration is conducted to avoid conflicts between new and existing businesses.
5. The CBAT model developed in this study contributes to brand extension theory by providing a boundary condition framework for cross-industry expansion, explaining not only Xiaomi's success but also Apple and Dyson's failures.

This paper focuses on three main topics to explore the identity of the Xiaomi Auto brand as follows:

What is the structural tension between Xiaomi's desire to manufacture high-end cars and Xiaomi Group's cost-effectiveness DNA?

How can a recognized brand architecture create synergies and constraints?

Which settlement methods can best balance speed and reputation?

The methods used in this paper include an embedded single-case design, a hybrid approach combining PESTEL/five forces/SWOT, STP analysis, the Aaker/Kapferer framework, event history analysis, and structured

comparison.

2. Theoretical framework and literature review

2.1. Brand identity theory

Brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain. Brand identity represents the firm's intended construction (inside-out), but brand image is the consumer's perception (outside-in). Xiaomi Auto's crisis stems from the gap between its constructed identity (a premium intelligent EV manufacturer) and its perceived image (a speed-obsessed newcomer).

Aaker's brand identity system and Kapferer's identity prism (physique, personality, culture, relationship, reflection, self-image) serve as core analytical tools.

Core conceptual definitions for this study: Brand identity = firm's inside-out perspective; Brand image = consumer's outside-in perception; Brand positioning = relative competitive position. The crisis Xiaomi Auto is experiencing stems from the gap between its constructed identity (a premium intelligent EV manufacturer) and its perceived image (a speed-obsessed newcomer).

2.2. CBAT model architecture

The CBAT model integrates three major theoretical streams as follows:

Dimension One: Speed-Credibility Trade-off (SCT)

Definition: The structural conflict between the "rapid iteration and scale expansion" logic of the internet industry and the "safety verification and quality assurance" requirements of the automotive industry.

Mechanism: High-speed market entry creates innovation legitimacy but weakens safety legitimacy.

Dimension Two: Founder IP Dependency (FID)

Definition: The degree to which a cross-border brand relies on the personal brand assets of its founder rather than institutionalized brand assets.

Mechanism: There is an inverted U-shaped relationship between the strength of the founder's IP and the success of cross-border expansion; excessive reliance leads to vulnerability.

Dimension Three: Ecological Synergy–Independence Paradox (ESIP)

Definition: The tension between ecosystem resource leverage (synergy) and brand identity autonomy (independence).

Mechanism: Deep ecological integration promotes scale expansion but restricts high-end positioning.

Traditional brand extension theories explain category-related extensions but fail to address sector-crossing extensions where institutional logics diverge. This study adopts the cross-border brand architecture tension (CBAT) model, positing that success depends on dynamic balance across three structural tensions.

3. Overview and environmental analysis

This chapter employs traditional strategic analysis tools (e.g., PESTEL, five forces, SWOT, and STP) to assess Xiaomi Auto's current status while using the CBAT three-dimensional framework as an interpretive lens to identify specific manifestations of the speed-credibility trade-off (SCT), founder IP dependence (FID), and the ecosystem synergy–independence paradox (ESIP). In this manner, it establishes a foundation for problem diagnosis and solution development in subsequent chapters.

3.1. Overview of Xiaomi Auto's current situation

On February 25, 2026, CleanTechnica released the top 20 global new energy vehicle sales rankings for 2025. Chinese brands performed particularly well. According to this list, a total of 10 Chinese brands have entered the top 20, occupying half of the market and demonstrating the substantial strength of China's new energy vehicle industry. Xiaomi Auto, although a latecomer, ranks among the top 10 global new energy vehicle manufacturers.

Xiaomi Group's revenue for the second quarter of 2026 was RMB 108.92 billion, a 6.1% decrease from RMB 115.96 billion in the same period last year. Within this total, revenue from Xiaomi Auto was RMB 24.9 billion—up 17.1% from RMB 21.3 billion a year earlier—accounting for 22.9% of total revenue, an increase of 4.6 percentage points from the 18.3% recorded in the same period last year.

During the same period, revenue from Xiaomi smartphones was RMB 42.1 billion, down 7.5% from RMB 45.5 billion a year earlier, representing 38.65% of total revenue; revenue from IoT and lifestyle products was RMB 31.3 billion, down 19.1% from RMB 38.7 billion a year earlier, accounting for 28.7% of total revenue.

3.2. Analysis of the external environment

The PESTEL analysis reveals that the success of Xiaomi Auto hinges on product competitiveness and marketing prowess, necessitating the establishment of systematic capabilities in macro dimensions such as policy compliance, technological autonomy, quality control, and sustainable development. From “internet plus car manufacturing” to “manufacturing marathon,” Xiaomi Auto's image is undergoing a challenging transformation from a “phenomenal hit” to a “world-class automaker.”

3.3. STP strategy analysis

Xiaomi Auto's STP strategy (market segmentation, target market selection, positioning) is the key strategic foundation for understanding the firm's brand identity construction.

3.3.1. Market segmentation (as of December 31, 2025)

Xiaomi Auto employs multidimensional segmentation across demographic, geographic, psychographic, and behavioral variables.

The marketing strategy of Xiaomi Auto is primarily focused on penetrating high-tier cities. The Yangtze River Delta region is the core battleground for Xiaomi Auto, where the brand has the highest level of acceptance. Hangzhou has long ranked first in national sales, higher than Beijing, Shanghai, Guangzhou, and Shenzhen. However, Beijing, where Xiaomi Auto's headquarters is located, ranks only 9th to 10th, which is lower than might be expected. In addition, there are no third-tier cities in the TOP20 list of Chinese EV markets.

Definition of Xiaomi Auto's user group: 25–32 years old, highly educated, family income of 300,000 to 500,000 yuan, employed in the internet/technology/financial industry, propensity to consume as opposed to saving.

According to a staff member from Alibaba's brand department working in Hangzhou, Hangzhou ranks first on Xiaomi Auto's sales list for several reasons as follows.

1. Hangzhou is a city with many internet celebrities who generally attach great importance to the appearance and performance of cars. Xiaomi Auto's cars have high aesthetic value and are trendy, which is very suitable for the travel, publicity, and other needs of internet celebrities.

2. Xiaomi Auto meets the needs of many women in terms of functional design.

3. Because there are many large, well-known, well-paying employers in Hangzhou, such as Alibaba, young

people, especially women, who work for such employers have high consumption power in the city.

3.3.2. Positioning: The performance-intelligence-price triangle

Xiaomi Auto’s brand identity features an aspirational lifestyle at the apex of its Tech Meets Emotion brand-identity triangle. Xiaomi Auto car is not just a means of transportation but also a lifestyle statement. The three vertices are termed “Ultimate Performance” (benchmark: Porsche), “Intelligent Technology” (benchmark: Tesla), and “Extreme Value-for-Money” (i.e., the Xiaomi Group DNA). The central intersection is the Tech Meets Emotion lifestyle proposition.

3.3.2.1. Positive and negative brand identity dimensions

See Tables 1 and 2.

Table 1. Positive vs. negative brand identity dimensions of Xiaomi Auto

Positive	Negative
Tech pioneer (end-to-end AD)	“Green Belt Warrior” (speed overidentification)
Design leader (Gulf Blue #1 factor)	Quality risk (fires, door malfunction)
Value champion (30% Porsche cost)	Overhyped/”Lei Jun’s Car”
Ecosystem integrator (80 trust mentions)	Inexperienced newcomer (“guinea pig” perception)
Youth icon (avg. age 31.9)	Cheap imitation risk (price anchoring)

Note: Mechanism: High technology intensity → bipolar identity. Strong positive and negative brand identity dimensions coexist and are unstable.

Table 2. Xiaomi Auto STP evolution timeline (Apr 2024–Mar 2026)

Stage	Time period	STP characteristics	Key events	Identity conflict manifestation
Launch	Apr-Jun 2024	Precise focus on “New Elite”	SU7 launch, Founder Edition rush purchase	Initial tension between fan economy and elite positioning
Scaling	Jul 2025-Dec 2025	Geographical expansion and user sinking	YU7 launch, production ramp-up	Strengthening of the “speed” tag and the emergence of security concerns
Crisis	Mar 2025-Jan 2026	Defensive adjustment	Anhui accident, AD controversy	Full-blown identity crisis
Reconstruction	April 2025 to March 2026	Safety pivot	Safety committee, GB 48001	Proactive identity anchor restructuring

Note: This table traces four stages from April 2024 to March 2026—Launch (initial tension between fan economy and elite positioning), Scaling (strengthening of the “speed” tag and emergence of safety concerns), Crisis (full-blown identity crisis), and Reconstruction (proactive identity anchor restructuring)—charting the evolution of STP characteristics and identity conflicts. The ongoing turmoil is not only severely damaging Xiaomi Auto’s brand identity but also seriously affecting sales.

3.3.2.2. Relationship between STP and brand identity

See Table 3.

Table 3. Brand conflict types and severity assessment (five-star scale)

Conflict type	Specific manifestation	Severity
Price anchoring conflict	Xiaomi = value-for-money, Auto = RMB 210-520K	★★★★★ Fatal
Safety trust conflict	Phone bugs fixable, car bugs fatal	★★★★★ Fatal
User image conflict	“Enthusiast” vs. “new elite,” social class leap	★★★★★ Severe

Innovation rhythm conflict	Internet “fast iteration” vs. automotive “slow validation”	★★★★★ Severe
Founder risk	Lei Jun’s personal reputation = brand reputation, no firewall	★★★★★ Severe
Visual identity dilution	Same MI logo, premium perception insufficient	★★★ Moderate

Note: Severity is rated as follows: ★ =Manageable tension; ★★ =Operational challenge; ★★★ =Strategic risk; ★★★★ =Existential threat requiring immediate intervention; and ★★★★★ =Fundamental business model conflict.

Strategic challenge: The premium intelligent EV identity defined by the STP has structural tension with Xiaomi Group’s “value-for-money” brand heritage. This tension represents the source of Xiaomi Auto’s brand identity crisis.

4. Research methodology

In the process of writing this thesis on how Xiaomi Auto is building its own brand identity within the Xiaomi Group system, the author conducted online surveys and interviewed a range of individuals.

4.1. Online questionnaire survey

4.1.1. Owner survey ($n = 193$)

To collect data for this study, a survey of Xiaomi Auto owners was conducted, focusing on eight main questions.

Data Collection Procedure:

Survey Administration: March 15–21, 2026 (7-day window)

Platform: Tencent Wenjuan (professional survey platform with IP validation)

Access: 1. Through WeChat or phone communication, Xiaomi Auto owners were directly contacted and asked to complete a survey. 2. The survey was administered by contacting senior executives of technology companies, such as Kingsoft, and distributing questionnaires through the companies. 3. With the assistance of Wang Hua, former general manager of Xiaomi’s public relations department, a questionnaire survey was conducted in the WeChat group of Xiaomi Auto owners.

4.1.2. Results and analysis of online research

Demographic characteristics ($n = 191$ valid after age cleaning).

The core age group of the owners is between 25 and 35 years old. Core age segment: 26–35 years (56.0%), mean 31.9 years ($SD=7.6$), median 30 years. Ages 18–25: 12.6%; 41–50: 13.6%. Validates the “New Elite” target demographic positioning. Note: As the survey was conducted in March 2026, the actual purchase ages were 1–2 years lower than those shown.

YU7 significantly increases the sales of Xiaomi vehicles. YU7 owners have a broader age distribution, with 38% aged 35+; SU7/SU7 Max owners are concentrated in the 26–30 segment, validating YU7’s penetration into the family user and mature customer segments (42% and 48%, respectively).

Fangfang is an industry insider familiar with Xiaomi Auto and witnessed the development of Xiaomi Auto from its inception. In the survey, Fangfang stated that the majority of Xiaomi SU7 and SU7 Ultra owners are young people. Many people purchase cars not for themselves but for their children, especially the SU7 Ultra, a model predominantly owned by young people. The target age group for the Xiaomi SU7 is unlikely to exceed 35 years. The Xiaomi SU7, particularly the Sunset Purple model, sold exceptionally well among women. With the Xiaomi YU7, family users and male users entered the market, and the target age group surpassed 35.

Xiaomi Auto owners care more about the appearance of their cars and are less concerned about safety performance. See **Table 4**.

Table 4. Key findings from the content analysis of purchase reasons

Theme	Purchase reasons (Keywords)	Frequency
Aesthetics/Design	Appearance/Good-looking	93
Brand Trust/Mi Fans	Mi Fans, Trust/Trust/Ecology	80
Emotional Value	Like/Heartbeat/Dream Car	55
Performance/Handling	Performance/Handling/Power	37
Intelligence/Tech	Intelligent/Intelligent Driving/Technology	32
Founder IP	Lei Jun	23
Cost/Economy	Cost effectiveness/Money-saving	8

Source: Tencent Survey, March 2026.

Coding method: Thematic coding of open-ended responses, synonym merging (e.g., good-looking/high-level appearance/exterior design → Aesthetics/Design). No mention of safety performance is a critical finding, suggesting that the 2025 brand identity crisis is deeply rooted in user psychology.

The appearance/good-looking Xiaomi Auto car purchase reason was mentioned the most frequently, with Mi Fans and Trust/Trust/Ecology mentioned 80 times, ranking second. For Like/Heartbeat/Dream Car, the frequency of mention was as high as 55 times.

For new energy vehicles, safety is the most crucial function. However, in this online survey, the owners of Xiaomi Auto cars rarely mentioned this point. This finding also reveals the reasons why Xiaomi Auto faced a series of brand recognition problems in 2025: the young user group, the neglect of safety, the obsession with intelligent driving, and the fledgling status of Xiaomi Auto. These factors constitute the most severe challenges for Xiaomi Auto in terms of brand recognition in 2025.

4.2. Interviews with and summaries by car owners who purchased Xiaomi vehicles and those who declined to do so

In section 4.1, an anonymous survey of 193 owners of Xiaomi Auto was conducted through an online questionnaire. The data collected from this survey had commonalities. This chapter aims to obtain more personalized responses and gain a more comprehensive understanding of the characteristics of the Xiaomi Auto owner group by interviewing specific Xiaomi Auto owners, especially female owners. The questions in the interviews are consistent with those in the previous online questionnaire.

In addition, a survey of three car owners who declined to purchase Xiaomi Auto cars was conducted, and the reasons underlying their decisions were explored.

4.2.1. Xiaomi Auto user interview data collection details

1. Brand Positioning Dichotomy: Xiaomi Auto is simultaneously perceived as a “technology ecosystem brand” and a “newcomer in car manufacturing,” and this duality leads to a significant division among its user base.

2. The Double-Edged Sword Effect of Lei Jun’s IP: Vicky’s father confidently purchased a car because of “hometown + alma mater” sentiment, whereas Wang Yu changed from a “Mi Fan” to a “Mi Black” because of a

service failure, highlighting the risks of personal IP binding.

Vicky, a 49-year-old female from Hubei, has been running a business in Beijing for many years. On May 20, 2024, she bought a Xiaomi Auto car as a birthday gift for her 86-year-old father, making him the oldest known male owner of a Xiaomi Auto car. Vicky said her father and Lei Jun are fellow villagers of Xiantao and alumni of Wuhan University. Her father was determined to buy a Xiaomi Auto to support Lei Jun. Lei Jun has made such great contributions to his hometown, Hubei, over the years, and as a native of Hubei, he felt he must support Lei Jun.

Vicky's family not only bought a Xiaomi Auto car but has also purchased many Xiaomi TVs and smartphones. They are among a group of people who firmly support Lei Jun. Vicky said that Xiaomi Auto cars have high aesthetic value and meet daily commuting needs. Members of the public have frequently expressed negative opinions about Xiaomi Auto online. However, many people continue to support Lei Jun, although many of them do not speak out publicly. She also noted that Xiaomi Auto is currently not as good as Tesla in terms of handling and power recovery and that Tesla has a better feel.

Vicky told two stories. i. When she was driving a Xiaomi Auto car, many people took out their phones or cameras to take photos. Once, while waiting at a red light at an intersection, a child used a positioning watch to call seven or eight children to take photos. Xiaomi Auto fans are of all ages and have a high degree of loyalty.

ii. Once, when Vicky was waiting in a purple Xiaomi Auto car at the company gate, an American carrying a Xiaomi brand bag appeared and took many photos of her car. He said that he had most of Xiaomi's products but did not have a Xiaomi Auto vehicle yet. Vicky did not expect a foreigner to be so enthusiastic about Xiaomi.

3. Time Lag in Safety Perception: Yu Qing's accident experience strengthened her trust in safety, whereas Qi Xin's choice demonstrated the immediate destructive power of public opinion crises on brand positioning.

4. The Paradox of "Big Factory" vs. "New Force": For an instance of this paradox, we consider the comments of Zhao Xi, a 33-year-old woman who works in Beijing. She stated that she chose to purchase a Xiaomi car because she was going to buy a car anyway, but now electric vehicles are updated too rapidly. She wanted to choose a "big factory." It would be best if this factory not only had a car business but also had a stable cash flow and thus would be able to offer after-sales service for the car. She also does not like the particularly "light" driving sensation of pure electric vehicles and prefers models with a heavier chassis and a look more like that of a fuel vehicle. In addition, she noted that for someone with a budget of less than 300,000 yuan, few options are available.

4.3. Inside look at the Xiaomi Auto project

The communication with Lei Jun and Wang Hua was aimed at providing an internal perspective on Xiaomi Auto to the outside world, thus helping the public better understand the brand identity of Xiaomi Auto. For example, when Lei Jun was subjected to online abuse and dared not speak out publicly, even when voices online claimed that he had become a burden to Xiaomi Auto, Lei Jun noted in his communication with the author of this study that he would not compromise and would continue to insist on speaking on behalf of the brand identity of Xiaomi Auto because he believed company founders, such as Apple's Steve Jobs or Tesla's CEO Elon Musk, were the best brand spokespersons for their companies.

Communicating with senior figures from Xiaomi Corporation ^[1], such as Lei Jun and Wang Hua, was highly beneficial for this thesis on how to create a brand identity for Xiaomi Auto within the framework of Xiaomi Group.

4.4. Key findings: Internal perspective on brand identity transformation

4.4.1. Strategic shift in safety identity anchor

In a private conversation in March 2026, Lei Jun first proposed the “tenfold pressure” concept, marking Xiaomi Auto’s fundamental transformation from a “speed-first” internet product logic to a “safety-first” automotive industry logic. The direct trigger for this transformation was the March 2025 Anhui highway accident—which caused 3 fatalities and created an existential crisis for the “speed leader” brand identity. Lei Jun described 2025 as a year of “welcoming the storm,” acknowledging that he “faced storm-like questioning, criticism, and accusations.”

4.4.2. Matrix-based dilution of founder IP

The March 2026 announcement of dual spokespersons Su Bingtian and Shu Qi at the new SU7 launch marked a critical turning point in Xiaomi Auto’s brand identity construction. Lei Jun explicitly stated, “At that time, many of my fans felt that Mr. Lei’s endorsement was enough; now we need to expand to a larger circle.” This strategy has the following aims.

Su Bingtian: Inherit the speed gene (Asia’s fastest man + first-generation SU7 real owner + surname “Su” homophone with SU), transferring Lei Jun’s personal speed image to a professional spokesperson.

Shu Qi: Inject a “composed” temperament (international film star + Venice Film Festival jury member + appeal to mature women aged 30–45), breaking the single “geek/tech” brand personality.

4.4.3. Institutionalized layering of crisis management

Wang Hua’s proposed four-part approach of “unite, win over, isolate, and suppress” provides an internal operational framework for understanding Xiaomi Auto’s KOL governance. This strategy directly responds to the January 2026 “Omnipotent Bear” KOL controversy, which exposed the brand to backlash risk from emotional capital misallocation under the founder IP binding model.

4.4.4. Structural cognition of the user community

Wang Hua’s explanation of survey sample bias reveals internal tension in Xiaomi Auto’s user identity: “those found in owner groups are the active types” contrasts with “many female owners do not engage in these Xiaomi Auto owner groups.” This insight highlights the structural gap between Xiaomi Auto’s current Mi Fan community culture and mainstream automotive consumer brand engagement patterns.

4.5. Opinions of external experts and Wei-Xiao-Li owners

Exchanges were conducted with four external experts and two Wei-Xiao-Li owners via phone, WeChat, and other means. The exchanges took place in March 2026 and are introduced here to provide a more comprehensive understanding of the brand identity of Xiaomi Auto from a third-party perspective.

5. Issues in establishing Xiaomi Auto’s brand identity

Chapter Four presents a highly detailed investigation into the brand identity of Xiaomi Auto through various means, such as online research and interviews with Xiaomi Auto owners, those who decided not to purchase Xiaomi Auto cars, the founder of Xiaomi Auto (Lei Jun), and external experts. Chapter Four provides a complete foundation for the analysis of Xiaomi Auto’s brand identity in Chapter Five and the suggestions for

improving it presented in Chapter Six.

The views of many owners, experts, Lei Jun, and Wang Hua provide numerous explanations and clarifications regarding the factual aspects of Chapters Five and Six, facilitating a better understanding of the problems with Xiaomi Auto's brand identity from an external perspective and offering excellent ideas on how to enhance Xiaomi Auto's brand identity.

The main operational theory in Chapter Five is the CBAT model. The CBAT model comprises three core dimensions: the speed–credibility trade-off (SCT), founder IP dependence (FID), and the ecosystem synergy–independence paradox (ESIP).

5.1. Dimension one: Speed–credibility trade-off (SCT)—Structural conflict between the fast iteration internet logic and automotive safety validation requirements

5.1.1. Lagging safety validation system (SCT core manifestation)

CBAT Theoretical Positioning: Typical manifestation of the SCT dimension: rapid market entry creates innovation legitimacy but undermines safety legitimacy.

CBAT Dimension 1 core data: Validation mileage undisclosed vs. industry 5 M+ km, OTA model reactive recall vs. industry proactive prevention. Tension intensity ratings: Extreme/High.

SCT Mechanism Analysis:

Xiaomi introduced the consumer electronics logic, i.e., parameter competition, marketing-first launch, rapid iteration, into the automotive industry. However, as safety-critical products, automobiles require slow validation, long development cycles, and high redundancy. The Anhui accident's "door unable to open" problem exposed how the speed-first logic eroded the safety baseline.

Zhu Ning (a pseudonym), a former Wei-Xiao-Li vice president, noted in a conversation with the author of this study that the door handle incident exposed the decision-making black box of Xiaomi Auto. Was this because the R&D department of the Xiaomi Auto Research Institute has not yet proposed a solution for the car door handle problem, or has a solution been proposed that remains in the review stage? For instance, if cost and profit targets lead to the rejection of the car door handle solution, or if it is rejected for other reasons during the review process, the board of directors must hold the rejector accountable.

Evidence Chain:

March 2025 Anhui Accident: 3 fatalities, mechanical redundancy deficiency in door design.

October 2025 Chengdu Accident: SU7 lost control and caught fire; AD system recall.

January 2026 GB 48001-2026 Mandatory Standard: Mechanical door handles became regulatory baseline.

In February 2026, the Sichuan Xihua Traffic Judicial Appraisal Center issued a "Judicial Appraisal Opinion," stating that a Xiaomi SU7 Ultra was traveling at a speeds exceeding 200 km/h and 160 km/h three seconds before colliding with the vehicle ahead of it. These speeds far exceed the speed limit of 80 km/h on the road section where the accident occurred. A Xiaomi Auto car owner, who was under the influence of alcohol, was fully responsible for this accident.

5.1.2. Speed-first crisis PR model (extended manifestation of SCT)

CBAT Theoretical Positioning: The SCT dimension at the organizational response level—pursuing rapid public opinion containment at the expense of reconstructing trust depth.

Three-stage analysis: Golden 4 Hours, Attribution Stage, Technical Response. Quantified result: After the Anhui accident, the number of "Xiaomi Auto accident" search queries increased 12-fold, with a

0.7 correlation coefficient for a decrease in the company's stock price. The speed logic failed in the trust reconstruction scenario, extending the crisis cycle.

The self-ignition incident of the Xiaomi SU7 that occurred in Chengdu represents a core example of the crisis in Xiaomi Auto's public relations, which involved deleted posts and suppressed public opinion. After the traffic management department made its determination, Xiaomi Auto immediately issued a statement claiming that "the owner is fully responsible," without responding to the question of why the car door could not be opened. Xiaomi Auto deleted related posts, banned related words in other posts, reported and blocked critical and questioning voices, and actively endeavored to clear itself of responsibility and to avoid acknowledging the design defect involved in the lack of properly functioning mechanical handles.

What netizens questioned was not the attribution of responsibility for the accident but why the people in the car could not be rescued and why the car doors could not be opened after the accident. Xiaomi Auto's response was interpreted as "off the point," "evading the main issue," and "lacking sufficient respect for the loss of life."

Zhang Junyi, the former head of Roland Berger and Oliver Wyman's automotive and industrial products industry in the Asia-Pacific region and a global Xiaomi partner, believed that Xiaomi Auto's use of strong legal measures to prevent and mitigate public opinion, complaints, and lawsuits that may damage its brand identity was effective in the short term but, in the long term, might harm the popularity and fundamentally damage the reputation of Xiaomi Auto and its key figures.

5.2. Dimension two: Founder IP dependence (FID)—Double-edged effect of founder personal brand assets vs. brand institutionalization

5.2.1. Excessive binding of founder's IP (core manifestation of FID)

CBAT theory positioning: The extreme state of the FID dimension, i.e., the founder's IP strength and cross-border success, exhibits an inverted U-shaped relationship, with Xiaomi Auto at the "overreliance" right end.

Lei Jun's comment concerning his "last venture" had emotional resonance, but it led to the risk of "blurring the lines between the person and the enterprise." In 2025, as online abuse was being directed at Lei Jun, the Xiaomi Auto brand could not respond independently.

5.2.2. KOL management out of control (extended manifestation of FID)

CBAT Theoretical Positioning: FID dimension backlash in the fan economy—founder IP-bound emotional capital was inadvertently activated by KOL cooperation mistakes.

CBAT Dimension 2 case deep dive: Fan emotional capital (i.e., viewing Xiaomi as "Lei Jun belief extension") → Cooperation decision black box (KOL historical statements unreviewed) → Public opinion backlash (fan trust "betrayed"). Mechanism: FID binds not only the founder but also the fan group's emotional identification.

KOL management failure is essentially the misallocation of FID emotional capital.

Xiaomi Auto's hiring of online influencer The Omnipotent Bear sparked an enormous controversy. The Omnipotent Bear (Zong Ning) has long been famous for criticizing the Xiaomi and Mi Fans groups. He has made controversial remarks such as "Xiaomi will not die, but Mi Fans will die." After the news of the proposed cooperation was exposed, it sparked strong protests from core users, and certain bloggers even pressured Xiaomi Auto to terminate the cooperation, causing public opinion to quickly come to a boil.

This episode dealt a heavy blow to Xiaomi Auto's brand identity. Public opinion generally suggests that this incident highlights a lack of historical speech review by brands in KOL cooperation and reflects the deep contradiction between commercial expansion and user emotional maintenance in the fan economy.

The Omnipotent Big Bear controversy (January 2026) reveals a stakeholder ecosystem governance failure. This case validates the CBAT model's proposition that high ecosystem synergy (BFS weakness) creates reputational joint liability: KOL controversies in the Xiaomi ecosystem directly damage Xiaomi Auto brand equity because of an insufficient brand firewall. The incident's escalation from commercial dispute to values conflict demonstrates how the emotional intensity of the fan economy amplifies stakeholder management risk.

5.3. Dimension three: The ecosystem synergy–independence paradox (ESIP)—Tension between ecosystem resource leverage and brand identity autonomy

5.3.1. Price anchoring conflict (core manifestation of ESIP)

CBAT Theoretical Positioning: The ESIP dimension of cognitive conflict—ecosystem synergy increases scale, but group brand heritage constrains premium positioning.

ESIP Mechanism Quantification:

The survey results show that Mi Fans identification (80 mentions) and price sensitivity (only 8 mentions) coexist, but that emotional identification is not converted to premium payment willingness. Thus, ecosystem synergy lowers the customer acquisition cost but weakens the brand premium capability.

5.3.2. Service system decoupled from sales growth (ESIP operational manifestation)

CBAT Theoretical Positioning: ESIP dimension at the operational level—ecosystem resources tilt toward product; service capability construction lags.

CBAT Dimension 3 operational level: Manufacturing (owned capacity advantage vs. validation cycle compression), Channel (10,000+ store synergy vs. insufficient auto-exclusive service network), User Operation (MIUI data synergy vs. missing auto after-sales SLA), Energy Replenishment (mobile charging network reuse vs. supercharging station lag).

Case Validation (ESIP Failure Points):

The research questionnaires revealed that at least two individuals did not purchase Xiaomi Auto vehicles because of long delivery times or other delivery issues.

For instance, one owner of a Xiaomi Auto car mentioned in the previous chapter, Bai Ling, a 32-year-old woman, stated that she bought a Xiaomi SU7 in 2024 because her family already had two gasoline-powered cars (an Audi Q5S and a Mercedes-Benz SUV) and because she happened to win an electric vehicle license plate. She wanted to try out driving a new energy vehicle. She waited for her Xiaomi SU7 for half a year, but it was not delivered, and she was not allowed to cancel her purchase agreement. Therefore, she transferred the license plate to someone else and bought another car.

Another example is that of Wang Yu (pseudonym), who is 45 years old and works as an investor in Beijing. He reserved a Xiaomi Yu7 in 2025. However, before the Spring Festival of 2026, he was forced by Xiaomi Auto sales to cancel his order without being asked if he could pick up the car on site. Owing to his hometown being outside Beijing, Wang Yu's car purchase qualification was canceled, which greatly angered him. Wang Yu still has a strongly negative opinion of Xiaomi. He stated that Xiaomi is "black all over," and he has changed from Mi Fans to Mihei. It appears that Xiaomi Auto has a long way to go to construct an independent brand image.

Summary: CBAT Core Diagnosis: Xiaomi Auto's success stems from the dynamic utilization of a three-

dimensional tension (speed-seizing window, IP gathering traffic, and an ecosystem of reduced costs). However, the 2025–2026 crisis indicates that the tension balance has tilted toward the risk end, requiring systematic reconstruction.

6. Suggestions for optimizing Xiaomi Auto’s brand identity

In this chapter, targeted countermeasures based on the three-dimensional tension structure of the CBAT model are designed. Each CBAT dimension corresponds to strategic-layer reconstruction (Identity Reconstruction), tactical-layer management (Stakeholder Management), and operational-layer construction (Capability Building).

6.1. SCT dimension countermeasures: From “speed first” to “safe and trustworthy”

6.1.1. Strategic layer: Identity anchor reconstruction

CBAT Countermeasure Logic: Shift the brand’s core identity from Speed Leader to Safety Guardian, reversing the SCT tension direction.

Comparison dimensions: Product narrative (2.78 s 0–100 km/h acceleration → full-redundancy safety architecture), Technology launch (first-to-market end-to-end AD → 5 million km validation), User communication (young people’s first sports car → new elite’s family safety choice). SCT balance mechanism: Performance remains important but not as a primary characteristic.

SCT Strategic Indicator: March 19, 2026, new SU7 launch: Lei Jun announced “tenfold pressure on quality,” with the safety narrative appearing alongside the speed narrative for the first time. SCT tension shifts from “speed outweighing safety” to “speed serving safety.”

6.1.2. Tactical layer: Validation system transparency

Targeted problems mapped to SCT mechanisms: Raw data publication (speed loss → trust gain), third-party teardown livestream (proactive exposure → risk pre-resolution), 6-month advance compliance (compliance cost → entry barrier), and industry-first AD liability insurance (financial tool solidifies the responsibility boundary).

CBAT Countermeasure Logic: Use transparency to compensate for the credibility deficit caused by emphasis on speed.

6.1.3. Operational layer: Security-first organizational process reengineering

CBAT strategy logic: Use organizational mechanisms to solidify the slow verification culture and combat the fast iteration gene.

Xiaomi Auto establishes a safety committee that reports independently to the board of directors and has veto power over product launches to balance speed pressure. Proactively discovering defects and delaying the release of defective cars, the team will receive special rewards. Security retrospective accountability: In the event of an accident involving Xiaomi Auto after the safety committee launch, the responsibility for the verification process will be traced back to the person in charge.

In April 2026, Xiaomi Auto appointed Hu Zhengnan (formerly president of the Geely Auto Research Institute and a senior vice president at Geely Auto) as its CTO. In May, the company appointed Song Gang (formerly the plant manager of Tesla’s Gigafactory) Vice President of Automotive, tasked with overseeing production and manufacturing, intelligent manufacturing, and system operations. These appointments reflect

Xiaomi Auto's aim to enhance its overall production, manufacturing, and automotive service quality.

6.2. FID dimension countermeasures: From founder binding to institutionalized brand

6.2.1. Reducing Xiaomi Auto's dependence on Lei Jun personally

CBAT Countermeasure Logic: Reducing the overdependence risk at the right end of the FID curve, moving toward the moderate dependence zone.

FID Key Decision: Spokesperson Matrix Design

Su Bingtian (real car owner + speed symbol) + Shu Qi (female charm + mature temperament) = emotional transfer medium: Transform users' emotional dependence on Lei Jun into speed identification and lifestyle identification, thus reducing single-IP risk while breaking through to new female user segments.

According to Lei Jun, after the launch of the new generation of the Xiaomi SU 7, the proportion of female SU 7 owners exceeded half. The hiring of Shu Qi is aimed at breaking through this demographic circle. The author of this study believes that, as a long-term screen icon, Shu Qi has a natural appeal to mature women aged 30 to 45. Xiaomi Auto can take this opportunity to break through and further increase the proportion of mature female customers who are active in the workplace. This strategy would also free Xiaomi Auto from its early reliance on Lei Jun's personal intellectual characteristics and his identity as a "geek" and "tech flow," adding a completely different dimension of feminine charm to the brand image.

6.2.2. Tactical layer: KOL stratified governance

CBAT Countermeasure Logic: Replace personalized decisions with institutionalized mechanisms, avoiding FID emotional capital misallocation.

Execution principles: Unite (tech reviewers + real car owners, long-term contract, product co-creation), Win Over (neutral automotive media, data transparency, test drive priority), Isolate (historical controversy but rarely attacking Xiaomi, cold treatment, no proactive cooperation), and Suppress (long-term attackers, blacklist system, legal means to stop loss). Institutional innovation: KOL Cooperation Values Review Committee.

Institutional Innovation: Establish a KOL Cooperation Values Review Committee, transform FID-bound emotional capital into a governance resource, and prevent "Bear incident" recurrence.

At the level of public opinion and the public relations crisis, Xiaomi Auto bid farewell to the unified deletion and suppression mode and adopted the transparency-first principle for Xiaomi Auto, which is thus differentiated from the group model.

6.3. ESIP dimension countermeasures: From ecological dependence to brand independence

6.3.1. Completing the service system capability

Problem manifestation, measures, and synergy-independence balance mapped across three columns. Key initiatives: Transparent production scheduling + capacity early warning (data mid-platform synergy, experience front-end independence), 200 new exclusive service centers in 2026 (location synergy, service standard independence), State Grid strategic cooperation + independent supercharging brand (standard synergy, brand independence), Auto-exclusive SLA (data mid-platform synergy, service process independence).

6.3.2. Establishing a firewall for Xiaomi Auto's brand identity

Xiaomi Auto's largest direct competitor in the new energy vehicle industry is Huawei. Unlike Xiaomi's foray into car manufacturing, Huawei has chosen a technology empowerment + brand isolation model.

Fundamental Model Differences: Two Approaches to Ecosystem Empowerment

Core distinction: Huawei technology empowerment + brand isolation (AITO independent logo, minor acknowledgment of Huawei connection, Seres OEM, Yu Chengdong not a personal brand) vs. Xiaomi ecosystem integration + brand unification (unified MI logo, self-built factory, Lei Jun deep binding). Architecture choice determines risk dispersion vs. risk concentration paths.

Core Distinction: Huawei chose technology empowerment + brand isolation, while Xiaomi chose ecosystem integration + brand unification. This distinction determines the two companies' fundamentally divergent paths toward brand independence.

Huawei's Advantage: Yu Chengdong's "Far Ahead" slogan is controversial, but Huawei's brand firewall effectively isolates risk. The "Bamboo Cicada" incident, in particular, dealt a significant blow to Yu Chengdong's public image; originally a traditional bamboo toy, it became the subject of online memes in the summer of 2026 because the sound it produced bore a striking resemblance to the voice of a Huawei executive, ultimately sparking controversy and complaints. Even if Yu is reassigned, the Aito brand suffers no fatal impact.

Xiaomi's Dilemma: Lei Jun's "last entrepreneurial project in life" narrative creates emotional resonance but leads to excessive brand personification.

Core Conclusion: Huawei constructed a "technology enabler" firewall identity—even with deep cooperation, legally and cognitively maintained third-party stance. Xiaomi chose direct participation, gaining full control but assuming brand joint liability.

Xiaomi should also establish a firewall-like mechanism, including launching an independent brand, transforming Lei Jun's role, strengthening the independent legal status of Xiaomi Auto, and establishing a hierarchical narrative of technology and manufacturing responsibility.

In July 2026, Xiaomi Auto unveiled a new brand name: "SkyNomad" (Xiaomi Pengcheng). Lei Jun stated that the SU7/YU7 series consists of "drivers' cars," whereas the SkyNomad series consists of "smart, spacious SUVs with adaptable interiors." In October 2026, Xiaomi Auto announced that confirmed orders for the Xiaomi Pengcheng exceeded 70,000 units in its first month, demonstrating that the strategy was beginning to yield results.

6.4. The New F4 competitive landscape and brand independence mechanisms

With its revenue expected to exceed 100 billion yuan in 2025, Xiaomi Auto has disrupted the original "NIO, XPeng, and Li Auto" landscape, resulting in a new "Xiaomi, NIO, XPeng, and Li Auto" configuration.

The author of this study has proposed the concept of the New F4 in the automotive manufacturing industry, which should enable the outside world to have a clearer understanding of the strength of Xiaomi Auto.

Key finding: Xiaomi Auto's revenue (RMB 106.1 billion) surpassed that of NIO (RMB 87.4 billion) and XPeng (RMB 76.7 billion) and was second only to that of Li Auto (RMB 112.3 billion); deliveries of 411,082 units surpassed those of NIO (326,028) and Li Auto (406,343) but were slightly below those of XPeng (429,445) ^[2-4]. The gross margin was 24.3%, the highest among the four firms, validating the effectiveness of the preliminary premium positioning.

According to the annual and quarterly reports of Xiaomi and Wei-Xiao-Li for 2025, the revenue of the Xiaomi Auto division surpassed that of XPeng and NIO in 2025, trailing slightly behind that of Li Auto. The delivery volume of Xiaomi Auto exceeded that of NIO and Li Auto and was only slightly behind that of XPeng.

Xiaomi Auto can target the mid-to-high-end market with a focus on technology + performance + safety.

1. Price range: Focus on the mainstream high-end market of 200,000 to 350,000 yuan, avoiding the highly

competitive market of 100,000 to 200,000 yuan. Directly compete with Tesla Model 3/Y and ZEEKR 001. Xiaomi Auto can adopt a strategy of selling high and buying low, attracting customers with luxurious design and retaining them with ingenious humanized intelligent features.

2. Core Label: With Jiaolong Chassis + Self-developed Motor + Xiaomi HAD / Pilot as the technological barrier, highlight driving control performance and intelligent safety, differentiating the brand position from the home use/service/technology positioning of NIO, XPeng, and Li Auto.

3. Ecological Synergy: Maintain the differentiation of the “full ecosystem of people, vehicles and homes” but downplay cost performance and emphasize the high-end attributes of technological experience and seamless interconnection.

4. Target user groups: Aim at tech enthusiasts, performance car users, and family users aged 25 to 40 while balancing sportiness and practicality.

6.5. From domestic phenomenon to global competitor

At present, many new energy vehicle companies, including BYD, Geely, Leapmotor, and XPeng, have entered the global market. Xiaomi, as a new strength in domestic car manufacturing, has attracted the attention of many overseas consumers.

Xiaomi Group itself is a globally operated company, and Xiaomi Auto can quickly enter the global market with the help of Xiaomi Group’s global network, changing from being a domestic phenomenon to a global competitor and establishing international brand credibility ^[5].

During the Xiaomi 2025 annual report conference call, Xiaomi CFO Lin Shiwei stated that the timeline for Xiaomi’s entry into the European market next year had not changed.

7. Conclusion, limitations, and future research

7.1. Research conclusions

In the two years since its launch, Xiaomi Auto has achieved remarkable success. While Xiaomi’s traditional businesses, such as mobile phones and the IoT, have declined, Xiaomi Auto contributed to the company’s growth in 2025, becoming its most important growth engine. It also helped Xiaomi’s revenue surpass that of home appliance giant Midea.

By September 2026, Xiaomi Auto had achieved deliveries of over 800,000 vehicles over a period of 29 months. Its market penetration rate remains very low, with significant room for improvement.

On the basis of the CBAT model and the empirical data from Chapter Four, this study has three core findings as follows.

Discovery One: The Dilemma of Balancing Speed and Credibility

The questionnaire survey data show that among the 191 respondents, few listed “safety” as a reason for purchasing a car, while “appearance/ design” and “performance” were the main purchase reasons. After the accident in Anhui in March 2025, the search volume for “Xiaomi Auto accident” increased 12-fold, and the correlation coefficient between the negative news cycle and the stock price decline reached 0.7. This finding confirms that Xiaomi Auto’s “speed first” internet logic was in structural conflict with the safety requirements of the automotive industry.

Discovery Two: The Risk of Relying on the Founder’s Intellectual Property

Lei Jun’s personal brand effectively reduced customer acquisition costs; the term “Mi Fans/Trust” appeared

80 times in the questionnaire, while “Lei Jun” was mentioned 23 times as a reason for purchase. However, this reliance also brings vulnerability. The controversy involving KOL The Omnipotent Bear in January 2026 demonstrated that when brand collaborations go against user values, the emotional capital of fans can backfire. The case of respondent Wang Yu, who changed from being a “Mi Fan” to being a “Mi Black” because of a failed delivery, further illustrates the reputational risks associated with over-associating the founder with the brand.

Discovery Three: The Paradox of Ecological Synergy and Brand Independence

Deep integration with Xiaomi Group has reduced the cost of customer acquisition, but it has also limited the ability of Xiaomi Auto to position itself at the high end of the market. The price gap between Xiaomi phones (6,500 yuan) and the SU7 (210,000 to 300,000 yuan) is as high as 32 times, yet they share the MI brand logo, which has caused cognitive conflicts. A comparative analysis with Huawei’s HIMA model reveals that Xiaomi’s ecosystem integration + brand unification strategy has concentrated reputation risks, whereas Huawei’s technology empowerment + brand isolation model has achieved risk diversification.

The construction of the Xiaomi Auto service system has been slow, and there have been order cancellations due to delivery delays, which reflects an operational gap at the company; that is, an excessive concentration of resources on products and insufficient service capabilities.

After a series of brand identity controversies in 2025, since 2026, the brand identity of Xiaomi Auto has undergone significant changes. These changes include the new-generation SU7, which emphasizes the concept of safety and downplays speed, and the delivery time of the new-generation SU7 is significantly faster than before. For the first time since its establishment, Xiaomi Auto has used a female celebrity as its spokesperson. In Lei Jun’s words, Xiaomi Group now understands that making cars is a marathon and has become more composed in its mindset. As the controversies surrounding Xiaomi Auto have decreased and the quality of service has improved, the brand image of Xiaomi Auto is gradually being restored.

Xiaomi Group’s vision for its automotive division is to become one of the top five global automakers through 15 to 20 years of effort. However, Xiaomi Auto has a long way to go and will encounter many new brand identity issues as it proceeds. The troubles and successes that Xiaomi Auto experiences will become good examples for other enterprises to study when they venture into new businesses across industries.

7.2. Future research directions

On the basis of the findings and limitations of this study, the following four directions for future research are proposed.

Longitudinal brand identity tracking. Future research should conduct a 5–10-year panel study to track the evolution of Xiaomi Auto’s brand identity and examine whether the CBAT tension balance shifts from the risk end to a sustainable equilibrium, as suggested by the three-stage solution (strategic identity reconstruction → tactical stakeholder management → operational capability building).

CBAT cross-case validation. The application of the CBAT model to comparative studies of other cross-category brand extension cases (such as Sony’s EV ventures, Apple’s service expansion, and Dyson’s abandoned car project) will validate the framework’s boundary conditions and refine the operational definitions of dimensions in different industry contexts.

Research on the segmentation of female consumers. Studies specifically targeting gendered brand identity perception, the effectiveness of safety communication, and the resonance of brand ambassadors (such as the

influence of Shu Qi's endorsement) represent key research gaps.

Global brand architecture research. As Xiaomi Auto advances its internationalization, cross-cultural CBAT dynamic research—especially concerning the performance of SCT, FID, and ESIP in Europe (against the background of anti-subsidy investigation) and Southeast Asia (where the market is price-sensitive and dominated by Japanese brands)—will expand the applicability of this model beyond the Chinese case

Disclosure statement

The author declares no conflict of interest.

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