

B2B SAAS SCALE-UP · CHINA GTM, PARTNERS &amp; ENTITY 0→1

# From a small China sales presence to a repeatable revenue engine.

Early China sales activity — no local demand engine, no partner network, no marketing team & no entity.

|                                            |                              |                                                                            |                                         |                                                      |
|--------------------------------------------|------------------------------|----------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------------|
| <b>0→1</b><br>China GTM, partners & entity | <b>400+</b><br>New customers | <b>Six-figure</b><br>Marketing-sourced MRR (\$) built from zero in 3 years | <b>~21%</b><br>Revenue from trade shows | <b>~15%</b><br>Revenue from partners built from zero |
|--------------------------------------------|------------------------------|----------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------------|

Container xChange · Hamburg · Prior in-house leadership · Marketing Lead — China GTM · 2022–2025

## THE CONTEXT & CHALLENGE

### THE SITUATION

Container xChange had begun testing China through a small outbound sales team, but there was no local marketing engine and limited evidence of whether China could become a scalable revenue market.

### THE MANDATE

Prove whether China could generate qualified demand and recurring revenue — and earn further investment only if the evidence justified it.

### THE TENSION

A European HQ's operating logic meeting a market that runs on different commercial rules. In this category, partners aren't an extra channel: buyers sit behind them.

## THE QUESTIONS THIS ANSWERED

- Where would qualified demand come from?
- Which channels — and which partners — actually reached buyers?
- When would traction justify permanent infrastructure?

## LEADERSHIP VALIDATION

*"From the ground up, Selena established our China marketing function — from defining the market entry strategy and setting up the WFOE, to launching digital campaigns and building a strong brand presence across local platforms."*

Christian Roeloffs  
Founder & CEO · Container xChange

## THE DECISION LOGIC

### Demand first. Infrastructure second.

|             |                |                       |           |           |
|-------------|----------------|-----------------------|-----------|-----------|
| Test demand | Prove traction | Correct & concentrate | Scale GTM | Formalise |
|-------------|----------------|-----------------------|-----------|-----------|

Start narrow. Read the evidence. Reallocate fast. Scale only what earns the next investment.

*Selected outcomes from Selena Wu's prior in-house leadership role at Container xChange, 2022–2025.*

**Measurement basis:** CRM attribution & funnel reporting · partner-sourced revenue tracked in CRM · website analytics · regional commercial reporting

## THE SEQUENCE OF DECISIONS

# From a blank page to an operating China revenue engine.

### 01 · FOCUS

## Start where qualified demand is most likely — not everywhere at once.

With no local marketing presence or team, the first build stayed deliberately narrow: website · WeChat · search/content · one high-signal industry event.

### FIRST QUALIFIED PIPELINE · WITHIN 6 MONTHS

### 02 · LET THE MARKET SHARPEN THE MODEL

## Three assumptions changed once buyer evidence came in.

#### SEARCH MODEL

### One SEO playbook didn't fit three search engines.

#### WHAT CHANGED

Accept the ceiling. Cover the gap.  
Keep organic focus where it scales.

#### Signal

Google and Bing scaled; Baidu stayed structurally weak on Germany-hosted infrastructure without an ICP-backed mainland setup.

#### Decision

Built Baidu-specific SEO, but stopped chasing organic parity. Baidu CPC covered the search gap while Google/Bing carried organic growth — **80+ keywords in the top 10**.

#### BUYER QUALITY

### Clicks didn't equal qualified buyers.

IMPACT · CONTRIBUTED TO BROADER FUNNEL IMPROVEMENT

**+150% conversion · -38% CAC**

#### Signal

Baidu CPC attracted many low-volume price shoppers and B2C leads rather than recurring B2B buyers.

#### Decision

Shifted to long-tail intent, tighter matching, negative keywords, intent-specific landing pages and explicit buyer qualification — 大量 · 经常 · 收费会员制. Built systematic reporting and a weekly lead-quality review.

#### PARTNER VALUE

### Partner size didn't predict partner value.

IMPACT · BUILT FROM ZERO

**5 partner agreements · ~15% of revenue**

#### Signal

The partner with the largest logistics audience produced awareness; the partner with the largest member network produced deals, but mostly at its own trade show.

#### Decision

Built the network from zero to 5 of China's most influential logistics partners, including one the company had pursued for 2 years before I joined. Ran each on its own strength rather than standard programmes: JCtrans for deal flow at its trade show, WIFFA for joint WeChat content for brand awareness.

### 03 · SCALE WHAT WORKED → THEN FORMALISE

## Demand proved the market. The entity enabled the next stage.

#### SCALE WHAT WORKED

### A full China revenue engine

Once the strongest signals were clear, investment expanded around what had earned it:

**Search & content · Industry events · Partner ecosystem · Paid acquisition · Social · Sales integration · Local team**

**0→20K+**

Monthly website visitors

**0→5**

Partner agreements signed and activated

**10K+**

Marketing-sourced leads

**3-person**

Local marketing team built

#### FORMALISE AFTER TRACTION

### Permanent infrastructure only after the market

**Trigger:** Proven commercial traction + growing constraints around ICP, hosting and local operations.

**Decision:** Built the management case and secured approval for a China entity.

**Execution:** Led and executed the China WFOE build hands-on through to operational readiness.

## WHAT THIS MEANS FOR YOU

## This was a SaaS build. Sectors differ in which channels and which partners work — the sequence for finding out doesn't.

### VALIDATE DEMAND

before permanent infrastructure.

### QUALIFY PARTNERS AND CHANNELS

by the buyer access they control and the pipeline they produce — not by reach, size or promises.

### LOCALISE SELECTIVELY

where China genuinely changes the operating model.

## What's blocking your China growth — or your move into it?

[Book a 20-minute intro call →](#)

[selena.wu@rhenasia.com](mailto:selena.wu@rhenasia.com)

[www.rhenasia.com/](http://www.rhenasia.com/)