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► Steadfast, Simple, Strong: Rules to Live and Work By

Jeffrey Chao

Inspired by our recent cooperation with Ogilvy & Mather Advertising, I read its founder David Ogilvy's famous book, *Confessions of an Advertising Man*. One particular section captured my complete attention: Ogilvy's expectations for his staff. This caught me in a time when I was considering the specific criteria that makes qualified staff and the methods of building a working environment to best support them. I was refreshed to see his words addressing that very need, and glad to see some of his viewpoints in common with mine.

In my admiration, I dog-eared the page that listed the eight requirements for staff, which I often revisit:

1. I admire people who work hard, who bite the bullet. I dislike passengers who don't pull their weight in the boat. It is more fun to be overworked than to be underworked. There is an economic factor built into hard work. The harder you work, the fewer employees we need, and the more profit we make. The more profit we make, the more money becomes available for all of us.
2. I admire people with first-class brains, because you cannot run a great advertising agency without brainy people. But brains are not enough unless they are combined with intellectual honesty.
3. I have an inviolable rule against employing nepots and spouses, because they breed politics.
4. I admire people who work with gusto. If you don't enjoy what you are doing, I beg you to find another job. Remember the Scottish proverb, "Be happy while you're living, for you're a long time dead."
5. I despise toadies who suck up to their bosses; they are generally the same people who bully their subordinates.
6. I admire self-confident professionals, the craftsmen who do their jobs with superlative excellence. They always seem to respect the expertise of their colleagues. They don't poach.
7. I admire people who hire subordinates who are good enough to succeed them. I pity people who are so insecure that they feel compelled to hire inferiors as their subordinates.
8. I admire people who build up their subordinates, because this is the only way we can promote from within the ranks. I detest having to go outside to fill important jobs, and I look forward to the day when that will never be necessary.

In addition to those points, I offer two more that I believe resonates with our company's ambitions and ideals:

1. I admire people of integrity, honesty and responsibility over people full of tricks and schemes. There is no perfect system, but it is wise to consciously avoid loopholes and shortcuts, and best to overcome difficulties and improve your work. That is how respect is earned.
2. I admire people who are open-minded and tolerant of others. One should always keep calm and peaceful regardless of circumstance, even when one's previous subordinates succeed them or colleagues have different ways of doing things.

Always one to practice what he preaches, Ogilvy follows his expectations for his staff with a list to which he holds himself accountable:

1. I try to be fair and to be firm, to make unpopular decisions without cowardice, to create an atmosphere of stability, and to listen more than I talk.
2. I try to sustain the momentum of the agency—its ferment, its vitality, its forward thrust.
3. I try to build the agency by landing new accounts.
4. I try to win the confidence of our clients at their highest level.
5. I try to make sufficient profits to keep you all from penury in old age.
6. I plan our policies far into the future.
7. I try to recruit people of the highest quality at all levels, to build the hottest staff in the agency business.
8. I try to get the best out of every man and woman in the agency.

Actually, these are all pretty basic tenets — no secrets here — but the difference is in truly adhering to these principles, day-in, day-out. Success is the big goal, but it's no more than the sum of small efforts.

On our first day in our parcel of space in the Shenzhen Electronics Group Plaza, I could not have imagined this company as it stands today. But now it's plain to see these 20 years of rapid development and global reach is owed to TP-Linkers' approach both work and life with steadfast focus and simple determination. It's what builds up our achievements and inspires us to develop further; it certainly drives me to bite the bullet after hours. In the future, our further growth will inevitably present us many more difficulties, challenges and even setbacks, but we shall be afraid of nothing as long as we pay close attention to every detail of work, holding each other and ourselves to our high standards.

So to all my fellow TP-Linkers, I say to you: Let's just keep it simple and carry on.



► 20 for 20

Christopher Tuazon, TP-Link Headquarters

How do you properly sum up the twenty-year history of an international company in a few pages?

What began as an original idea by two brothers in 1996 has evolved into a global, multibillion dollar enterprise, offering a range of products to secure the networking industry's largest worldwide market for five years running. In its twenty years, TP-Link has earned accomplishments, awards and the adoration of loyal customers who value reliability. But from the first day to today, what has made this success possible has always been one thing: the people. So we figured the only right way to share the history of our company was to ask you, since you spend each day making the company what it is.

We asked five questions to hear your contributions to the TP-Link story, and here are twenty voices — one for each year we've grown — from our global family, which we are proud to present.

This is TP-Link: 20 for 20.

From your first day in TP-Link to today, what has been the most significant change you've noticed about yourself?



I've really become a calm person, thinking through the process of all projects in my head. Before, I tried my best to do everything at once as fast as possible. Here, I've learned to better prioritize my projects and focus as needed, which is ultimately a much more efficient and tranquil method.

- Qemal Oguz, Retail Marketing Manager. DACH, 2015



Having previously worked in IT distribution for 15 years, it was a whole new experience seeing the business from the vendor's side. The most interesting aspect for me has been to balance distribution strategy to protect our achievements, while opening new sales channels.

- Martin Rak, Distribution Channel Sales Manager. Czech Republic, 2011



I've appreciated my ability to adapt to the changes in the IT and business landscape, where agility is an important skill in my day-to-day role. Without being flexible for my customers and understanding the changes in the B2B reseller business, I would not be able to reach my sales goals and ultimately succeed for my team.

- Kevin Wilton, B2B Account Manager. Canada, 2014



When I was a product manager for a previous distributor, a relationship with customers was largely built through phone calls and emails, without ever actually meeting. Since joining our company, I've had more opportunities to connect with clients face-to-face and build a more direct, genuine relationship with individuals.

- Bryan Tan, Channel Sales Account Manager. Australia, 2015

What has been a significant learning experience?



Through our company culture, I've gained an ability to complete tasks with meticulous attention to details. As you might know, we are a small group, running the office and warehouse. Whatever we do represents the image of our company, and with the trust of our General Manager we've achieved success.

- Joanne Liu, Sales & Administration Assistant. South Africa, 2015



In my mind, the development of strategic thinking has been most significant. Prediction of long-term trends and projects that can bring the most tangible results helps to redistribute efforts properly. This does not mean that forecasts always come true, but you can always adjust the action plan to increase efficiency.

- Ihor Goraychuck, Project Manager. Ukraine, 2014



The Chinese and the Greek civilizations truly share many common philosophical notions about life. This is very important as we all know that culture plays a significant role in how people work and live together. I experience this every day, as I feel very close with my Chinese colleagues!

- Yiannis Louisidis, Channel Sales Manager. Greece & Cyprus, 2014

Who is one person who has truly helped you grow?



One of the sources of inspiration has been my direct line manager, who showed and guided my career path by sharing his knowledge and resources, finding out what's valuable to me, making me aware of opportunities, giving transparent feedback and helping me become a brand advocate.

- Shadab Khan, Sales Manager. Saudi Arabia, 2015



Growing is collective process borne from success and failure, so everyone has helped in my journey. Our customers, who trusted our business. Our team, who supported me. Our managers, who believed in me. And of course my family, who were patient and supported me while I was far from home.

- Denny Liang, Regional Manager. MEA, 2009



I can't choose one person; it's impossible. I work in a stimulating environment that enables me to learn and grow in my career. Because of this, it's only right to conclude that every team member in this branch's office has helped me to grow, since each one of them gives me their best every single day, which motivates me to do the same.

- Santiago Guardiola, Retail & Distribution Sales Manager. Colombia, 2013



No one and everyone. A Chinese proverb says "三人行，必有我師焉", which means that you can learn many things from everyone. Too many individuals helped me grow, such as a single customer who always teaches me something new. I thank and owe my growth to everyone in TP-Link.

- Arc Chang, Technical Support Engineer. Taiwan, 2012

What keeps you motivated in your endeavors?



It may sound odd, but nothing motivates me more than external criticism. Sometimes, it can be so difficult to hear that I've thought about quitting. However, it gives me something valuable: a chance to reflect, and with the encouragement from my colleagues, turn criticism into an impetus for my further development and improved work.

- Shawn Tee Sheng Yao, ISP Development Manager. Malaysia, 2014



Everything about our company environment. Colleagues focus on doing their best. Leaders are modest and are open to questions and change. Most of all, the company provides opportunity. My responsibilities have expanded so much since I started here nine years ago, broadening my vision and changing my life. I can't deny my attachment to TP-Link.

- Thomas Zong, Technical Support Engineer. China, 2007



I've found that my role as a "cool aunt" to my nieces and nephews carries a strong influence over them, since who's gonna listen to their parents when you can get advice from cool Aunt Marianne? More than anything, I want to show them that dedication, commitment and a proper work ethic will take them a long way.

- Marianne Huang, Account Executive. USA, 2013



Passion for what I do is what motivates me most. I'm passionate about the opportunity to influence and guide people, establish new relationships, improve constantly, develop business from different perspectives and boost my career. These are the reasons I am completely dedicated to achieving my goals.

- Marcello Liviero, Channel Director. Brazil, 2016

What wishes do you have for the future?



"Dream big, stay hungry, stay foolish." This is my motto. My dream at work is to make creative, unique pieces of art in line with our brand identity, achieve even higher education, earn recognition and awards for my work, and enjoy life to the fullest.

- Mehrak Neiat, Graphic Designer. Iran, 2015



As a member of TP-Link team, I want our products to be available in any part of Russia. Individually, I'm in a place in my life where I am starting a family. I am getting married this year, and I can't wait for the next step: children!

- Alexander Braginskiy, SOHO Products Team Leader. Russia, 2011



I would love to keep developing my career at TP-Link. I would like to continue exploring new challenges and adding responsibilities, since doing so enables me to learn about myself in the process. My new role has already given me so much, and I always want to offer what I've learned to new colleagues.

- Lino Notaro, Retail Account Manager. UK, 2013



For TP-Link, my wish is a successful start, followed by a leading position in our new Smart Home/IoT, category, while continuing to increase our SOHO & SMB networking share. As for myself, the births of our daughter Fien and son Guus have been overwhelming moments for my partner Ilse and me. Above all, we hope to see our kids grow up in good health, enjoying life!

- Roel Brandenburg, Business Unit Manager Consumer. Netherlands, 2013

▶ Small as a Goose, Strong as a Moose!

Queenie Tse, TP-Link Canada



Closing the deal at ChannelNEXT.

From left to right: Kevin Wilton, B2B Account Manager; Rafi L. Islam, IT and Pre-Sales Engineering Manager; Sean Jennings of reseller partner C.I.M. Solutions

At TP-Link Canada, we often joke about our smaller scale with our bigger American sibling in the south. Hockey and football differences aside, we see ourselves as an independent unit, with the US and Canadian offices collaborating to deliver a consistent and unified brand to all our North American customers. With a new office, larger warehouse and expanded team, we at TP-Link Canada are preparing for tremendous growth in our market in the coming quarters.

Our key accomplishments last quarter were establishing partnerships with Intello, a guest Wi-Fi solutions provider located in Quebec, and The Source, a national computer and electronics retailer. Intello has chosen TP-Link as

their go-to market provider of switches and access points for their guest Wi-Fi solution across many Canadian hotels and lodging partners. The Source has more than 600 kiosks and small-format stores in malls and airports across Canada, and has solidified their partnership with TP-Link by increasing their networking and power bank assortment in July.

In addition to closing deals, TP-Link Canada's team was also busy generating leads by attending and hosting many industry events. TP-Link Canada attended the ECNO Conference to gain market share and presence in school boards and academies. ChannelNEXT events provided TP-Link with prospecting and workshop opportunities, allowing our sales team to engage with numerous ISPs, MSPs and VARs. TP-Link Canada also hosted our first pre-screening training of *Warcraft* for one of our retailers. These events were important accomplishments in securing partnerships for the future, and could not have been executed if not for our hard-working and cohesive team. Our sales team wins business partnerships, our logistics team fulfills it and our customer service team maintains and supports it.

With new and experienced leadership, our team is confident that no challenges are insurmountable. We have already set in motion our strategy to build organic relationships with our partners by offering resources and services that only the people at TP-Link Canada can offer. A new addition to our team is a reputable engineer with more than 15 years of experience in the industry. As we look forward towards another successful quarter, we continue to show that although Canada may be viewed as little brother, we're quickly filling some big shoes!

► Elevating the Channel

Heidi Frost, TP-Link USA

Our Retail Channel Marketing team is responsible for the consumer experience within the retail space. In the US, our list of national retail partners includes Best Buy, Target, Home Depot, Office Depot, and Wal-Mart. Our regional retailers include Fry's, Micro Center, Conn's, ABC Warehouse, Electronic Express, Curacao and BJ's Wholesale.

We work closely with our sales counterparts and other marketing groups to execute category management, in-store displays, print ads, web materials and training.



Our freestanding displays catch shoppers with optimal location and attractive information

A relatively new group at TP-Link, the US Channel Marketing group was established during the second quarter of 2015. Since then, our retail sales have grown 79% in revenue compared to the previous time period.

We've helped support this growth by deploying 226 category management displays at six different retailer locations.

Through our category management displays, we've been able to provide in-store education, awareness, and branding for our products and the networking category.

Some of the features that can be highlighted on the display include the benefits of a tri-band router, a comparison of 11n vs 11ac wireless protocols and an informative explanation of how a powerline adapter can significantly expand your network.

Designed for flexibility, the in-store display graphics can be customized to fit the specific needs of each retailer.

Freestanding displays have also become a key contributor to our revenue growth over the year. Typically, these displays have a shorter in-store lifespan, lasting no more than months. This makes them the perfect solution for driving seasonal promotions such as back to school and holidays or for when a retailer has limited shelf space available.

In the past year, we have produced 10 different freestanding displays for over 10 different retailers. As a result, we were able to leverage incremental placement within the TV section where our cross-merchandising displays live.



All of our in-store visuals have been designed to make sure the average shopper understands, wants and walks home with simply powerful TP-Link products.

In the current back to school season, we've partnered with Office Depot and BJ's to drive incremental sell-in opportunities.

At Office Depot, we've featured the TL-WA850RE in a total of 1,236 stores, which led to an incremental sell-in of over 20,000 units.

At BJ's, we've featured the Archer C2600, RE350K, and TC-7610 in a total of 210 stores, which lead to an incremental sell-in of 5,400 units.

We are still in the planning stages for the holidays but have already received a commitment from Home Depot to feature the Archer C50 and the RE210 in 1,977 stores for an incremental sell-in volume of almost 30,000 units.

As a resource for the sales team, we have published a merchandising book that highlights a variety of in-store concepts and capabilities. It's an incredibly useful tool that helps drive business with retailers when engaging for shelf or floor placement commitments.

► A Journey of Discovery Through SMB Territory

Gary Dong, TP-Link Brazil



Large, centralized events like the Abrint WISP forum allows TP-Link Brazil grow quickly in the SMB frontier.

TP-Linkers have been working hard for the last twenty years to earn our company a dominant position among SOHO networking providers. By contrast, the SMB market is very much new territory for us – our SMB team in Brazil has been working on the frontline for only a year. The path hasn't always been easy, and it's true that we've faced challenges along the way, but it seems that Lady Luck is finally smiling upon us.

Brazil is a huge country of 200 million. With poor internet facilities, low-cost outdoor networking solutions are popular in remote areas. This USD\$50 million market has long been dominated by Ubiquiti, who works with two big retailers and 17 resellers in Brazil, as well as a number of Wireless ISP customers. Their abundant product lines and powerful software win them many supporters. Another competitor is Brazil's local brand, Intelbras, which has been growing rapidly in the outdoor networking area, occupying half of the market, with local production ensuring a price advantage on low-end products. With security systems, television antennas and wireless router product lines, Intelbras provides a variety of low-cost solutions to customers.



Our SMB/Corporate Sales Manager, Rafael Salgado, making new business friends at the annual Abrint WISP forum this past June.

At the beginning of our SMB venture we researched the customers of our two competitors. The SOHO business area sells only products. However, the SMB business WISP or SI (Service Integrator) companies usually offer networking access or solutions to customers. It is crucial to win over WISP or SI customers when they are choosing brands. Since these companies have to maintain the network and offer post-sales support, products' functions and reliability are considered key, and they won't change their partners unless that company has gained their full trust when it comes to new products.

To gain the trust of WISP and SI customers, we have applied a few different strategies – advertising in professional engineering magazines, email marketing based on the database of competitors' customers, free samples for all visiting customers and complete technical and business support provided

by our pre-sales team. All these efforts aimed to prove that TP-Link is not only a router manufacturer, but also a provider of whole network solutions.

Aside from that, we have also joined Abrint, the largest WISP association in Brazil. With over 2000 members, Abrint plays a big role in South America's WISP market. The association holds an annual WISP forum to share information about new government policies, economics and internet and telecom technologies. We took part in the forum this year, in which we presented a whole set of solutions, including Outdoor, Fiber and Wireless Router products for WISP. Over 800 customers visited our exhibition stand, of which 200 registered an interest and left their contact details.

Through one year's endeavor, Brazil SMB team has made significant progress. In March, we successfully persuaded Flytec, the largest distributor of Ubiquiti in South America, to cooperate with TP-Link on outdoor products – we received orders for 10,000 units of CPE and 600 units of WBS. In June, WDC, the largest distributor of Ubiquiti in Brazil, started to cooperate with TP-Link on all product lines with orders valued at USD\$1.25 million, of which SMB products accounted for 32 percent. Elsewhere, we have gained quality customer resources by forging partnerships with FasterNet, the largest WISP in Brazil, along with AD TK and Binario, D-link's two largest SI customers.

“For an ideal that I hold dear, I'd die a thousand times.”

The Brazil SMB team will stick to our goals and keep our spirits high, sparing no effort to conquer this new business territory. We will turn our ambition into sales and then use these sales to win customers' trust, enabling us to march even further into the unfamiliar with confidence and determination..

► Tesco, Talon and Talent, Oh My!

Simon Buckingham & Emma Lattimer, TP-Link UK

Brand New Shelving POS for 150 Tesco Stores Nationwide

Founded in 1919, Tesco is the second largest grocery store in the world, located in ten countries, offering products in housewares, technology, clothing and more. Partnership with this retailing giant would offer incredible exposure to any brand, and TP-Link UK made sure to seize the opportunity.

After four months of intensive design work and effective education elements, Tesco is now rolling out custom-designed TP-Link shelving POS to 150 Tesco Superstores across the UK. Many hours were put in by our team designers, like Helen Burrell, collaborating with Tesco's buying and merchandising team and our Retail Marketing teams with various drafts and amendments towards a perfect solution that caters to Tesco consumers for a great ROI.

"This was my first major project since starting in April, it was great exercise in adapting existing designs to add flourishes of informative material." shared Simon Buckingham, Retail



Marketing Manager for the UK. **"The combined efforts of TP-Link UK and Tesco teams ensured a fantastic visual display, but more importantly one that educates the consumer to encourage even more sales and revenue."**

The display also includes dummy units to help further promote various products: TL-WPA4220/TL-PA4010/TL-WA850RE/RE200 and the Archer C2 Router. The display also shows other products within the ranges underneath for sale. The next phase is for Tesco to implement colour-coded shelf strips that match the main shelf category colours, thus making it even easier for the consumer to understand and purchase.

Unleashing the Talon

Another victory for TP-Link UK has been the attraction from our Talon AD7200, marking the first time TP-Link has been the first to the UK market with a new technology. Since its announcement at CES in January we have been inundated



with requests from technical journalists who want to test the amazing data transfer speeds for themselves. However, because it is a new wireless standard, there are very few devices on the market that come AD ready. To get around this issue the UK team invested in and imported an AD ready laptop from the USA to set up a testing lab and invite the press to our offices to see superfast Wi-Fi in action.

Freelance technical journalists are notoriously difficult to get out of their homes, so we offered them the chance to use our lab to individually test the Talon for themselves, leaving with the foundations of an article ready to submit to their editor or blog. Along with testing the world's first AD router we took the opportunity to brief them on the performance-enhancing features included in our high-end AC routers. We believe that one-to-one briefings will enable these key opinion formers to position TP-Link devices in their rightful position in the market.



▶ Winning Telekom's Heart

Shawn Tee Sheng Yao, TP-Link Malaysia

In its first-ever attempt towards an ISP partnership, TP-Link Malaysia has won a bid to officially provide wireless routers to telecommunications giant Telekom Malaysia. This contract is a crucial step towards opening up a wider market for TP-Link products in the country, providing an opportunity to gain a better understanding of the country's internet needs.

Telekom Malaysia Berhad is Malaysia's largest landline and fiber-optic telecommunications network. Established in 1987, Telekom currently has over 3 million users across all regions of the country. In recent years, they have developed their own 4G LTE service, continuing to grow in their share among wireless broadband providers.

Entirely retail-focused, this was the first time TP-Link Malaysia has bid to work alongside a telecommunications

company, presenting an exciting challenge. Throughout the six-month bidding process, the Malaysian office handled every step from application submission to shipment, with support from the ISP team at Chinese HQ.

The final round took place at the end of March 2016, after three weeks of extensive product trials. At this stage, only Malaysia's top three networking companies remained: D-Link, ASUS and TP-Link. In the end, it was our strong technical support, superior product chipset and competitive pricing that proved crucial in securing the deal. TP-Link will now provide 50% of all Telekom Malaysia's wireless routers for the next 12 months.

This project has certainly presented our team with unique challenges, but has also come with valuable rewards. For one, designing specific firmware and packaging for products to meet Telekom's requirements of has been particularly testing. This created the opportunity to work alongside the country's leading telecommunications company, giving us access to the latest network information earlier, allowing more time to ensure our products are up to standard. Our team has gained unique skills, which can be applied to more demanding tasks in the future.



Following this momentous contract, we have received additional interest and product inquiries from other telecommunications companies, including Malaysia TIME Fiber, Maxis

and Celcom in April. Currently, we are working on our bid for Telekom Malaysia's latest XDSL tender. With these expanding ISP projects we are a step closer to achieving our ultimate goal: having our products in every home to provide better network access to the Malaysian people.

► Media Markt and the Path to Success

Tamás Szécsényi, TP-Link Hungary

Let me start with the numbers: the year-on-year growth rate in the value of TP-Link products sold in the Media Markt retailer is over 74% based on the first half of 2016. TP-Link's market share within this shop is around 75%, both in value and number of products. This is a result of careful negotiations, portfolio analysis and, last but not least, the great relationships that we have built with the department managers of every store. Let's have a look at some details.



To maintain strong footing in Media Markt, it's important to check stock of every store no later than biweekly.

1. Media Markt's Position in the Hungarian Market

Media Markt was the first chain in Hungary during the mid-90's to open large stores selling consumer electronics products. During the past 20 years the attempts of other consumer electronics chains to set foot in the Hungarian market have been met with very little success. Media Markt's offline presence is still unquestionably the strongest in Hungary. As retail is important for our company, not only to sell our products but also to boost brand awareness, strengthening our presence in Media Markt was logical. In 2013, Media Markt opened their online business which has been growing every year since. Fierce competition in that field means that it is yet to be determined how successful their online business will be. Our ratio of offline to online product sales is currently 95% to 5%.

2. Media Markt Structure

Our country contains 21 Media Markt locations, each independent from their company headquarters in many ways. Ordering products and deciding the portfolio of a product category are the responsibility of the stores. However, the product portfolio can only be made up of products that previously have been approved by their HQ. The conclusion from the above was clear to us: it is essential to keep on good terms with every store in order to achieve our goals with Media Markt.

3. Path to Success

When I joined TP-Link in 2015 and became responsible for Media Markt, the first thing I noticed was that the range



Stock quality is just as important as quantity, so it was important to make sure that the products in each individual store is in line with local demand to keep our customers and retailers happy.

of TP-Link products offered by the stores did not meet the demands of the customers. The product mix represented cheap and mainly out-of-date products. So it was no surprise that the customers associated our brand with reliable but cheap products without innovations. To change that, I started to encourage stores to order our up-to-date models and high-end products. I reassured them that if their sales should drop because of the portfolio change, they could switch back to their old portfolio. Of course it never happened. On the contrary, the

stores realized a higher margin on the new product mix and 1.5 times more products were sold than before. With that change TP-Link gained their trust; they see us a brand that it is worth doing business with. Also, there was now a much larger variety of products available to customers, with twice the number of TP-Link products available for purchase (and twice as many as our competitors).

We had to take action in order to preserve a healthy stock level in stores and provide continuous availability of our products to the customers. We have established a visiting system with the following rule: every store has to be visited biweekly, that way the stores do not have to keep hold of high value stock that is ruining their performance indicators, and we can make sure that a product is never out of stock. Another advantage that comes with frequent store visits is that we can monitor the placement of our products on the shelves and alter it if necessary.

To maximise the sales, we have tried several ideas. Spending money to have dedicated shelf place proved to be unnecessary. Even without it, TP-Link products occupy 2/3 of the available shelf space.

Instead, we have decided to buy as much space for product displays as possible. These are placed in key locations, making it easier for the customer to find our top selling products. The other advantage is that we are making it difficult for our competitors to show off their own products.

4. What the Future Holds

We are on the right track, but the hardest part is still to come: maintaining our leading market position. If there's one thing I can promise, it's that the Hungarian team will keep up the hard work to ensure our market share is as large as possible.

► Fueled by Football Fever!

Mathis Lei, TP-Link France



24 European national teams, 51 brilliant games, one prized trophy. The 15th UEFA European Championship was held in France from 10 June to 10 July 2016. The tournament captivated the continent with the spirit of football and national pride, and TP-Link France spent no time on the sidelines, as we had our own goal to score.

As early as March, we participated in a sales incentive program coordinated by Misco, one of the world's largest corporate VARs, with over 70 offices throughout France. Taking advantage of UEFA excitement, Misco organized ways for IT brands like Apple, Samsung, Sony, Microsoft and TP-Link to motivate their sales force. In this program, the highest-performing team would earn tickets to the Euro Final. Our team was desperate to breathe in the smell of the freshly-cut pitch, and so we set out hungry for victory.

In April we launched a massive promotion: a free power bank offered with the purchase of a AV1200 Powerline, and a free Wi-Fi adapter offered with the purchase of a dual band range extender. We shared this promotion across several online and offline retailers, including Amazon, Cdiscount, Auchan and Eleclerc. Customers visited the TP-Link website to claim their gift, of which we fulfilled 200 by June. At this time, we also included SMB products, promoting POE switches and EAP for the final month of Misco's program.

Our proudest creation was a series of three Euro Cup-themed advertising videos. Inspired and adventurous, members of the TP-Link team were our volunteer actors, using expatriate homes as the setting. The ad focused on a protagonist trying to catch live UEFA matches on his laptop, who solves his Wi-Fi problems with the Archer C3200, boosting his Wi-Fi and maximizing the transfer rate, ending with the slogan "Et Profitez de La Coupe D'Europe 2016" (And Enjoy Euro Cup 2016). These videos were posted on Facebook and YouTube to public acclaim, with the first video



Lights, camera, action! TP-Linkers played the stars of their own advertisements, which were a huge hit for French and football fans alike.



alone recording 18k likes on Facebook. Harnessing this reception, we entered customers to win an Archer 3200, with winners announced at the end of each video.

By organizing our promotions, social media, and other marketing efforts around Euro 2016, we enjoyed the spirit of competition, using a national event as the source of inspiration. Best of all, by coinciding with the event, we succeeded in boosting the popularity and loyalty of TP-Link in the French market — a victory by any standard.



Special offers, promotions gifts drew in more interest and sales for a wildly successful UEFA season at TP-Link France.

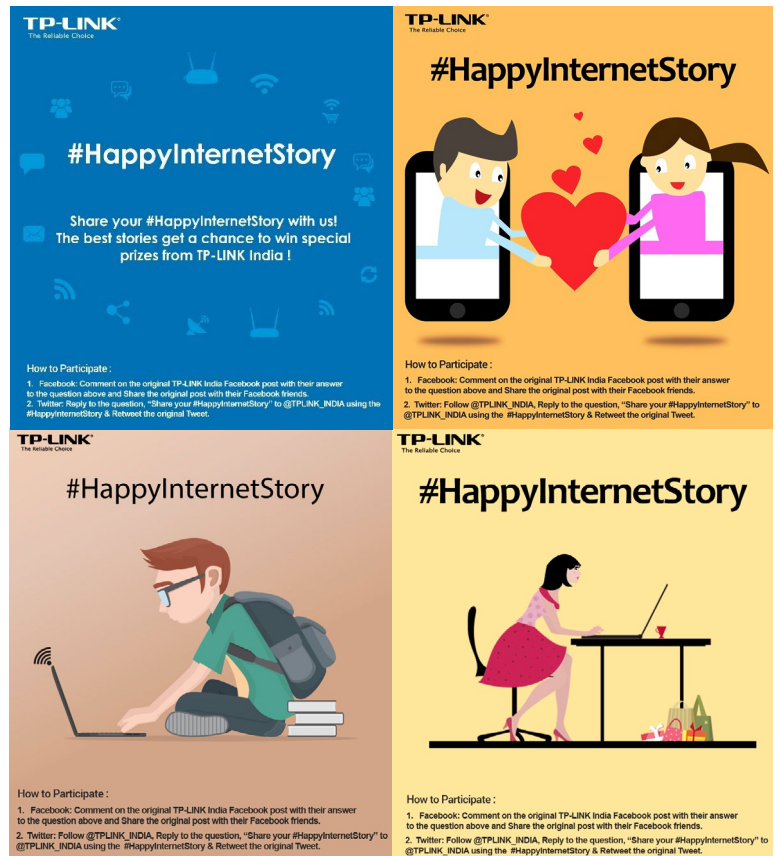
▶ #HappyInternetStory

Chaitali Puri, TP-Link India

The internet is integral to the lives of people all over the world, and has come to the rescue of many during troubled times. Keeping this in mind, TP-Link India launched a social media campaign called #HappyInternetStory. People were asked to share their experiences of when the internet has saved them from a sticky situation and their happy memories that are associated with the internet.

The campaign ran during a six-day period from the 14th to the 19th of June 2016 and was launched on Facebook, Twitter and Instagram. The campaign was targeted to engage with customers and fans present on our social media channels to further enhance our social media presence.

#HappyInternetStory received a tremendous response on our social media channels, especially on Twitter and Facebook, where the campaign saw huge participation levels from fans all over India. Conversations were started around emotive themes like using internet to prepare for exams, connecting with loved ones using Skype or shopping online for friends and family.



What's your #HappyInternetStory?

We received more than 300 entries for the contest from fans on Twitter, Facebook and Instagram. TP-Link India added 150 Twitter followers to their list in the first two days of the contest – a major achievement as the Indian population is still at the early stages of adopting Twitter as a method of social media communication.

152,540

reach

901,932

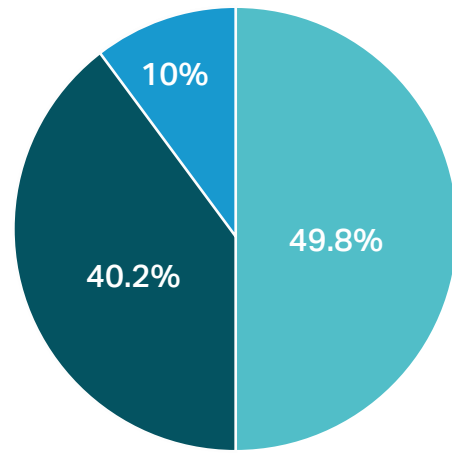
impressions

Never underestimate the power of a dedicated social media campaign.

We reached more than 152,000 unique customers on Twitter and Instagram and our content was seen by more than 900,000 people on Twitter & Instagram combined. Out of the total conversations around the hashtag #HappyInternetStory, 49.8% was original content posted by the twitter followers, while the other 50.2% were retweets and replies to the posts.

Facebook also saw a huge participation from fans and engagement levels went up considerably during this one week period.

Share of Posts



● Replies ● RTs ● Original Posts

With the reach generated from our #HappyInternetStory, we have brought in eager eyes and loyal customers to TP-Link.

► Using Events to Propel Brand Image and Build Community

Mara Andronescu, TP-Link Romania



Mara Andronescu, RO & BG Marketing Manager shares some keys to success with building genuine brand awareness.

So far in 2016, we have followed and implemented our core marketing strategies, priorities and goals defined at the beginning of the year, whilst also paying very close attention to market movements and on-the-spot opportunities. We've been participating in Romania's premier events, from business and digital events to eSports and gaming events. Everything has been planned with the aim of increasing the awareness and visibility of TP- Link

in Romania. More importantly, through original messages that reflected our brand's promises, as well as customer-centered activities, we generated genuine discussion.

A Two-Way Conversation

Building interest always starts with how you engage with the customer. Traditionally, we relied upon brand-customer communication, in which the former asks and the latter answers. Another method, however, is when either proposes something interesting, and the other responds. In this way, it is critical to consider:

- The brand and customer could want totally different things, so it is up to us to make these one and the same.
- The conversation should take place in a comfortable and familiar place for the customer.

These points, as well as time and budget limits, led us directly to the customers. For example, the organizers of Bucharest Technology Week named TP-Link a trustworthy and amenable partner, and were open to creative dialogue to build their presence at the event.

"TP-Link understood very well the concept and the purpose of Bucharest Technology Week, so their business solutions were highly appreciated by the visitors. We are looking forward to working with TP-Link for future projects and finding out about their new and innovative products and services."

- Cristina Vaduva, Key Account Manager, Universum Events



With an interactive setup and conveniently placed power banks for free charging, guests of the Eastern European Comic Con were drawn in and stayed glued to the TP-Link booth.

We positioned TP-Link devices appropriately for each group of interest and positioned our products by taking into consideration the dynamic and profile of that specific group. Other results generated by our participation to the events were:

- Increased awareness around the TP-Link brand
- Continuity in the TP-Link brand actions by attending three of the most important events in Romania in this first part of the year: East European Comic Con, ICEEfest (Interactive Central and Eastern

Europe Festival) and Bucharest Technology Week

- Direct interaction with professionals, gaming enthusiasts, geeks, IT lovers, developers, business owners and other relevant participants in the field
- A key, well-advertised role as “Official Networking Partner” for Comic Con and ESL Romania

[TP-Link, Official Networking Partner of ESL Arena @ 40K-Attendee East European Comic Con](#)

We continued a successful tradition with a third consecutive year at the Eastern European Comic Con, our most technically challenging participation yet. We wanted to be original and friendly, and at the same time efficient and relevant in our actions.



Our graphic designer Vlad Craina and marketing assistant Andreea Irimia are a few of the all-star individuals that make up an amazing team for these large events.

The result was a challenging, but ultimately successful interactive booth. We created a "Wow!" factor by revealing Talon, the first AD router in the world, and achieved high interactivity with a "racing table" we created from scratch. These positioned TP-Link as a leading technology brand and innovator and created the "craving" for our visitors to test drive our devices.

Hands ON

Our "piece de resistance" was the racing table, where we ran almost 80% of our booth activities, like the Hearth Stone tournament, newsletter enrollment and our most innovative: the TP-Link Droid Race. This not only made for creative entertainment, but also interaction with

our newest products, including range extenders, smart plugs, IP Cameras and portable speakers. To keep visitors glued, we outfitted the race landscape with TP-Link power banks, free to use. Now, what 's cooler than charging up yourself and your smartphone at the race track?

It was innovation and interactivity, rather than size and scale, that generated praise for our TP-Link booth from attendees and organizers alike.

"The TP-Link booth was obviously one of the main attractions of the weekend. The permanent interactivity offered by contests and ability to test the products, made it easily one of the most visited booths. The droid races were especially fun and challenging!"

Marius Radu, Community Director @ ESL CIS and ESL Arena Product Manager

The Interactive Central and Eastern Europe Festival valued TP-Link's dedication to R&D, innovation and creativity as a

perfect fit for 2016's ICEEfest, where we fulfilled their wish of an engaging, original presence. The organizers and TP-Link pushed the limits of interactivity with style and coolness, while raising the bar in terms of content and quality of the product delivered.

"TP-Link presented not only a valuable set of networking devices, premiering their 11AD Talon , but also an entertaining proposal with a very functional purpose – our 3500 participants had the possibility to try the hip power banks while enjoying a droid race. It was an unbeatable offer that everyone appreciated and we, the ICEEfest team, acknowledged it as inspiring and challenging."

Vlad Stefanescu, Client Partner @ ThinkDigital TD

When Team Perseverance Becomes Team Performance

In our department we have a saying: the "TP" from TP-Link comes from Team Perseverance and that is the "Link" to Team Performance. In TP-Link Romania this saying is not just a play on words, but the actual state of the office, because in our endeavors the key element is always our whole team, from technical, sales, accounting and product, all through marketing and human resources, each playing a key part in our success. This was recognized



Guests are engaged and excited to be part of the TP-Link conversation.

even by our event partners:

"We were running together the third major event in a row without problems and this is mostly due to the hard work and professionalism of TP-Link's team. Thank you and see you at next event!"

Marius Radu, Community Director @ ESL CIS and ESL Arena
Product Manager

I would like to offer my thanks to the entire TP-Link team, both in Romania and HQ. You are amazing! My special thanks goes to my team, including incredible marketing squad, Andreea and Vlad.

Andreea Irimia joined TP-Link almost a year and a half ago and is the most perseverant person I've had the honor to work with. As a Marketing Assistant, Andreea has a great ability to prioritize and complete tasks, qualities that helped her to flawlessly execute her responsibilities for these events and more.

Vlad Craina has only been with us six months, but during this time has amazed us with his talent and creativity. He is our Graphic Designer, but is also an exceptional photographer and video editor. I am very glad that he has joined our team and I looking forward to the next set of exciting projects and events we'll work on together.

A huge thank you to my team, you are the best!

► How We Built a Network for 40K at Comic Con

Sarmis Popescu, TP-Link Romania

The Eastern European Comic Con is a three-day international event that attracts thousands every year. TP-Link Romania provided Internet access via cable and Wi-Fi for all participants at Eastern European Comic Con 2016, enabling the live streaming of video game competitions. This is the third time that our Technical Squad have tackled the challenge and risen to the occasion, once more showing off the best that TP-Link devices have to offer. We are very proud to share our story of success – a story that helped to make TP-Link the most trusted and reliable partner in Romanian networking.

Event Challenges

Event partners and sponsors organize competitions and activities, requiring a fast and stable connection to the Internet for their online gaming needs. They also require a private wireless connection that allows staff to access the internet securely. This presented six major challenges:

1. Consistent High-Quality Internet Connection

The organizers held major competitions simultaneously, streamed live on the Internet and seen by thousands of viewers around the world. For this, we needed to comply with three major requests:

Coverage – The network must cover the entire event and avoid any “dead zones.”

Reliability – The connection must be stable and dependable.

Capacity – The network must be capable of providing enough bandwidth to all clients.

2. Centralized Management

Network management must be intuitive and efficient, allowing network administrators to easily manage and monitor the entire network.

3. Large Distances Between Locations

A huge event needs more space for deployment, and suitable areas were not readily available here. Nevertheless, every space must be linked to the same network. Imagine five kilometers of cable and you’ll have an idea!

4. Large Tasks for a Small Technical Team

The technical team in Romania is small. While installing the network and equipment, we must also address enquiries arriving from customers by mail, phone or LiveChat. The goal was to succeed in network installation and offer continuity in technical support for customers.

5. Short Time Between Network Deployment and Event Kickoff

Typically, the time allowed for network and equipment setup is never enough for these kind of events. It was vital that our team should finish the setup with maximum efficiency.

6. Fast Response Time

Given the size and dynamic nature of this type of event, it's impossible to anticipate all incidents so be prepared to offer a solution in the shortest time possible and expect the unexpected.

7. Robust Wireless and Wired Security

Security is a must, not only to prevent attacks on the network, but more importantly to allow for secure external connections and information sharing.

8. Very High Traffic

Expect a very high volume of traffic, so it is essential to use equipment that performs well under duress.

TP-Link Solution

We built a network using Ethernet cables, with redundancy in place for each switch, using the following devices:

- **T3700G-28TQ** as a central point for administration. All the services were defined here.

- **T L-SG5428** for some of the booths
- **TL-SG3424** , **T2600G-28TS** (TL-SG3424), **TL-SG2452** and **T1600G-52TS** (TL-SG2452) for some of the stands
- **EAP 220** and **EAP 320** with **TL-SG1008PE** for Free Internet Access Zones and for another zone with a huge number of Wi-Fi clients
- **Archer C5, C7, C8, C9** and **C2600** for private wireless connection for employee internet access

Note: The quantity of each piece of equipment depended on the number of devices connected to each stand (wired or wireless).

Results

In total, our devices sustained connections for approximately 250 devices on wired and around 1000 devices on wireless.

The traffic volume for whole event was approximately 2.5TB.

Our Partner, ESL Romania, commented that the "Network was flawless" –

"If I am not mistaken, ESL Arena from East European Comic Con is probably the largest network that has been set-up in an event in Romania. There are hundreds of devices connected simultaneous and for this, excellent team coordination and good equipment are necessary. I always count on the TP-Link Romanian office team to help us pull off an event without problems."

- Marius Radu, Community Director @ ESL CIS and ESL Arena Product Manager

Over 15 Sponsors were pleased by the quality of the internet connections to their booth.



It Takes a Team

Our devices made this monumental task possible. But these tools are nothing without the hands and hard work to guide them. Let me introduce to you the TP-Link Romania technical team and everyone involved in the running of this event

From left to right:

- **Andrei:** Ever busy setting up the equipment and responding to the customer claims by email, phone or LiveChat. He responded quickly to all demands during the event.
- **Mihai:** While the rest of the team was occupied, participating in setting up the equipment and responding quickly to issues, alone, he managed queries

arising from customers by mail, phone or LiveChat.

- **Sarmis:** Set up the equipment, installed the network cables and related equipment, quickly responded to all demands, monitored the network and coordinated the team.
- **Razvan:** Installed the network cables and related equipment, and responded quickly to all unexpected issues that came his way.
- **Romeo:** Installed the network cables and related equipment, and was on hand to solve problems during the event.

So what was the key to our success? Several aspects were important:

1. Understanding the Equipment and Network Topology

We set up the equipment and network together as a team so that each and every one of us understood how the network would operate.

2. Focused Collaboration

Success will only occur when people work together towards a common goal. Our team has people who work well together, while bringing competence and confidence to the table.

3. Clearly Defined Roles & Responsibilities

Each team member's responsibilities are interconnected and interdependent. The team operates as a mosaic – each person's unique strengths and differences create a powerful, united picture when put together.

4. Proactive Feedback with Customers

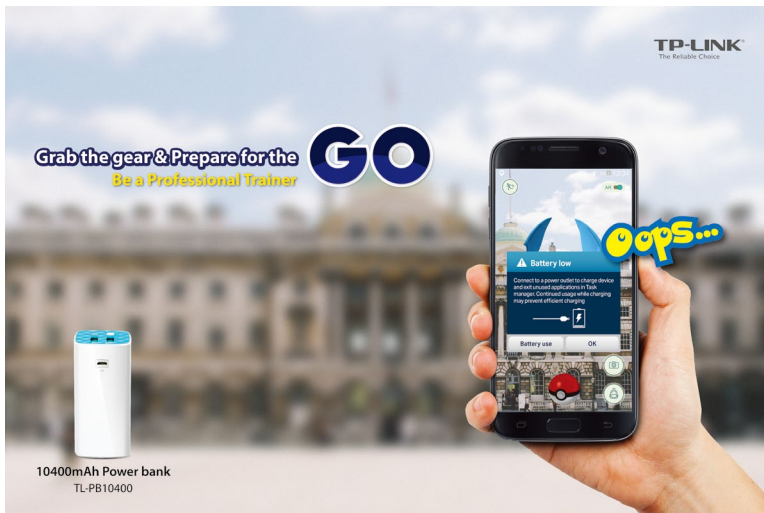
Feedback is the key to ensuring any team stays on track, and more importantly provides opportunities for us to improve each day.

5. Recognizing Hard Work

With proactive feedback comes acknowledgement. When people are acknowledged, their work brings them greater satisfaction and becomes more meaningful.

▶ Banking on Power-Hungry Mobile Apps

Eve Szto, Smart Accessories



In the era of Augmented Reality, is your mobile power ready?

The summer smash hit game *Pokémon GO* has been nothing short of a revolution. For one, it has facilitated the unprecedented move of the gamer's main battlefield from indoors to the outside world. It has also turned the concept of AR from a fun hit-or-miss app feature to an immersive, perspective-changing experience to live up to its name. Simply put, AR is here to stay. So much for your battery life.

Using AR apps such as *Pokémon GO* requires users to utilize their mobile GPS and location services, as well as a Wi-Fi or 3G/4G internet connection, which makes for a power-hungry game that delivers distinctive reality expansion play at the expense of a quickly drained phone battery. When phone batteries just can't keep up with prolonged outdoor mobile usage, the latest AR games and apps deliver a 0% knockout. Therefore, the need for a portable power source becomes an absolute must!

Power-intensive games' recent surge in popularity has ushered a sales growth in mobile power bank markets around the world. Data from market research firm NPD shows that within the first two weeks since *Pokémon GO* went public, mobile power bank sales totaled nearly 120 million units, marking a 101% increase in comparison with that of the same period last year.

TP-Link has similarly ridden the wave of power bank demand, showing a trend of short supply across all of our product lines, especially for our 5200mAh and 10400mAh models, which were completely sold out.

From searching for the perfect lunch spot through the lens of Yelp's Monocle feature to translating foreign street signs in real time with Google Translate, frequent mobile usage has increased the demand for power bank accessories. Over time, the design and size, capacity, mobile power conversion rates and device safety of power banks have become even more closely linked to the overall mobile experience users encounter as they dive into the world of AR.

In order to improve our product line in terms of battery capacity, charging performance and industrial design diversity, we have implemented a product strategy that encompasses multiple battery capacity options. Today, our product line is spread over the following series we feel adequately meets the power demands of different users everywhere:

-2600mAh

-3350mAh

-5200mAh

-6700mAh

-10400mAh

-15600mAh

With quality as the driving force behind our industrial design, no compromise was made in order to manufacture extra lightweight products, particularly our 5200mAh and 6700mAh, which are so light that when placed in the packaging they are almost unnoticeable. The surface treatment for both chic diamond texture of the TL-PB5200 and matte finish of the TL-PB6700 not only makes for a strong impression, but also improves the handling grip of the devices, making them must-haves for many.

Apart from the surface treatment, color, design and device portability, the battery capacity and charging efficiency are the aspects most valued by users. After all, *Pokémon GO* requires full-on mobile GPS, network connectivity and camera usage, exhausting smartphone battery at a rate of 30% per hour. Having enough power reserve on hand will inevitably become a prerequisite for sustainable use

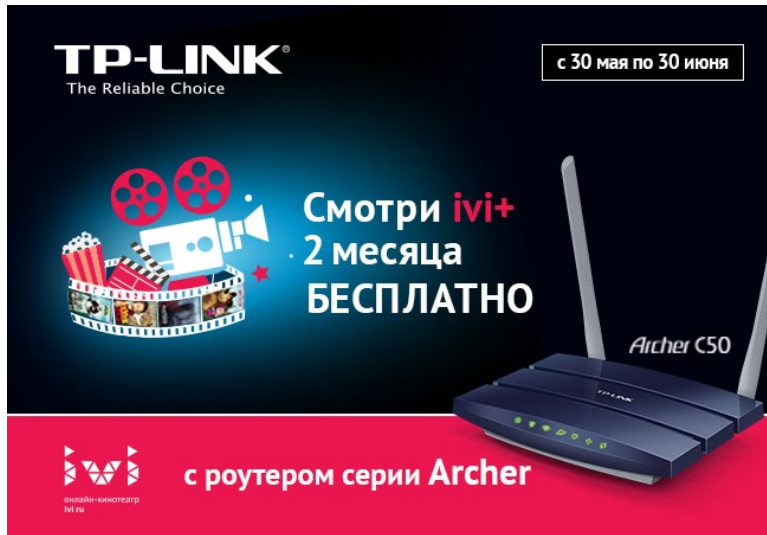
of AR games. By using high energy density batteries, our TL-PB10400 and TL-PB15600 models present a slim, lightweight platform that maintains optimum battery performance.

When in power-saving mode, the TL-PB10400 can charge an iPhone 6S up to four times, leaving players with more than enough power support to spend an entire day out and about with a useful smartphone in hand. The power bank's Smart Charge feature can better detect mobile hardware and deliver the most adequate charge current to devices, restoring a battery to continued use in no time.

Smartphone AR is just another part in the future of an enriched mobile lifestyle. TP-Link Accessories will continue to uphold the spirit of technological artisans, crafting innovative products that provide consumers with advanced mobile experiences that matter most.

▶ Running Russia with 802.11ac

Marina Schegolyaeva, TP-Link Russia



Extraordinary growth in the volume and variety of Wi-Fi devices sold in Russia, coupled with the popularity of streaming HD videos, has created a market for more sophisticated and efficient technology. People are often faced with insufficient bandwidth when the internet is used by several devices – one watching a show on their smart TV, another a YouTube video on their tablet, and a third gaming and downloading large files on their computer. 802.11 ac is the new Wi-Fi standard, designed to meet these demands.

TP-Link Russia runs the country with the Archer range by providing consumers with AC devices such as routers, network adapters and range extenders. Products are distributed all over the country, finding their way into federal retail stores, online retailers and regional chains.

The marketing team supports sales by sharing knowledge with end-users online, educating them on the benefits AC technology can bring to their daily lives. To support this idea and to push our top Archer models, we started a range

of creative promotions. In particular, we focused on the advantages AC can bring to HD streaming and gaming.

1. For gamers: Cooperation with one of the top Russian online games producers, Mail.Ru Games, led to a promotion on their *Armored Warfare* game – buy a router and get a tank for free! The promotion, titled “Tank as a Gift,” increased sales of featured models in top Russian federal retailers by 17% in low season.

2. For film lovers: Get two months of free online TV with the purchase of an Archer router from an online retailer. To organize the promotion, TP-Link cooperated with the Russian online cinema Ivi.Ru.

3. For computer geeks: An adapter promotion – get a 50% discount on any Archer wireless adapter when purchasing an Archer router.

Promotions improved our brand position because of the cooperation with companies from other sectors and increased brand awareness due to wide-reaching media campaigns.

During the last three months, more than 100 PR articles and reviews for our Archer range were written in Russian publications. During the PR campaign, TP-Link Archer range products received positive feedback from journalists and bloggers, and earned rewards from some of the most popular and authoritative publications:

Archer C9: "Best of the Year" – *PC Mag*

Archer C2: Top position in reader's voting at *High-Tech Mail.*

Ru

RE200: "Editor's Choice" - *3DNews*

According to GFK statistics, the Russian market for AC devices has increased by 171% ifrom 2015 to 2016. TP-Link Russia aims to tap into this expanding market and build on our success by continuing to use creative strategies to promote our Archer range models in the near future.



A free tank with an Archer C2? What a deal!

neffos | Ever So Close

Neffos Global Press Conference



The host announcing the start of the event

► TP-Link Unveils New Neffos Smartphone Brand as Part of Its IoT Vision

Smart Phone Marketing Team, TP-Link HQ



Guests arriving at the event

The global press conference for the launch of the Neffos brand was successfully held by the Smartphone Business Unit at the Grand Hyatt Berlin. At this event, TP-Link announced its grand vision for the Internet of Things with the official launch of its Neffos Smartphone brand and the latest Neffos series smartphones – Neffos X1 and X1 Max – with a mission to be “Close to You”. This reflects a new phase in TP-Link’s transformation to grow beyond networking to smart technologies,

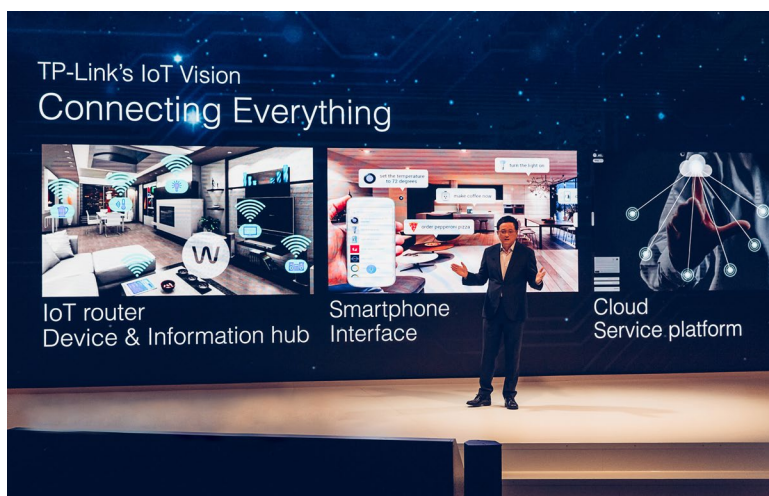
providing users not only reliable Wi-Fi, but also a smarter life where everything can be connected through its smart home ecosystem. This unveiling attracted close to 100 reporters and channel vendor representatives from 15 different countries.

At 3 p.m., the curtain was raised during a speech given by Chairman Jeffrey Chao. In his speech, Mr. Chao looked back on the company's previous 20 years of development, and also highlighted the significance of the transformation to the IoT. Mr. Chao then highlighted four pillars of the company's roadmap for IoT: IoT routers as the device and information hub, smartphones as the primary interface between people and devices, cloud as the service platform, together with various smart home product solutions. As the central focus of TP-Link's smart home ecosystem, the Neffos smartphones will bring people closer to everything and everyone around them.

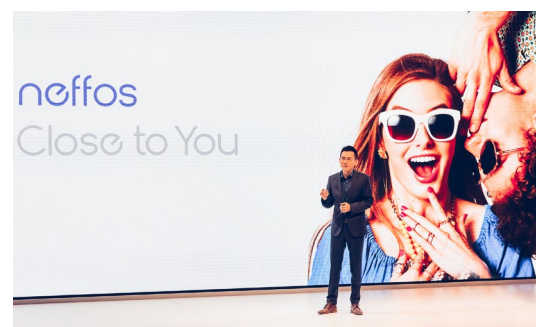
"TP-Link has evolved to become much more than a networking company over the past two decades as it constantly strives to meet the changing demands of our

global customers," said Chao, **"The Neffos smartphones demonstrate our determination to go beyond wireless technology and make life smarter and easier for today's connected customers with innovative products and user-centric experiences."**

Shortly after Mr. Chao's introduction, the Neffos brand was unveiled, as Brand Director, Bai Chen, officially introduced the "Close to You" vision behind the brand to the guests and media personnel attending the event. As the part of TP-Link's Smart Home Ecosystem which stands out the most, Neffos aims to make the most human-centered oriented mobile devices available in the new digital era, and strive to seamlessly connect people to each other, and to the world around them.



Chairman of TP-Link, Jeffrey Chao, detailing TP-Link's IoT Vision: To Connect Everything



Brand Director, Bai Chen, introducing the vision behind the Neffos brand

The unveiling of the brand meant that the press conference was now all about Neffos. After the performance of a graceful yet vivid contemporary dance piece that encapsulated the brand theme, Director of Design, Wang Xiaohan, revealed the secrets of the Neffos X series phones, the X1 and X1 Max. When describing the design principles and story behind the X series, Mr. Wang explained how, by continuing Neffos' human-orientated spirit, the X series reveres nature and simplicity while also preserving its own aesthetic characteristics. **"We hope that every detail is created to be smooth and rhythmic, just like rocks smoothed by the water over time without losing their mettle."** Mr. Wang explained one highlight of the design is the dual-curved back that tapers towards the sides and allows for a more ergonomic fit. The subtle curves also make the X1 and X1 Max easier to hold and operate one-handed compared to other devices of similar size.

The Neffos X1 Max has among the narrowest edges in the



Director of Design, Wang Xiaohan, explaining the design principles and story behind the X series

industry at 2.75 mm, while the X1 has edges of 2.95 mm. Both phones achieve these remarkably thin edges even with the side mute button. The X1 Max is also incredibly slender at 7.75 mm, and the X1 comes in at 7.95mm.

The X1 and X1 Max also have super-thin bezels and smooth, chamfered edges that measure only 0.6 mm. With the length of the phones kept to a minimum, screen-to-body ratio is high at 76 percent. The X1 Max screen utilizing 2.5D Corning Gorilla Glass to provide excellent anti-scratch protection. This also provides a natural touch and offers a high 1,000:1 color contrast for display results which are both accurate and beautiful.

The attention to detail on the screen ensures an excellent viewing experience no matter the viewing angle. Mr. Wang then demonstrated how the components offer the functionality of much larger devices such as a camera or microphone, with careful consideration given to the purpose of each button. Neffos includes all of these for elegant design and ease-of-use. This allowed the audience members to see how the X series lives up to its slogan: **"Everything is in the details."**

Following Mr. Wang's sharing of the X1 & X1 Max's technical prowess, Retail Marketing Manager, Cemal Oguz, described in great detail the selling points of the X1 and X1 Max from three different perspectives.

Top-Notch Cameras

The Neffos X series smartphones come with a rear shooting, backed by a 13-megapixel Sony sensor with backside illumination, 5P lens, and fast PDAF (phase-detection auto-focus) of just 0.2 seconds. It also features an f/2.0 aperture lens for taking clearer shots in low light and providing a shallow of depth of field.

The X1 and X1 Max feature Real-Time Night shooting, so even in low light, the image users see is the image they capture – taking the guesswork out of low-light photography. The cameras also include standard features such as HDR, Time Lapse, and Panorama.

The Live-Shooting mode crosses over to the 5-megapixel front camera, and the real-time Beautify mode makes taking selfies more intuitive. The perfect selfie is just one tap away with the X1 and X1 Max.



Retail Marketing Manger, Cemal Oguz, explaining the features of the X series products

Super-Fast Fingerprint Unlocking:

Neffos understands the importance of mobile security in today's interconnected world. For this reason, all X series phones come with a fingerprint sensor on the back, which is much more secure than setting a password. In fact, the whole unlocking process only takes 0.2 seconds.

Because the sensor makes use of sophisticated algorithms, X series phones continuously refine fingerprint data with use. This means that the more a user unlocks their phone, the more accurate and fast the unlocking process becomes over time.

Uncompromised Performance:

Powering the X1 and X1 Max is the octa-core MediaTek Helio P10 chipset with up to 4GB of RAM and 64GB of internal storage (The highest specifications are for the Neffos X1 Max.), which can be expanded with a microSD card up to 128GB. The phone supports dual-band Wi-Fi and multiple LTE bands for fast internet access where available.

This means the X Series can handle anything from typical smartphone activities, like surfing and emailing, to more intensive HD streaming and gaming. It also means steadier and more consistent wireless connections over Wi-Fi or mobile data.

Neffos X1

Start from: **€199**

Dual-curved metallic back cover
0.2s fingerprint unlock
13MP rear camera with PDAF
Helio P10 octa-core processor



Neffos X1 Max

Start from: **€249**

- Dual-curved metallic back cover
- 0.2s fingerprint unlock
- 13MP rear camera with PDAF
- Helio P10 octa-core processor
- Fast charging

Chairman Jeffrey Chao announcing the prices of the two models in the X series

The long-lasting 3,000mAh battery inside the X1 Max can go through a full day's use and supports fast charging of up to 50 percent on a 30-minute charge, which makes recharging the phone more convenient.

Both the X1 and X1 Max run on the latest Android 6.0 Marshmallow software, which has been tweaked to deliver a balance of ease-of-use, longer battery life, efficient multitasking and smooth app use.

Just before the end of the event, Mr. Chao once again took to the stage to disclose the price range of the X series, explaining that prices start at €199 for the X1 and €249 for the X1 Max. The host then announced that it was time for the guests to try the products for themselves. The reporters rushed to take pictures and videos to be the first to get their stories in.



Reporters taking pictures and videos
A model shows off the Neffos X1

The day after the product launch was the opening ceremony of the IFA – one of the most influential electronics shows in the world. On this day, the Neffos area of the TP-Link booth received a constant stream of visitors. As well as the recently announced X1 and X1 Max, the Neffos C5 Max, C5, and Y5 models were on exhibit. Our high-quality products and engaging display attracted a large number of visitors who came to look and experience what the models have to offer.



The Neffos area of the TP-Link stand at the IFA show
Visitors to the Neffos stand try out a phone

With the success of the new product launch and this initial unveiling at the IFA, awareness of the Neffos brand has increased exponentially in the global smartphone market. At the time of writing, over 900 news reports from 18 different countries have been written about the event.

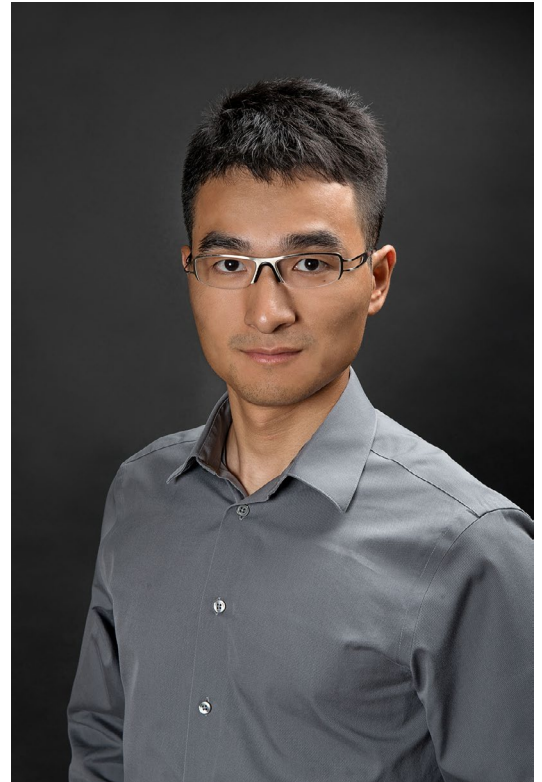
► My Vision to Build Our Brand in North America

Lewis Wu, TP-Link North America

As we all know, much of our success as a company comes from our channel partnerships. Consumers buy our products because they are on the shelf, listed online or carried by our distributors. However, to continue our rapid growth in North America, we can no longer rely exclusively on our channel partnerships. Sales efforts through price, promotion and placement can only take us so far. These are rooted in fleeting interactions, where the attention is often bought rather than earned, short rather than long-term. To meet the ambitious goals we have just set for our company, we must develop in areas where long-term attention can be earned: marketing and branding. Therefore, a key component to our future success is a strong marketing team.

What we have done before is what's on the surface: what people see on the shelf, and what we say about ourselves. However, marketing and branding taps into greater depth: what we do for people, and what they say about us. This builds genuine trust and loyalty through direct relationship with our consumers. Once this relationship is earned, it can only go forward.

At TP-Link, we have a unique position in terms of branding: We have more conversations happening off channels than other brands. By reaching out to customers in places like online reviews, we connect one-on-one to listen to and address their needs, while giving our brand a voice. And although we substantially have less media



All business inside the office, Lewis uses most of his free time outside, where he can rock climb to his heart's content. Answering the call to adventure every week, a good day is spent ascending boulders, leads and sport routes again and again.

exposure than other major players in consumer electronics industry, we can improve with a multifaceted approach of proactive PR, engaging content, optimized search and positive interactions with influencers. These

will amplify fans and win over detractors, leaving a good impression on new consumers.

What kind of impression are we leaving now? The current sentiment towards TP-Link is neutral-to-positive, with products considered as a good all-around choice that provide good value for money. The majority of interactions found in monitored blogs and communities fall under the Home category, with a small portion dedicated to SMB. Taking a look at the competition, NETGEAR and Linksys products are highly regarded for delivering excellent performance in products that are worth the expensive price.

While our competitors' strong marketing has built a respected quality in their products, their absence in branding leaves the question: what does the brand mean beyond their products? This affords us an incredible opportunity to create and share our own story. Ultimately, we want our end users going to channel partners and asking for our products. With the marketing team's biggest goal moving forward of earning TP-Link greater brand awareness, we have a chance to shape a clear identity. Building a strong brand is a promise we make to ourselves as well as to our customers. It shapes TP-Link's personality and affects every aspect of our work.

Our push to create a strong TP-Link brand has begun in earnest with our recent global rebranding. This new brand launch will serve as a foundation from which the marketing team will move ahead. As it's a catalyst for the North American team to work proactively to reintroduce TP-Link and form long-term relationships with consumers, I am likewise excited for every region to use this launch accordingly. I am confident our entire marketing team will play a huge role in helping TP-Link reach its goals, and I look forward to all of us working to achieve them together.

➤ Sail for Dreams, Sail in Japan

Simon Li, TP-Link Japan



Simon is a person always on the move. Dribbling down the lane or attacking with a full-court press, he excels on the basketball court. A known world traveler, he can share tales of destinations all over the globe, most recently Tibet.

It was 2005 when TP-Link broke into the international market. 10 years later, on January 4, I was just landing at Colombia's the El Dorado International Airport when my life took a new turn. On this special day, I stood waiting for my luggage in the carousel as usual, when my phone chimed with a new email. I would have to get on a plane again, because I was transferring to Japan.

I remember that moment clearly, several feelings came to my mind. I was deeply touched by our company's trust on me and was yearning for company's decision of opening up a new market. Nevertheless, I was reluctant to part with my Colombian team. But with many responsibilities and missions now on my shoulders, there was no time to be sentimental. After a transition and bittersweet goodbye to

mis amigos Colombianos, I hurried to Japan following the Chinese New Year.

Stage One: Acquainting with the Japanese Market

At the very beginning, the Japanese market was a complete mystery to me. Naturally, my colleague Brian and I researched everything we could get from Google, our Japanese competitors and IT publications. Before I set off on March 8th, a basic picture about our competitors and channel agents was formed, along with meetings arranged with Amazon JP and a few agents of our local competitors. After we had planned our schedule and made a task list, Brian and I set off, excited for this new mission to begin.

Landing in Tokyo Haneda Airport, a prerecorded voice and sign told us "Welcome to Japan." After ten years' preparation, TP-Link is here, and I have no idea what chapters we will write on this land.

The schedule for the two-week business trip was airtight: interactions with clients, investigation of Tokyo's computer

district Akihabara, research of in-store products and their prices, market exploration in Osaka, and legal meetings for our Japanese office registration. Each day was busier than the last, but also full of meaning and promise.

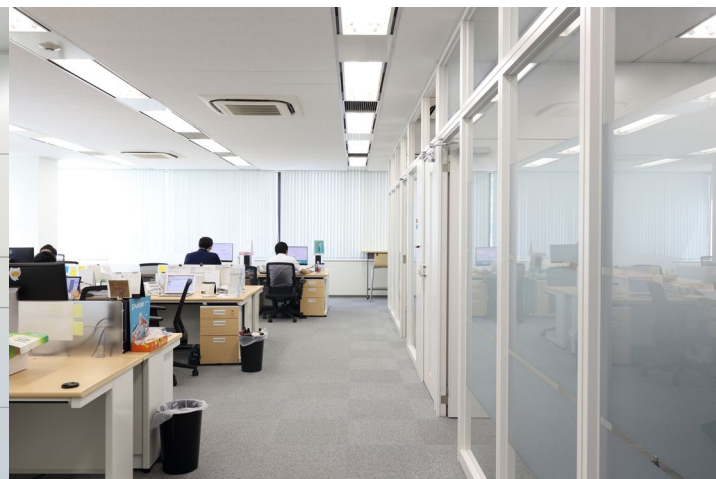
Those two weeks were full of moments we often reminisce. Upon landing, we were surprised to see there was only one taxi at the whole airport. When Brian and I traveled to Osaka with an interpreter, we shared one tatami room, where we donned traditional Japanese nightgowns. By chance, we troubleshot the routers inside the Economic & Commercial Counsellor's Office at the Chinese Embassy. Particularly unforgettable was the slam of a retail agent's door in our faces after knocking. We later learned that it was customary to first arrange a meeting via email, as directly coming at the door was quite brusque. These moments are all reflections of the TP-Link spirit: undaunted, unswerving and active.

We left Japan on March 22. Seeing every item on the task list checked, we gained a wealth of information already. Even so, exploring the Japanese market was only the first stage. In the coming days, we had much more to do.

Stage Two: Registration, Certification, Localization . . . and a Bit of Perspiration

After returning from Japan, we entered into a long period of preparation, as product certification and localization required effort and time. During the process, we encountered two problems. First, R&D and certification teams consisted of green hands in a brand-new Japanese market, drawing out

It took time and sweat, but TP-Link Japan earned our Akihabara home.





Our team grew into quite the family.

the certification process. Also, limited resources and the fact that TP-Link had yet to sell on the Japanese market, HQ did not prioritize this region. Added to this was the complicated office registration, fraught with rules and regulations on securing a visa and opening a bank account as a foreigner.

This was a time of anxiety and worry. I often communicated with certification staff to push progress, and gave product feedback to senior managers for more localized models. To our joy, the HQ came through with strategic support: the Taiwan research institute assembled a team for Japanese and Korean localization. On our part, we spared no effort to gather information, gain support from local banks and exert pressure on the law office. Finally, our Japanese office earned registration by the end of October 2015.

Although we laid the necessary foundation to start business in Japan, we had yet to sign any actual deals, bringing great pressure. I often teased myself for having idle hands for a businessman. Looking back, this made for quite a calm time to enjoy, but the subsequent

start of online sales moved me with determination.

Stage Three: A Caramel Macchiato Boardroom

Returning in September 2015, we hired one office assistant and one online salesman - both Japanese locals. Our small staff grew, and we needed a workspace, as we were without an office. For three months, TP-Link Japan was housed in two Starbucks locations in Akihabara. We arrived to "the office" on time, grabbed a coffee, and started our busy day: dealing with emails, pushing the progress of localizing products, contacting clients, meeting furnishing companies.

In that period of time, I shuttled between my shabby 10-square meter apartment and the Starbucks with poor working condition, and for good measure squatting in a Lawson convenience store for free Wi-Fi. Preparation steadily became progress: our Amazon JP vendor account, construction of Rakuten and Yahoo self-supported online stores, the completed furnishing of our actual office, products stocked in a third-party warehouse and the incoming shipment of two localized models. More than a business, this felt like our baby that was arriving after



ten months of waiting: a little overdue, but nonetheless welcome.

Stage Four: Growing Into Our Akihabara Home

At the end of January 2016, we moved into the Akihabara office; while not large, it was clean, bright and ours. The first day we settled down, I stood at the window, overlooking the bustling stream of people on the Akihabara Street, a surge of excitement flowing from head to toe. A reminder that TP-Linkers should never stop striving.

In early February, the first order for Amazon was ready, marking the first step of TP-Link's journey into the Japanese market. The following month, I perpetually kept an eye on the sales and rankings of our products on Amazon, even after work hours. Although the daily sales were in the single digits, this became the barometer for my mood. To assure each other, I told our new salesman Revon: "When the daily sales reaches the hundreds and

thousands, we'll miss these days!"

We moved on in one direction: forward. We focused on Amazon and major products, optimizing product titles, descriptions and pictures, designing A+ pages, handling customer reviews and making cost-per-click ads. It turned out that we made all the right moves. After just one month of online presence, the sales of Archer C7 totaled 1000. This promotion also laid a foundation for future sales and boosted confidence.

In the first three months when our products were on Amazon, we had a limited number of models, which on one hand was a disadvantage for competition, but on the other hand propelled us into focused promotion.

When we saw an improvement in Amazon sales, we directed our efforts to Rakuten and Yahoo, both requiring more energy and time. But what else could we do? We had to struggle our way out of difficulties. We learned from the experience of the Korean team to optimize our pages and products, posted our ads on different pages, and got maximum free traffic from the platforms.

These first three months didn't just develop sales, but our team, which now consisted of two Chinese and six Japanese members. Although most of us were young and inexperienced, what defined a new team exploring a new market was not competence, but the willingness to strive collectively for the company and co-develop with it. That echoed into a shared sentiment "All people with one purpose win."

Stage Five: Dawn Breaks Online, Deals Brew Offline

Online sales in June amounted to USD\$200,000, with a prediction that the sales in July would top \$500,000, showing potential in further growth. Would we stop striving? Of course not.

Having won the initial battle in the field of online sales, we started to develop offline markets, including agents and retail stores that accounted for 70% of the whole market. In a Japanese business world that only respects the strong, the good momentum of our online sales injected more confidence and assurance in dealing with agents. The three largest agents - DIS, Softbank C&S and SYNEX - have expressed intention to cooperate. From the disappointment of no agent replying introduction letters months ago, to the sweet worry of which agent's offer to accept today, this progress is a clear reflection of the painstaking effort of every member of our team, HQ and

the Taiwan research institute.

However, we should stay calmer than ever before: agents are a pivotal step into the retail market, and we should make every effort to see our products on a store shelf. In the vast Japanese market, what we have gained is only a step in the long march. To offer more products tailored to the need of local consumers, rivaling competitors is the key to our survival and development.

Looking back, every stage of the Japanese office in the past 18 months was forged with our efforts. The whole process - meeting, researching, worrying, pushing, progressing - reminds me of the similar experience during my time in Colombia: contacting every potential agent and visiting every store in the computer city. Perhaps this is the route every TP-Linker in every country has taken.

This article is to commemorate the days in the start of every TP-Link office, as well as every TP-Linker who has shed sweat and tears on foreign soil, never stopping to strive for the rise of our global brand.

Share our experience, share our prosperity!

► My E-Commerce Story!

Lekha Jambaulikar, TP-Link India

The story began when I was recruited by Mr. Bill Ye, the Country Manager for India, as a product assistant; I was inclined towards marketing, but TP-Link India's offer was extremely interesting. A girl with an advertising and marketing background with very little knowledge of networking suddenly had to understand the anatomy of a working router; sounds challenging, doesn't it? I was a blank book with nothing written in it and lots of blank pages waiting to be written on. Just out of college, what could I possibly understand in the training sessions?

Fifteen days of rigorous training on the working of the products! OK, so now I could name a few of them, understand why they are named that way and a little more information. What I was unaware of was my fate at TP-Link. In the next two days, I was shifted to the Marketing team. TP-Link India's General Manager – Marketing's Mr. Kunal Raul – recognized my potential; I couldn't have been more thankful. I was transferred to the E-commerce marketing team, something I had never heard of but was nevertheless excited about. I knew it would be challenging, more challenging than brushing teeth while eating Oreos, but I was ready. What I wanted was finally coming to me! E-commerce Marketing assistant – fantabulous!

My main challenge as an E-commerce marketing assistant was to improve the product display pages where we sell our goods, and edit product names according to the brand guidelines. Edit names? Had I not been in the product team, I wouldn't understand the process of correctly naming a



A part-time boxer with an MBA in Marketing, Lekha is obnoxiously obsessed with dogs, nature and stars. A total coffee addict and a die-hard *Game of Thrones* fan.

product. "Everything happens for a reason," I concluded! Initially I struggled my way through the tasks; fumbled on product names and jumbled the details. But as they say, "Good things come to those who wait, but only the things left by those who hustle". I hustled – I asked questions, and then more questions, until I understood everything to the core. But what is learning without a good teacher? I was handled with patience, taught with care and appreciated with dignity. The Boss, the team – I was helped by all. My Boss and I worked hard to bring elegance and class to the

product display pages. I stuck like a leech on the follow-ups, on the exclusive launches, and on uploaded videos to stay up-to-date with the latest innovations in E-commerce marketing. An amateur boxer in my off-time, I imagined myself round after round in the middle of a match, with each new sales skill adding to my arsenal to become a better fighter. And the results are as here:

A. Product Display Pages:

1. We looked into the "Big" content that educates and motivates customers to buy TP-Link products online. Hence, we updated the product display pages with rich content imported from the TP-Link.com website.
2. Videos have proven attractive and moving information is sure to grab eyeballs and lead into conversions. Hence, we uploaded videos on product display pages.
3. Informative product images were added to the product display pages, allowing less tech-savvy customers to gain a greater understanding of our products.
4. The idea of shopping from your mobile is a rising trend. The mobile product display pages were updated to improve their look and make them more informative.

B. Exclusive Launches

For the exclusive launch of TL-WA855RE on Amazon.in, we placed product banners all over the website with attractive taglines. The conversions were impressive with the product selling out within a week.

There is so much more to explore, so many innovations to adapt. The idea of online shopping is taking the internet by



Swipe for featured products >



Explore more networking devices & components



storm, and when a storm strikes it's best to roll with it. TP-Link India has taken the initiative by enhancing the look and feel of the online shopping experience for the customers. But the hard work doesn't stop here. We will continue to create innovative product launch campaigns, further polishing the product display pages. We aim to be better than our competitors, striving each day to reach even greater heights!

► E-Commerce and Amazon: A Business Philosophy

Bond Wang, John Chang and Tom Lei, TP-Link USA



The Amazon E-Commerce Team is led by Ken Tung, who joined us with a wealth of experience. After graduating from UC Santa Barbara, Ken has gone on to accumulate over 10 years of sales experience with electronics, PC and networking products. His CV includes spells with large distributors such as Synnex Corporation, a leading DRAM (Dynamic Random Access Memory) manufacturer, Kingston and the renowned marketplace resellers, Newegg and PC Club. Having joined TP-Link in September 2014, Ken is now Team Leader for the US Ecommerce team and the National Sales Manager for TP-Link's USA branch.

In 2015, the sales revenue generated from TP-Link products on the Amazon website exceeded USD\$72.6 million. In the first six months of 2016, total sales revenue rose even higher to \$40 million – a more than 40% increase on the previous year. The rapid expansion of our Amazon business has promoted our branding and at the same time propelled TP-Link to second place in the US networking

market, now ranking above Linksys, a renowned networking giant and fierce competitor.

We caught up with Ken after a long conference call with Amazon. Although a little weary, Ken still made time for this interview.

Ken starts by addressing several points concerning the future growth of Amazon. "Online shopping will be the future. Online shopping that's not just limited to tablets or desktops, but smart phones as well, and Amazon's platform will be the center of it all. Amazon will obtain this advantage because of its Prime membership and massive buying power." The numbers back up Ken's point: in the year 2015, Amazon covered 24% of all online sales growth in the US.

TP-Link has already enjoyed a fruitful long-term partnership with Amazon, and if Amazon grows, so will TP-Link. TP-Link can capitalize on Amazon's enormous traffic flow for branding opportunities, so more people will become familiar with the TP-Link name and new products. Additionally, sales revenue and growth are also guaranteed.

Ken also knows that challenges lead to opportunities. With the progression from 802.11n to 802.11ac, traditional methods like using a low selling price to attract volume sales are not enough to stimulate the next step in TP-Link's growth. The sales need to come from external traffic, whether it's achieved from marketing programs, or by thinking of and employing strategies that are one step ahead of our competitors. Most importantly, in order to do this, the team in charge has to consistently work at high efficiency. In the coming year, the continued growth of Amazon sales will be built on this foundation.

External Traffic:

Sources like social media, YouTube and other deal sites are now beginning to play a more vital role in bringing more customers to Amazon. These methods have already been deployed successfully by competitors like Linksys or NETGEAR, Ken tells us. Just last week, Ken had a productive meeting with Slickdeals – one of the most influential deal-sharing sites in the US – hopefully building the foundation of a great long-term relationship.

The Amazon team has started to work with the marketing team to explore further social media, Google SEO and media opportunities, and this is what Ken believes TP-Link should expand upon. For example, in May 10th an article was published by *Yahoo Tech*, titled "A Single Device Can Speed Up Your Home Internet and Lower Your Cable Bill by \$100+." In this article, the author recommended Archer CR700, and provided the link to Amazon's Archer CR700 sales page, thus boosting the day's sale of that particular modem router to over 150 units, seven times more than the normal. Such is the power of external traffic.

Understanding and Surpassing Competitors:

There is a saying in Chinese: "If you know the enemy and know yourself, you need not fear the result of a hundred battles." This year, our most fierce competitors – NETGEAR and Linksys – deployed various strategies aimed at TP-Link. On one hand, responding to this quickly is important, such as with NETGEAR's Bundle strategy at the beginning of the year, which we matched right away. On the other, we can't always be on the receiving end; we have to understand our competitors and anticipate their next steps. That way, we can be the aggressor instead of being on the defensive the whole time. New items such as Onhub and Talon AD7200, Amazon Easy Choice for Archer C3150 and switch promotions are several moves that we made ahead of our competitors, and these kind of strategies should continue to be deployed to keep our competitors off-balance.

Building a Highly Efficient Team:

“Our US Ecommerce team is a team that listens,” Ken continues. “The team listens to everyone’s opinions, and each team member has his or her own ideas about how to improve sales, how to determine the pricing on product promotions and how to allocate inventories. The Ecom members make decisions as a team and get everyone involved.”

Ken thinks there is an art to distributing workload and tasks. “Giving a person what he or she likes to do normally generates results. Communicating regularly with each team member is crucial, checking they are enthusiastic about what they are doing, and understanding each member’s thoughts about the future of this company. At the core of this concept is allowing team members to make mistakes, and encouraging each member to grow by learning from those mistakes. If someone does an excellent job, we should share it with everyone on the team. That way, we promote self-esteem and give that person a sense of accomplishment.”

Another secret is that Ken wants each of his team members, from the bottom of their heart, to absolutely love their job, and love the work they do at TP-Link. “Why work like a robot and just wait for the day to end? Your office should be like your home; each team member should come to work happy and ready to set, meet and exceed goals together.”

At the end of the interview, Ken shares the three mottos he lives by:

- Don’t be afraid to make mistakes – it’s through our mistakes that we can learn.
- Winning in business is like winning in a war – you may not win every battle but you have to have the determination to keep going and earn victory.
- Keep thinking. Through your creativity, you can understand, anticipate and surpass your competitors.

▶ Team, Passion, Laughter, Inspiration and Knowledge

Greg Hendriks, TP-Link Australia



Greg is an avid music listener, book writer, joke teller, and coffee enthusiast. The Jack of all trades admits, however, that dancing is not his strong suit.

The primary goal for our Australian team, like any TP-Link office, is to grow our national retail and ISP business. We are very fortunate to have achieved this goal, which we will take to foster even more success. Of course, none of this would have been possible without the strength of our team, in which every member is actively involved and invested.

Just two years ago, TP-Link was supplied in zero national retailers and ISPs. Today, our product range is offered in 10 national retailers, providing shelf exposure for TP-Link in over 3000 retail outlets. In addition, we are a strong supplier to over 30 ISPs. Behind all the branding, marketing, catalogue, advertising, online exposure and face-to-face interactions that made TP-Link Australia what is today is the hard work of our multifaceted team:

- Muscles (Warehouse)
- Brains (Tech)
- Money (Finance)
- Sparks (Marketing)
- Numbers (Admin)
- Rainmakers (Sales)
- Mothership (HQ team)
- Captain (Management)

Together we discuss and plan, turn that plan into action, get crazy and put it all together. It's never easy, but if it was everyone would be doing it. By facing these challenges together, we've earned a focus strategy and end goal in which we all achieve and grow.

This is the exactly why I chose to join TP-Link.

During my 25-year adventure in sales and marketing - with many years yet - there has always been one universal truth: learning comes more from failure, rather than success. Every time we fail to get a new account, make a sale, or win a bid, it teaches me a new way to



The TP-Link Australia team uses large events, such as the Leader Computers Expo, to showcase our strength in working together.

think and try differently. This is the difference between a good team and a great team.

In TP-Link I see the opportunity to develop our team and our brand, while mentoring future leaders. The opportunity to make a difference by sharing our unique experiences to help the company in all areas, from planning to team building. From this we can build greatness. Great people. Great Products. Great culture.

To be part of this and be involved in the development of the brand, product and people is my biggest driving force. For this reason, I love staying in touch with TP-Link teams all over the world so we can exchange plans, ideas and anything we've learned. In this way, we support and play a role in each other's success. So let's ask each other questions and share our ideas. I'm always happy to hear from passionate individuals, so please reach out. Let's talk!

▶ Team Building Photo Gallery

Anthony Merrington, TP-Link Headquarters

"For me, a team is like a mechanical watch. The hours, minutes and seconds are shown by only three items, but it is the whole watch — including everything beneath its face — that enables these arms to work every second of every day, for decades. Even the smallest and seemingly insignificant gear plays a role to keep the watch on time, as its wearer depends on it. " – Dragos Jurca, Sales Manager, TP-Link Romania

Teamwork: a big word that is used more and more these days to try and get people to talk, but often loses its real meaning. How can we make our time with our colleagues happier and allow people to work effectively and efficiently? The answer is connecting with people. At TP-Link, our offices have been striving to create stronger bonds between group members by taking part in a range of activities.

All-out wars have been waged in the name of team building, with TP-Linkers on the front-line of paintballing battles in Germany. This provided a great opportunity for colleagues to get to know each other outside the office, whilst having tons of fun in the process. During this event, groups' ability to share information and cooperate with each other was tested to the maximum. Strategy meetings were held before the battles began to discuss the best positions to take up. Once in action, teammates had to creep silently through the field, communicating with gesticulations to plan their attack on the unsuspecting enemy ahead. At the end of the day, everyone was covered in bright smiles and splattered paint.

There are other ways for teams to challenge themselves too. Escape Room Madrid provided the perfect setting for

the TP-Link Iberia team to see if they have what it takes when the pressure is on. The teams were given 60 minutes to solve their way from the confines of a locked chamber, using only the power of teamwork and intellect to discover clues and crack codes. Finding the way out of a booby-trapped ancient Egyptian tomb, deactivating missiles stolen by terrorists, and preventing a global biological disaster were a few of the critical situations they faced together.

TP-Link Vietnam have their own unique approach to cultivating a second family, both inside and outside the office. Time is allocated during the year for activities away from their regular workplace, making opportunities to travel, hang out and relax after a long period of dedicated effort. To ensure that team spirit does not get left behind during the rest of the year, several sports activities - including football, yoga and gym - are available, allowing employees to keep fit and relax their minds, while a small library provides the chance for all staff to read in their free time and discuss themes and character motivations as part of a book club. There is also a chance for everyone to practice presentation skills.

The value of teamwork should not be underestimated. At its best, it equates to the sharing of knowledge, sincerity, good relations with one another and most importantly, trust between all. It just goes to show that with all its parts working together, a TP-Link watch ticks along stronger than a Swiss one!



Life on the front line: TP-Link Germany on their paintballing adventure day



Sneak, attack, smile: all is fair in love and war.



Barrels drawn in the heat of battle



We made it! Every team managed to escape in time.



Fun and games at the beach with TP-Link Vietnam



You can count on TP-Link Vietnam to remember and celebrate your birthday. Make a wish, blow out the candles and enjoy delicious food, presents and best wishes from colleagues.

Adapted from articles by Fiona Hillmann (Germany), Tuan Nguyen (Vietnam) and Montse Gonzalez (Spain).

► Kiev Blues

Ralph Zhou, TP-Link Ukraine



My new friend Bogdan, playing his bandura, a Ukrainian folk instrument.

"What you love most about Ukraine?"

Although Bogdan struggled to ask me this question through the limitations of Google translation, I understood this as "What do you love most about Ukraine?" Several possibilities popped into my mind. Is it the fresh air? The beautiful scenery? The exotic atmosphere?

Bogdan is a street musician I met earlier today, sitting beside the Grand Saint Sophie Cathedral. Playing for the flowing crowds, his fingers danced across the strings of his traditional bandura, while his voice crooned a charming melody that added a deep bass to his instrument's higher notes. Although I didn't understand the lyrics, his music drew me in, and I soon felt lost in song. That was when he noticed, put down the bandura, and started a conversation with me.

Since Bogdan only knew a few broken English phrases, we traded simple Google-translated sentences. We started with the usual introductory questions about ourselves, so the question about Ukraine was a little unexpected. What do I love most about a country that is still new to me?

A moment later, I typed and showed him the translation, "люди тут."

He seemed to have understood, and he smiled. It must have been a fair translation of my answer: "The people here."

I've been here in Kiev for over a month. I arrived completely unfamiliar with this city, but it did not take me long to adapt to the life here. I like being lost and wandering without any destination in mind. There is no need to visit the famous sights. I often walk alone around like a visitor in a huge museum, observing everyday streets and people with a fresh eye, my thoughts traveling through time and space. What stories does this city tell me?

When I brush past a fence with some errant damage, my imagination shows



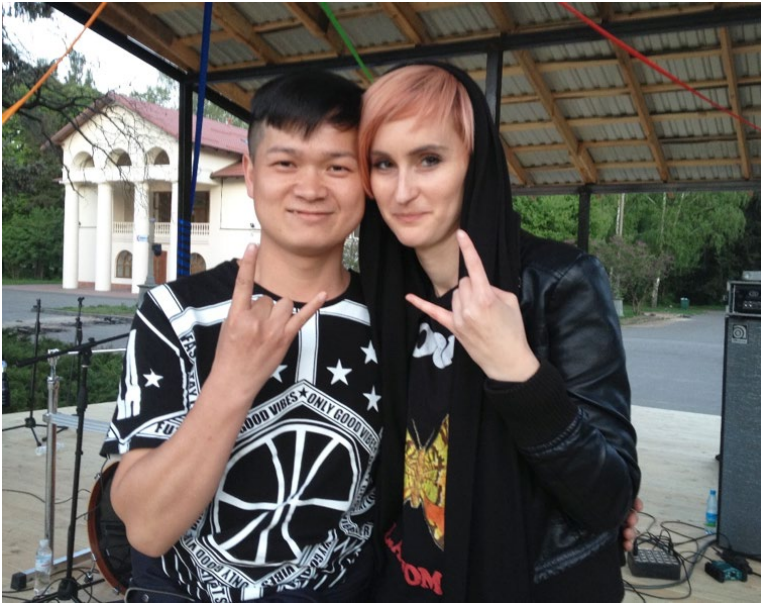
Sunshine at dusk kisses the skyline with the last light of the day.

me a drunk man who stumbled into it after one too many glasses of wine. A scrawl on the door; maybe someone's passionate note. The kissing couple nearby with the whole world at their feet; perhaps an answer to the door's message. An old woman selling flowers under the shade of a tree; she might have grown those flowers with her beloved.

On one night's meander, I followed the layered voices of people hanging around at a street restaurant, chatting well after their dinner plates are empty and cold. Sometimes they burst into laughter, echoing throughout the street. The lone woman nearby did not seem to be bothered, slowly pulling smoke from her cigarette. It's no surprise to find women smoking in Europe, and to me they look beautiful in the habit. Smoke slipped out of her lips like in whispers, vanishing in the air like Cheshire Cat in this evening wonderland. Reposed in fresh makeup and tendrils of burning tobacco, she could inspire an artist to capture the scene in brush strokes. I would if I could.

To me, these people and their scenes paint a picture in my mind. I observe them and imagine their lives through their gestures, their experiences through their expressions. Occasionally talk to them and make friends. Sometimes we cannot understand each other; after trying to communicate in vain, we can only give each other a smile.

Though the streets of Kiev are my personal gallery, I still enjoy trips to the local museums. On one visit, at the museum entrance stood Lera. She was in her early twenties, and just like typical young women, she wore big sunglasses and ripped jeans. Confused by the Ukrainian instructions at the door, I asked her for help. She explained that it



The lead-singer of Go, a local band. Young, full of energy and ready to rock.

is a private museum, and would only be open for a month. Since I had no specific plans for the day, I walked Lera to her office, getting to know each other on the way. We talked about the scenery in Kiev as well as her life and work here. Lera hosts at a youth hostel, selling postcards and unique handicrafts. Reaching the hostel, I continued exploring the city after we bid farewell. Friends can come from anywhere, it seems.

And so can inspiration.

During a show at the national park, I saw a group of young people dressed as fairies, teaching children to dance to their music. A picture of pure and innocent youth, and they spoke to their pupils in a child-like tone. They gathered and scattered again and again, but never seemed bored with it, their parents watching on with bright smiles. I assumed that the teenagers in costume were giving lessons, but I was surprised to find that they came here for their own enjoyment.

Alive in the moment, I overcame my hesitations — being a total stranger and terrible dancer among the list — and I joined them. My motions were awkward, but as more people joined us, we started to dance freely.

In the dancing crowd, a couple stood out from the rest. With wild, exaggerated flails, the two created plenty of laughter. Around them was their four-year-old son; the little boy sometimes stood between his parents and mimicked them, making the family look like a rhythmic sandwich. When I looked at them, they smiled at me with kind eyes. Then they approached, speaking while still dancing. It was hard for us to communicate because of the language barrier, so most of the time we spoke in universal laughter.

With the noise from the music and crowd, we had to get very close to hear each other. The mother was a bit short, so she always stood on her tiptoes and put her hands around her mouth to make herself heard. The father, who was just about my height, put his hand on my shoulder and proudly introduced his family. Their son was a bit shy; hiding behind his father, he curiously observed me. From there we danced, talked and laughed together just like very old friends, even though we barely knew each other.



Large murals are as beautiful as they are plentiful in Kiev.

On the stage, there was this very thin girl. Her voice was penetrating and powerful, just like that of Sa Ding Ding, a famous Chinese singer. After several metal rock songs, she suddenly quietened down and sat beside the stage, beginning a softer song.

“Іди на звук, Іди на звук... (Listen, listen...)”

People gathered around her and hummed along. This song was different from the previous ones; it was gentle and peaceful, lulling her audience. Though I did not understand the lyrics, I was nevertheless moved. One little girl wanted to hold the singer by her hand, but she was not tall enough.

I instinctively raised her up so that she could finally reach her, and at that very moment, I noticed that the singer seemed on the verge of crying.

I walk in this city and observe people's daily lives. I would imagine their happiness, pain, confusion and setbacks. What I saw was not always beautiful, and sometimes I've found angry young men fighting, or a homeless person desperately looking for food in the garbage. Indeed, life is not always happy, but it's honest.

I told Bogdan, “I like the people here. Rich or poor, they seem genuine and peaceful.”

The toils of life had not turned people into philistines. The Ukrainians lead a delicate lifestyle with limited resources. The flowers reaching out from the window, the colorful paintings on the wall, the smoking woman by the streets, and the hairpin of the florist all indicate the pursuit of beauty.

Kiev, how lovely.

► Wandering Singer

Ralph Zhou, TP-Link Ukraine



A sax sings

With a hoarse throat

A drummer waves

With a naughty face

A singer is lost in smiles, while

The sax wails to its owners tears

Lyrics, never heard

Flirt with the wind

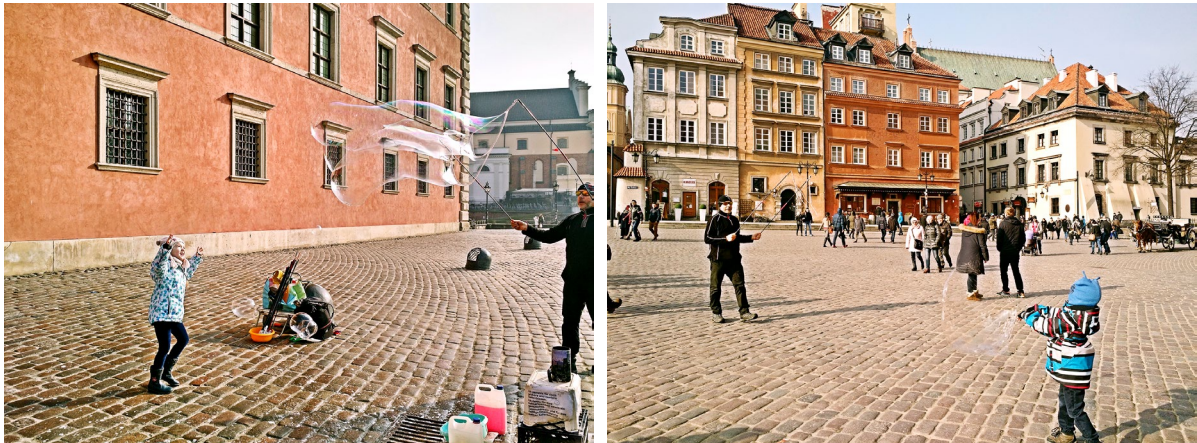
Suddenly it occurs to me

I am the one

Who always wanders.

► Old Streets

Ralph Zhou, TP-Link Ukraine



The castle, once burned to the ground

Has been raised by hardened will

Brick by ashen brick

Wiped clean to live anew

Windows shine, illuminated by

A cigarette, it glows like

A star in the dark corner

Of smoke, sighed from a woman's lips

Swallowing the fire

That swallowed all, centuries ago.

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♥ Dear TP-Linker,

We would like to express our deepest gratitude for the contributions we received for *Pulse, Issue No. 2*. More than anything, the goal of this publication is to connect every hardworking individual from our offices around the world, gather each unique voice and bring them together in a single place. Through your articles, we celebrate each other's accomplishments and share each other's challenges through our common experiences. We truly feel that we succeeded in this goal, and we owe this all to you.

If you would like to share your own writing, photography or even suggestions for our next issue, please email us. We look forward to hearing from you and creating more issues of this magazine together.

Sincerely,

The *Pulse* Editing Team