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From Linguistic Transfer to Cultural Transcoding: Cross-Cultural Translation Strategies for the English Slogans of Chinese Brands Going Global

Hengyu Zhao^{1,*}, Tianren Wang¹ and Ye Chen¹
¹ School of Foreign Languages and Cultures, Beijing Wuzi University, Beijing, China

* Correspondence: Hengyu Zhao, School of Foreign Languages and Cultures, Beijing Wuzi University, Beijing, China

Abstract: As Chinese enterprises shift from product export to brand internationalization, English slogans have become a high-density interface through which brand values, cultural meanings, and market positioning are negotiated across linguistic boundaries. This study examines the cross-cultural translation and transcreation of English slogans used by Chinese brands in overseas communication. Drawing on a project corpus of more than fifty bilingual slogan and brand-positioning items across consumer electronics, fashion, new-energy vehicles, beverages, and other internationally oriented sectors, the study adopts qualitative comparative analysis informed by contemporary applications of Skopos theory and functional equivalence. The analysis identifies five recurrent transformations: semantic compression, reduction of culture-specific presuppositions, value re-articulation, preservation of core brand identity, and controlled creative deviation from source-text form. Cases involving Anker, DJI, SHEIN, Huawei, NIO, and BYD demonstrate that effective global slogans rarely depend on literal correspondence. Instead, they reconstruct the communicative function of the source message in relation to target-market processing habits, emotional expectations, cultural accessibility, and brand positioning. On this basis, the paper proposes the FACETS framework, comprising Functional alignment, Audience accessibility, Cultural compatibility, Expressive economy, Tone consistency, and Safety and compliance. The framework converts general translation principles into a practical procedure for slogan development and evaluation. The study further argues that artificial intelligence should support, rather than replace, culturally informed human decision-making in high-stakes brand communication. Because the project's planned audience survey has not yet been completed, the framework is presented as a theoretically grounded and case-based model that requires subsequent quantitative validation.

Keywords: Chinese brands; brand internationalization; slogan translation; cross-cultural communication; transcreation; localization

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1. Introduction

The internationalization of Chinese enterprises has increasingly become a process of brand construction rather than a simple extension of product distribution. When a company enters a foreign market, consumers encounter not only its products but also its name, slogans, visual identity, product narratives, social-media discourse, and service experience. These communicative elements jointly influence whether the company is perceived as technically competent, culturally distant, trustworthy, innovative, affordable, premium, or globally relevant. A survey-based study of 599 American respondents has shown that perceptions of Chinese enterprises abroad are shaped by an interaction between mediated information and consumers' direct experience, which indicates that international corporate image cannot be treated as an exclusively linguistic phenomenon [1].

Within this broader system, the slogan occupies a particularly demanding communicative position. It compresses a comparatively complex brand proposition into a small quantity of linguistic material, and it is expected to remain memorable across advertising, websites, packaging, retail environments, and digital platforms. Slogan translation therefore differs fundamentally from ordinary propositional translation. A grammatically correct English rendering may still fail if it demands excessive cultural knowledge, sounds stylistically marked for the intended market, reproduces a source-culture metaphor that carries no equivalent persuasive value, or conflicts with target-market expectations concerning brand voice. Contemporary research on external publicity translation similarly emphasizes communicative translation, target-reader orientation, and context-sensitive adjustment rather than mechanical lexical replacement [2].

This problem is especially consequential for Chinese brands, because internationalization requires them to reconcile two objectives that may appear contradictory. On the one hand, localization requires linguistic accessibility and cultural adaptation. On the other hand, excessive domestication can erase the cultural and symbolic distinctiveness through which a Chinese brand differentiates itself. Research on the development of domestic and culturally oriented Chinese brands has shown that cultural symbolism can constitute a substantive component of brand identity rather than ornamental packaging [3]. The translation problem is consequently not simply how to make a slogan sound more "native." It is how to decide which meanings should be preserved, which should be restructured, and which source-culture assumptions should be replaced by functionally intelligible target-market propositions.

The present research originates from a university innovation-training project devoted to the cross-cultural translation of English promotional slogans for Chinese brands. The underlying research programme combines translation studies, intercultural communication, business English, and brand communication. Its preliminary corpus covers more than fifty slogan and brand-expression items and extends across established technology brands and newer internationalizing sectors, including new-energy vehicles and digital consumer businesses. The project initially identified literal translation, culturally inappropriate wording, semantic mismatch, insufficient emotional resonance, and inconsistency of brand tone as its central analytical problems, and it proposed comparative case study, corpus construction, and audience evaluation as complementary methods. In its later stage, the project consolidated four practical orientations—cultural adaptation, functional priority, audience orientation, and creative naming—rather than treating translation as formal language substitution. Its business-oriented analysis likewise places "cultural transcoding" at the centre of overseas brand communication.

The existing project materials nevertheless reveal a methodological issue that is common in applied translation research: plausible case interpretation does not automatically constitute empirical evidence. Claims about the commercial effectiveness of a translated slogan must be distinguished from textual judgements, and proposed translations must not be presented as official corporate slogans unless their status can be independently established. This study therefore narrows its claims deliberately. Corporate global websites and official campaign materials are used to corroborate the English expressions analysed as authentic brand discourse, whereas unverified candidate translations contained in working materials are excluded from evidence concerning corporate practice. This distinction improves the reproducibility of the case analysis and reduces the risk of converting illustrative teaching examples into unsupported empirical claims.

Against this background, the study addresses three questions. First, what linguistic and cultural transformations recur when Chinese brand meanings are successfully reformulated for English-language communication? Second, how can functionalist translation concepts be operationalized into criteria that are usable beyond impressionistic case appreciation? Third, how can a brand achieve cultural accessibility without sacrificing the identity that gives the source brand its distinctiveness? The

objective is not to establish a universally optimal English slogan formula, but to construct an analytically transparent framework for making and evaluating cross-cultural brand-language decisions.

2. Research Design and Analytical Framework

The study employs a qualitative, corpus-informed multiple-case design. The preliminary project corpus contains more than fifty bilingual slogan, positioning, naming, and short-form brand-expression items drawn from internationally active Chinese enterprises. The project materials identify technology, consumer goods, new-energy vehicles, and emerging digital sectors as the principal areas of investigation, and they specify comparative case analysis, literature review, inductive categorization, and subsequent audience testing as the intended methodological sequence. The present paper reports the completed textual and comparative phase, and it does not report findings from the audience survey that remains to be implemented.

Corpus-informed analysis is appropriate because international corporate communication can be examined through recurrent lexical, structural, and evaluative patterns rather than through isolated intuitive examples. Recent Chinese scholarship has combined corpus evidence with qualitative discourse interpretation in the study of externally mediated city images, integrating frequency, collocation, and contextual examination within a single analytical procedure [4]. A parallel corpus-based investigation of corporate sustainability reporting has demonstrated that recurring linguistic selections actively participate in the construction of corporate image [5]. The present corpus is considerably smaller and does not claim the statistical representativeness of a large reference corpus; its role is accordingly analytical rather than inferential.

Case selection followed a maximum-variation logic. Anker and DJI represent globally oriented consumer technology; Huawei provides a long-running example of explicitly international campaign construction; SHEIN represents digital fashion retail; and NIO and BYD illustrate branding in the rapidly internationalizing new-energy vehicle sector. The English expressions were cross-checked against corporate sources wherever possible. Anker's current international brand presence continues to use "Live Charged," and recent Chinese research on cross-border e-commerce brand strategy treats Anker as a representative case of international brand development [6]. DJI continues to articulate its mission through "The Future of Possible" in official global communication. SHEIN repeatedly defines its mission and vision around making the beauty of fashion accessible to all. NIO officially identifies its corporate mission as "Blue Sky Coming," and BYD's official international communication explicitly states that the company name stands for "Build Your Dreams." Huawei's "Make it Possible" campaign is methodologically valuable because Huawei states that the proposition emerged from consumer research conducted across global markets, which illustrates a destination-oriented process rather than a source-text-first translation.

Two complementary theoretical lenses are adopted. The first is a contemporary functionalist interpretation of Skopos theory, in which the communicative purpose and the intended audience constrain the appropriateness of a translation strategy. Recent empirical work applying Skopos theory to the translation of complex sentences has demonstrated the importance of target-audience cognition, logical restructuring, and information accessibility in external communication [7]. The second lens is functional equivalence, interpreted not as sentence-level formal similarity but as the attempt to preserve relevant communicative effects under different linguistic and cultural conditions. A functional-equivalence study of feature-film subtitling has shown that concision, target-audience orientation, and selective omission can improve communicative performance without distorting essential meaning [8]. A comparable study of documentary subtitling has reached convergent conclusions regarding explicitation and moderate domestication [9].

Each case was examined in relation to six variables: communicative function, expected audience processing, cultural presupposition, structural economy, brand tone, and potential communicative risk. The analysis consistently distinguishes source meaning from source form. A translation may therefore display low lexical correspondence but high functional correspondence, or close lexical correspondence but poor cultural and persuasive suitability. This distinction is critical because culture-loaded expressions are particularly susceptible to semantic attenuation or misinterpretation when the knowledge they presuppose is unavailable to target audiences. Research on the English translation of culture-loaded material similarly argues that high-context cultural symbols require deliberate mediation rather than automatic formal preservation [10].

3. Findings and Discussion

3.1. *Semantic Compression as Functional Reconstruction*

One of the most stable tendencies in the project corpus is the compression of expansive source-language propositions into shorter target-language expressions. This tendency should not be understood as indiscriminate deletion. The relevant operation is functional compression: elements carrying low persuasive value in the receiving environment are reduced, while the slogan's principal brand proposition is retained or strengthened.

Anker's "Live Charged" provides a particularly clear example. The domestic concept represented in the project corpus links charging technology to the broader idea of giving energy to everyday life. A literal translation would require a longer and less idiomatic expression in order to preserve both propositions explicitly. "Live Charged," by contrast, compresses product function and lifestyle metaphor into two words. The adjective "charged" remains semantically anchored in the company's technological category, while the imperative-like construction permits a second reading related to an energized mode of living. The result illustrates why functional equivalence is often achieved through lexical reduction rather than lexical reproduction. The line also demonstrates how a product attribute can be reconceptualized as a consumer benefit without severing its semantic connection to the product category. Anker's continued use of the expression in its international branding confirms that the line functions as a durable brand asset rather than as an isolated advertising translation.

DJI's "The Future of Possible" represents a different form of compression. Its syntax is more marked than conventional phrasing such as "the future is possible," yet this markedness is strategically productive, because possibility is conceptually nominalized and thereby reframed as a destination or domain rather than as a property. DJI was already presenting products under this formulation in official communication in 2013, and a 2024 official announcement still characterized the company's mission in the same terms. The case cautions against evaluating international slogans solely by conversational naturalness. Slogans operate partly through salience, rhythm, compression, and semantic openness; controlled deviation from ordinary syntax can therefore generate brand distinctiveness, provided that the resulting expression remains intelligible.

Huawei's "Make it Possible" offers an even stronger illustration of functional design preceding linguistic formulation. According to Huawei's official description of the campaign, the line emerged from extensive research into global consumer expectations, and particularly from desires associated with accessible technological experience. This direction of development is theoretically significant. In conventional translation, a source text precedes any analysis of the target audience. In mature international brand communication, the communicative brief may instead precede the target slogan, which means that the translator or transcreator is effectively solving a brand-positioning problem. The relevant unit of equivalence thus becomes the intended response—possibility, empowerment, and technological accessibility—rather than the grammatical structure of an antecedent Chinese sentence.

3.2. *Cultural De-Specialization and Value Re-Articulation*

A second recurring transformation involves reducing dependence on source-culture knowledge while preserving the underlying consumer value. Culture-specific expressions may draw on medical concepts, idioms, folk beliefs, historical allusions, homophony, or culturally embedded emotional scripts. Literal translation can render these forms linguistically visible while leaving their persuasive logic inaccessible. The solution is not necessarily to erase culture; rather, the translator must determine whether the cultural element is itself part of the brand asset or merely the source-culture vehicle through which a more universal benefit is expressed.

This determination can be described as cultural load diagnosis. Where a cultural element is strategically constitutive—a heritage motif central to brand differentiation, for example—preservation with concise contextualization may be preferable. Where the element functions primarily as a culturally local route to a universal proposition such as refreshment, vitality, hospitality, confidence, or beauty, functional re-articulation is likely to produce a more effective slogan. Research on external publicity translation supports the use of communicative rather than strictly semantic strategies when target comprehension would otherwise be constrained [2]. Work on culture-loaded expressions likewise identifies semantic loss as the central risk in cross-cultural transfer [10].

SHEIN illustrates value re-articulation at the level of global brand positioning. Its official international discourse repeatedly states a mission and vision centred on making the beauty of fashion accessible to all. The formulation is noteworthy because its persuasive centre is not an isolated product feature. The word "accessible" converts affordability and availability into a normative value, while the phrase "to all" expresses inclusiveness in explicit low-context language. The proposition therefore travels effectively, because it minimizes dependence on culturally specific imagery and foregrounds a value that can be understood without prior knowledge of the brand's domestic cultural environment. At the same time, it retains a stable strategic core, namely broad access to fashion. This is not cultural neutralization for its own sake; it is the translation of brand value into a globally legible argumentative structure.

3.3. Brand-Core Preservation and Controlled Creative Deviation

Localization becomes counterproductive when it produces a target expression that is fluent but interchangeable with any competitor's slogan. The project corpus therefore indicates that brand-core preservation should operate as a constraint on all adaptive procedures. The translator must identify what cannot be lost, whether this is a category association, a founder philosophy, a key metaphor, a technological promise, a cultural symbol, an emotional position, or an established naming logic.

NIO demonstrates this principle through "Blue Sky Coming." The company consistently identifies the expression as its mission and links it to a sustainability-oriented corporate philosophy. From a purely idiomatic perspective, an English copywriter might prefer "A Blue Sky Is Coming" or an entirely different environmental slogan. Such normalization, however, would overlook the expression's role as a distinctive brand asset. Its slightly unconventional structure contributes recognizability and reflects a consciously maintained corporate formulation. The appropriate question is consequently not whether the phrase resembles ordinary native-speaker conversation, but whether its markedness interferes with comprehension or instead reinforces identity.

BYD presents a related but structurally different case. Its official international corporate description states that the name stands for "Build Your Dreams." Here, slogan and brand name are integrated through acronymic expansion. The expression is generic at the lexical level, yet strategically powerful at the level of identity, because abandoning it would weaken an established interpretive relationship between the letters of the name and the company's global narrative. Such cases demonstrate that conventional translation-quality criteria are insufficient. Brand language can accumulate symbolic capital: once an expression becomes institutionally linked to a name, a logo, a product architecture, or a corporate story, the costs of revision extend well beyond linguistic improvement.

The implication is not that established slogans should be immune to criticism. Rather, brand consistency must be evaluated together with audience accessibility. A memorable but opaque line imposes excessive processing cost, whereas an idiomatic but generic line may sacrifice distinctiveness. Cross-cultural slogan translation is therefore an optimization problem involving competing objectives rather than a search for a single dimension of linguistic correctness. This conclusion accords with research emphasizing that contemporary Chinese brand construction increasingly combines commercial communication with symbolic and cultural meaning [3].

3.4. Audience Orientation as Evidence Rather Than Intuition

Functionalist translation theories correctly prioritize the intended receiver, but applied research sometimes substitutes the researcher's assumptions for actual audience response. The project design therefore includes a subsequent semantic-differential survey involving participants with cross-cultural experience, comparing alternative formulations along dimensions such as modernity, clarity, emotional appeal, and perceived brand image. That step is methodologically important, because an analyst's preference for "natural English" does not by itself demonstrate stronger memorability, trust, purchase relevance, or brand fit among target consumers.

The present qualitative results should accordingly be interpreted as hypothesis-generating. They identify transformations that are theoretically motivated and recurrent across cases, but they do not establish causal effects on sales or brand preference. This distinction also prevents the inappropriate attribution of commercial outcomes to slogan translation alone. Overseas brand perception is shaped by product experience, media exposure, price, distribution, service, reputation, and broader contextual factors [1]. A rigorous translation study should therefore measure reception directly rather than infer market performance from the mere existence of a localized slogan.

4. An Integrated Strategy for Cross-Cultural Slogan Development

4.1. The Facets Dimensions

The findings can be operationalized through a six-dimensional model termed FACETS (Table 1): Functional alignment, Audience accessibility, Cultural compatibility, Expressive economy, Tone consistency, and Safety and compliance. The model develops the project's initial principles of functional priority, cultural adaptation, audience orientation, and creative brand expression into an evaluative structure that can be applied before publication rather than only after translation problems have become visible.

Table 1. FACETS dimensions, diagnostic questions, and principal risks.

Dimension	Core diagnostic question	Principal risk if neglected
Functional alignment	Does the English version accomplish the intended marketing purpose?	Semantically accurate but strategically ineffective copy
Audience accessibility	Can the intended audience grasp the proposition rapidly and with minimal unnecessary inference?	Processing difficulty, ambiguity, or unintended interpretation
Cultural compatibility	Are metaphors, values, humour, symbols, and presuppositions appropriate in the receiving culture?	Cultural conflict or semantic loss
Expressive economy	Is every word necessary, memorable, and suitable for repeated multimodal use?	Verbosity and weak recall
Tone consistency	Does the expression correspond to the brand's intended identity and market position?	Fragmented or generic brand voice

Safety and compliance	Could the wording create regulatory, ethical, factual, or culturally sensitive risk?	Misleading claims, reputational damage, or compliance exposure
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Functional alignment precedes linguistic production. A translation brief should specify whether the slogan is intended to communicate technical leadership, lifestyle aspiration, affordability, cultural heritage, sustainability, premium identity, entertainment, or another strategic function. A target sentence that is elegant but performs the wrong function is unsuccessful. This principle corresponds to contemporary applications of Skopos theory, in which translation decisions are evaluated in relation to audience, communicative purpose, and information structure [7].

Audience accessibility requires more than grammaticality. Vocabulary familiarity, syntactic complexity, inferential burden, phonological ease, and pragmatic interpretation should be examined together. Functional-equivalence research on subtitling has shown that omission and restructuring can be legitimate operations where they improve reception rather than distort essential meaning [8]. In slogan work, the relevant test is therefore not whether the sentence can be translated back into the source literally, but whether the intended consumer can reconstruct the desired proposition rapidly and confidently.

Cultural compatibility requires a distinction between transferable cultural identity and non-transferable cultural presupposition. Translators should not automatically remove Chinese cultural elements, because cultural difference can itself create brand value. Equally, they should not preserve source-culture imagery merely in order to demonstrate fidelity. The decision depends on whether the cultural sign is strategically meaningful and whether the target audience can derive an appropriate interpretation from it. Research on culture-loaded translation shows that the mechanical preservation of high-context elements can generate rigidity and semantic attenuation, which makes explicit cultural mediation necessary in selected contexts [10].

Expressive economy reflects the multimodal life of a slogan. Global brand language must function on mobile screens, packaging, video end-frames, outdoor advertising, product launches, search interfaces, and social platforms. Concision is therefore a media constraint as well as a stylistic preference. Reduction should nevertheless be selective. Removing the word that carries the distinctive brand proposition in order to obtain a shorter line would improve brevity while degrading communicative value. The cases of "Live Charged," "Make it Possible," and "The Future of Possible" illustrate three different ways in which a compact form can carry a broad strategic meaning.

Tone consistency requires comparison not only with the Chinese source text but also with the company's wider global discourse. Slogans for a premium electric-vehicle brand, a value-oriented e-commerce platform, and a consumer-electronics company may all be grammatically simple, yet they should not sound interchangeable. Corpus-based research on corporate discourse has demonstrated that recurring linguistic choices contribute cumulatively to image construction [5]. Translation quality therefore includes consistency with positioning, and not merely sentence-level correctness.

Safety and compliance should be treated as a translation criterion rather than as a downstream legal formality. Absolute claims, unverifiable assertions of superiority, culturally sensitive symbols, ambiguous health implications, and market-specific restrictions can all create difficulties even when the source wording is acceptable domestically. The translator's responsibility is thus partly anticipatory, in that potentially problematic meanings should be identified before a localized expression enters mass distribution. This does not imply that translators independently determine legal compliance; it means that translation workflows should flag linguistic risk for specialist review.

4.2. *Applying Facets in Evaluation*

For practical evaluation, each FACETS dimension can initially be rated on a three-point scale, where zero indicates unacceptable performance, one indicates conditionally

acceptable performance, and two indicates strong performance. Candidate slogans can then be compared through their dimensional profiles rather than through a single impressionistic judgement. Because campaigns differ in their priorities, evaluators should also state in advance which dimensions carry the greatest weight for a given market or launch. A premium technology launch may reasonably privilege tone consistency and functional alignment, whereas a culturally distinctive entertainment product may privilege cultural compatibility and the preservation of brand identity. Ratings should be recorded together with a brief written justification for each dimension, so that disagreements among evaluators can be located precisely.

The model should not yet be interpreted as a validated psychometric instrument. Its present value lies in obliging evaluators to state explicitly why one translation is preferred over another, and in making the trade-offs among competing objectives visible at the point of decision. The project's planned audience survey can subsequently test dimensional validity, determine whether the variables correlate with perceived attractiveness and brand fit, and establish whether different cultural groups attach different importance to the same dimensions.

4.3. A Human-Directed Human–AI Workflow

The framework also supports a more rigorous division of labour between human specialists and automated systems. Large language models can generate multiple slogan candidates, identify obvious grammatical problems, perform terminology checks, and accelerate comparison across variants. A recent study comparing five neural machine translation systems and five large language models with human translation nevertheless found that machine-generated texts convey basic semantic content while remaining vulnerable to mechanical correspondence, culture-loaded expressions, rhetorical structures, and affective nuance [11]. Although that investigation examined Chinese-to-Japanese political discourse rather than advertising language, its findings bear directly on the risks of delegating culturally and rhetorically dense decisions to automated systems.

An effective production sequence is accordingly human-directed rather than machine-autonomous. The brand team first establishes the communicative Skopos and the non-negotiable elements of brand identity. Translators then conduct a cultural-risk and semantic-load analysis before generating several functionally distinct English options. Artificial intelligence may assist candidate generation and consistency checking, while human specialists evaluate the options against the FACETS dimensions. Selected variants should then undergo small-scale target-audience testing, preferably combining semantic-differential ratings with open-ended interpretation questions. The final version should receive factual and compliance review before release. Such a procedure transforms translation from an end-stage linguistic service into an integrated component of international brand strategy.

4.4. Industry Variation

Industry-specific calibration remains necessary. Technology brands require terminological credibility while preventing technical language from dominating consumer-facing copy. Fashion and consumer brands depend more heavily on emotional accessibility, identity, and lifestyle association. New-energy vehicle brands must coordinate naming, technological claims, environmental positioning, and premium-market tone within a single verbal identity. Culturally intensive products such as games and entertainment content should resist excessive neutralization, because distinctive cultural material is itself a competitive asset in these categories. Localization should therefore not be equated with maximal assimilation to English-language norms. The objective is a controlled form of glocalized communication in which global comprehensibility and local cultural identity are optimized simultaneously.

5. Conclusion

This study has examined the cross-cultural transformation of English slogans used by Chinese brands going global through a qualitative, corpus-informed, multiple-case

approach. The analysis demonstrates that effective international brand language should not be evaluated primarily according to its lexical similarity to a Chinese source expression. The more consequential question is whether the target expression reconstructs the strategic function of the brand message under the linguistic, cultural, and media conditions of the receiving market.

Across the cases examined, five transformations are particularly salient: semantic compression, the reduction of unnecessary culture-specific presuppositions, the re-articulation of consumer values, the preservation of non-negotiable brand identity, and strategically controlled deviation from ordinary source-text form. Anker's "Live Charged" demonstrates compact functional reconstruction. DJI's "The Future of Possible" illustrates purposeful linguistic markedness. Huawei's "Make it Possible" exemplifies audience research preceding international brand formulation. SHEIN's global discourse renders an inclusive value proposition explicitly accessible. NIO's "Blue Sky Coming" demonstrates the strategic persistence of a distinctive corporate philosophy. BYD's "Build Your Dreams" shows how slogan language can become structurally integrated with a global brand name.

On this basis, the FACETS framework integrates Functional alignment, Audience accessibility, Cultural compatibility, Expressive economy, Tone consistency, and Safety and compliance into a single decision architecture. Its principal contribution is methodological. Rather than describing successful translation retrospectively, it supplies explicit criteria through which competing slogan candidates can be compared before market release. It also clarifies that cultural adaptation is not equivalent to cultural erasure. Cultural elements should be retained when they constitute meaningful brand assets, and re-articulated when their original persuasive function depends on knowledge unavailable to the target audience.

Two limitations delimit these conclusions. First, the corpus is purposive rather than statistically representative of all Chinese brands or of all target markets. Second, the planned audience-response component has not yet been completed, and consequently no causal claim is advanced that the identified strategies independently improve purchase intention, sales, or market share. Future research should test alternative slogan versions with overseas participants, employ semantic-differential and behavioural measures, compare culturally heterogeneous English-speaking audiences, and evaluate the proposed FACETS dimensions statistically. Such evidence would move the field from intuitive assessments of linguistic elegance toward a replicable model of cross-cultural brand-language effectiveness.

Ultimately, the internationalization of Chinese brands requires a transition from translation as substitution to translation as strategic cultural mediation. A strong global slogan is neither a mechanically faithful copy of its source nor an English phrase detached from the original brand. It is a deliberately reconstructed communicative act: concise enough to travel, culturally accessible enough to be understood, distinctive enough to be remembered, and faithful enough to preserve the identity that made the brand worth internationalizing.

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