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Commercial and marketing strategy for company T

Cheng Xu

MSc in Business Administration

Supervisor:

PhD, Pedro Fontes Falcão, Associate Professor with Habilitation

ISCTE - Instituto Universitário de Lisboa

March, 2025



BUSINESS
SCHOOL

Department of Marketing, Operations and General Management

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Abstract

China's building materials and equipment industry is growing rapidly and facing fierce market competition, overcapacity and homogenisation. Traditional 4P and 4C marketing is no longer sufficient to meet these challenges. New marketing solutions need to be sought to enhance competitiveness and achieve win-win situation.

This thesis analyses Company T and explains the fundamentals of 4P, 4C and 4R, and the superiority of 4R theory. The external environment and industry level factors of the company were analysed using PEST and Five Forces Analysis Model. Through literature review, case study and in-depth interview research methods, marketing plan problems and reasons were identified in relation to the market situation of T Building Material Company.

Based on the analysis of Company T's current 4P marketing Plan, combined with 4R marketing, this thesis proposes improvement solutions such as image transformation, association Plan, relationship marketing and reward Plan.

This thesis has helped Company T to improve its commercial and marketing plan and has provided a reference for other companies in the same industry to develop their commercial and marketing plans.

Keywords: Commercial strategy; marketing; Construction Equipment

JEL Classification: M39

Resumo

A indústria chinesa de materiais e equipamentos de construção está a crescer rapidamente e enfrenta uma concorrência feroz no mercado, excesso de capacidade e homogeneização. O marketing tradicional 4P e 4C já não é suficiente para enfrentar estes desafios. É necessário procurar novas soluções de marketing para aumentar a competitividade e alcançar uma situação vantajosa para todos.

Esta tese analisa a empresa T e explica os fundamentos do 4P, 4C e 4R, bem como a superioridade da teoria 4R. O ambiente externo e os factores a nível da indústria da empresa foram analisados utilizando o PEST e o modelo de análise das cinco forças. Através de uma revisão da literatura, de um estudo de caso e de métodos de investigação com entrevistas aprofundadas, foram identificados os problemas e as razões do plano de marketing em relação à situação do mercado da empresa T Building Material.

Com base na análise do atual plano de marketing 4P da empresa T, combinado com o marketing 4R, esta tese propõe soluções de melhoria, como a transformação da imagem, o plano de associação, o marketing de relações e o plano de recompensas.

Esta tese ajudou a empresa T a melhorar o seu plano comercial e de marketing e constituiu uma referência para outras empresas do mesmo sector desenvolverem os seus planos comerciais e de marketing.

Palavras-chave: Estratégia comercial; marketing; equipamento de construção

JEL Classificação : M39

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1 Introduction

With the accelerated urbanization and rapid development of the construction industry in China, the building materials equipment manufacturing industry has also experienced rapid growth and opportunities for transformation and upgrading. However, the domestic building materials equipment industry is currently facing challenges such as outdated technology, inconsistent quality and environmental pollution.

Currently, China's building materials equipment industry has a competitive market model dominated by a few large enterprises and supported by a large number of small and medium-sized private enterprises. However, the industry's low concentration, overcapacity, serious product homogeneity, and increased information transparency have made communication between firms and consumers more challenging. Traditional marketing strategies such as 4p (product, price, place, promotion) and 4c (customer, cost, convenience, communication) are losing their effectiveness. Companies seek new combinations of marketing solutions to enhance their competitiveness, and companies need to innovate their marketing models, strengthen the integration of online and offline channels, enhance user experience and UX, and satisfy the fact that building materials and equipment companies should focus on establishing long-term partnerships with their customers to Create maximum value for customers, and realize a win-win situation for the company and customers.

According to China's the National Bureau of Statistics of China, in 2022, the sales revenue of China's building materials equipment industry reached 79.668 billion yuan, an increase of 10.572 billion yuan or 15.30% compared to 69.096 billion yuan in 2021. Since 2017, the cumulative growth in sales revenue of the building materials equipment industry has reached 23.191 billion yuan, with a compound annual growth rate of 7.12%, as shown in Table 1.1. In 2021, there were a total of 428 scale-above enterprises in the building materials equipment industry in China, a decrease of 18 enterprises compared to the end of 2020. The industry's total assets amounted to 104.261 billion yuan, with a year-on-year growth rate of 17.32%, Table 1.1 shows. Meanwhile, according to the half-yearly report released by China National Building Material, the unaudited revenue of China National Building Material for the year ended June 30, 2024 was approximately RMB 83,471 million.

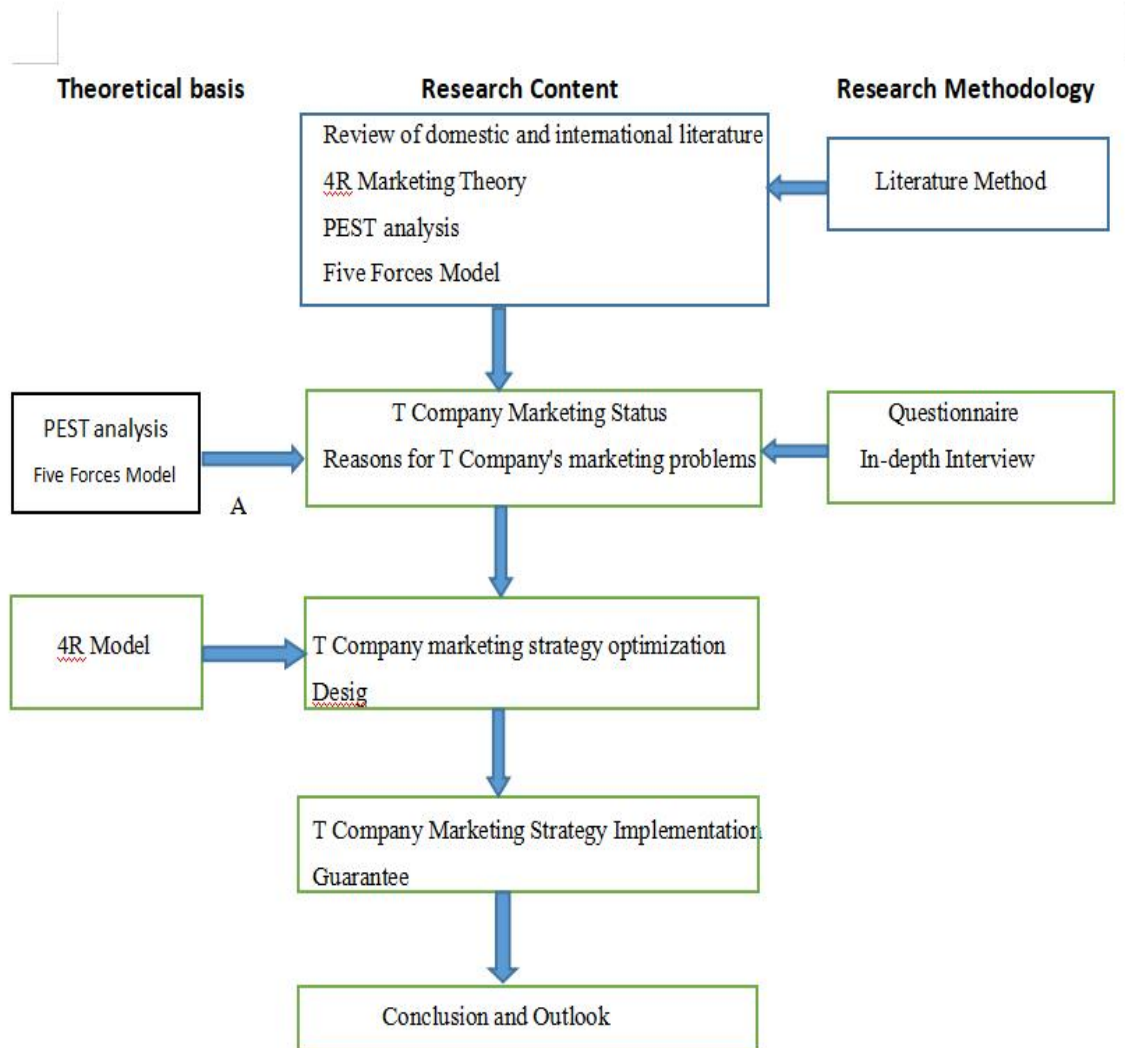
Table 1.1 Sales revenue and growth rate of China's building materials equipment industry



Source: National Bureau of Statistics (2023)

This thesis will be divided into seven chapters. The first chapter is an introduction. It explains the background of the selected topic and the significance of the research. The second chapter analyzes the related research at home and abroad, introduces the 4P, 4C, 4R marketing mix theory and PEST analysis, Porter's five forces analysis, and puts forward the structure of the thesis and the research method. Chapter 3 introduces the research methods: literature research method, in-depth interview, case study method. Chapter 4 introduces the organizational structure and current status of Company T. The 4P marketing mix was used to research the company. Chapter 5 firstly, the Porter's Five Forces model is used to study the market competition situation in its industry. Secondly, the PEST model is used to study the overall macro-environment that Company T is facing. Chapter 6 utilizes questionnaires and in-depth interviews research methods to discover the results of the problems such as low market relevance, low relationship, low response and low return that Company T is currently facing. Chapter seven causes are analyzed. Chapter 8 Improvement plan, which proposes an improve plan of marketing strategy based on 4R, including quality association strategy, close relationship strategy, timely response strategy and adequate return strategy. Table 1.2 is the structure followed in this work. These topics will be presented in the following chapters.

Table 1.2 The structure followed in this work



Source: Author (2025)

2 Literature review

2.1 Marketing

In foreign markets, research and practice in the field of marketing started earlier and have accumulated rich experience and theoretical achievements, forming multiple marketing concepts. Among them, the concept of relationship marketing was first proposed by Berry (1983), emphasizing the identification, establishment, maintenance, and promotion of relationships with consumers to achieve business objectives, and terminating these relationships when necessary. This concept focuses on the interaction between companies and customers and proposes implementation methods.

Jackson (1985) approached relationship marketing from a product sales perspective and proposed relationship marketing strategies that attract, develop, and maintain relationships with customers. Morgan and Hunt (1994) defined relationship marketing as market behavior that establishes, develops, and maintains successful relationship exchanges, combining marketing activities with relationship exchanges, and pointing out that relationship marketing is the comprehensive result of both. Gummesson (1996) provided a broader definition of relationship marketing, seeing it as the management of business-market relationships, covering all management behaviors of market connections, but lacking detailed description.

At the beginning of the 21st century, Ettenberg and Schuhz (2001) proposed the 4R marketing model, constructing a new market architecture dominated by competition. This model emphasizes that companies should not only meet consumer needs but also actively provide demand to consumers, establish connections with consumers, gain mutual trust, and enhance consumer loyalty to achieve long-term stability in the market.

Ettenberg (2003) pointed out that the 4R marketing theory was developed based on the 4P and 4C theories, while Michael (2005) considered the 4R marketing theory as a new form of relationship marketing with customer relationship management at its core. Larsson (2005) emphasized the importance of actively involving all sales activities beyond marketing to unleash employee motivation. Salminen and Anne (2008) believed that customer-to-customer recommendations with the support of existing customers are a very useful sales method. Izakova (2014) pointed out that small-scale industrial companies face problems such as market instability, limited customer base, and financial constraints. Helena and Daniela (2014) proposed how to choose the appropriate marketing concept and presented the basic model of marketing from the perspective of customers. Zeriti, Spyropoulou and Leonidou (2014)

introduced the 4R theory into the field of mechanical product marketing, significantly improving the competitiveness of enterprises. Fazal et al. (2017) conducted a relationship marketing survey on 1600 university students from three top universities, analyzing that relationship marketing needs to extend to before and after customer shopping to enhance customer satisfaction and establish long-term and stable partnerships with customers. Madhani (2020) applied the 4R framework to develop customer-oriented supply chain strategies and improve competitiveness.

Through the analysis of foreign marketing practices and research, it can be concluded that the application of the 4R marketing theory must fully consider the relationship of interests between companies and customers. This means that companies need to collaborate and learn together with customers to address the challenges of customer differentiation and dynamic demands.

Domestically, research on 4R marketing theory has been relatively lagging behind. As a result, many experts and scholars in China have started from foreign experiences and made beneficial explorations based on the national context.

Yu and Feng (2002) believe that the market marketing theories of 4P, 4C, and 4R have evolved in different economic periods and market environments. They do not have inherent conflicts; on the contrary, they complement and promote each other. Companies should flexibly choose and apply them according to their own situations. Jing (2003) believes that "4P," "4C," and "4R" are inevitable results of market competition. Therefore, they must be integrated, leveraging their respective advantages, for long-term corporate strategies. Wang and Wu (2007) point out that 4P marketing lays the foundation for the basic theoretical system; the introduction of the 4C marketing concept deepens marketing communication; the 4R marketing concept further highlights the importance of relationship marketing. Chen (2007) proposed a basic model based on the 4R theory and established a competency model for marketing personnel in companies based on the 4R marketing theory, combining their basic qualities. Pi(2009) introduced the integrated marketing model of 4RCP, where 4R represents marketing Plan, and 4C and 4P represent strategies for customer needs analysis and market behavior. The three are integrated as a whole. This model is suitable for transitioning from marketing Plan to tactics, encompassing marketing activities, and specific marketing actions based on market analysis. Chen and Liu (2011) used SPSS 18.0 software to conduct exploratory factor analysis on two samples from Shenyang Institute of Technology, and the

results indicated that the initial item was the most suitable scale method. They developed a 4R public market survey questionnaire suitable for Chinese enterprises.

Wang and Chen (2014) implemented a comprehensive incentive model based on the 4R framework, achieving a complete incentive process of need-execution-performance evaluation-goal-reward-recognition-expectation." They continuously improved the internal and external motivation levels of logistics company employees using methods such as target management, participation management, performance management, and commitment management. This enhanced the level of performance management and service quality in logistics companies.

In specific fields, Hu and Liu (2006) proposed that in the increasingly competitive construction machinery market, domestic construction equipment companies must formulate and select marketing strategies to enhance their competitiveness and achieve sustainable development. Based on the basic principles of 4R marketing, they pointed out the marketing strategies for domestic construction machinery manufacturing companies: emphasizing relationships with distributors and customers; focusing on sales return and strengthening channel control; enhancing brand building and management; and strengthening awareness of service. Zhao (2008) pointed out that from the 4P theory to the customer satisfaction-oriented 4C theory to the current popular 4R theory of customer loyalty, these are the basis for marketing activities of real estate companies at various stages of development. Cao and Mo (2009) suggested that third-party logistics companies should implement robust strategies under the guidance of 4R, with 4P as the core, to promote the market development of third-party logistics companies. In the field of pharmaceutical marketing, Wu (2013) and Zhou (2014) discussed the basic principles of 4R marketing, covering drug development, establishment of customer relationship management systems, establishment of market response mechanisms, and establishment of corporate culture. Li, Li and Lin (2014) believe that rural commercial banks should establish a "fast, interactive, win-win" brand marketing model centered around 4R, and create distinctive brands for commercial banks. Sun (2018) explored how the marketing practices of J real estate companies in a new environment can incorporate 4C and 4R marketing concepts and combine them with traditional marketing to improve marketing efficiency, increase company profits, and ensure a leading position in the industry to promote sustained and healthy development of the company. Zou (2020) discussed the interactive relationship between "Internet +" and short videos from the perspective of 4R marketing theory. Gong (2020) emphasized the importance of customer relationship

management in marketing strategies based on digital technology and the impact of the current new supply-demand relationship on customers. They proposed marketing strategies to maintain customer relationships.

Currently, China is actively promoting the research on 4R marketing theory and increasing efforts to achieve better market effectiveness. Through discussions and case studies of different companies, the potential and impact of 4R marketing theory have been analyzed, and innovative approaches to 4R marketing theory have been proposed.

2.2 Marketing Mix Theory

Enterprise marketing is a systematic discipline, and many experts and scholars are conducting in-depth explorations on marketing. They have proposed a series of marketing theories, and the formation of these marketing theories has gone through stages from 4P to 4C and then to 4R. The core focus of research has shifted from products to needs and further to relationships. This continuous evolution and development of marketing theories highlight the ongoing changes in the field of marketing

2.2.1 4P

The 4P marketing theory refers to the four elements commonly used in traditional marketing, also known as the "marketing mix" or "four marketing elements." This theory was initially proposed by McCarthy (1960) and has become the foundation of modern marketing management.

The following are the four elements of the 4P marketing theory:

Product: Product refers to the goods or services offered by a company to the market. In marketing, product includes the design and development of product features, quality, functionality, appearance, etc. Companies need to understand consumer needs and market trends to develop competitive products and prepare for pricing, positioning, and promotion.

Price: Price refers to the monetary or other resource cost required by a company to sell its products or services. Companies need to determine pricing strategies, taking into account factors such as costs, market demand, pricing by competitors, and consumer purchasing power. Pricing strategies can affect the market positioning, sales volume, and profitability of a product.

Promotion: Promotion refers to the various means by which a company communicates information about its products or services to the target market, in order to stimulate consumer interest and drive sales. Promotion methods include advertising, sales promotion, public relations activities, promotional offers, etc. Companies need to select appropriate promotional methods to effectively convey their products or services to the target audience.

Place: Place refers to the distribution channels and sales channels through which products flow from producers to consumers. Companies need to select appropriate sales channels to ensure that products can reach the target market quickly and efficiently. Channel selection involves considerations such as distribution strategies, retailer relationship management, logistics, and inventory management.

These four elements of the 4P marketing theory provide a framework for companies to plan and execute their marketing strategies, enabling them to effectively meet customer needs and achieve their business objectives.

2.2.2 4C

The 4C marketing theory is an extension and evolution of the traditional 4P marketing theory. It was proposed by American scholar Robert F. Lauterborn in 1990 and aims to focus more on customer needs, values, and changing market environments. Unlike the 4P theory, which emphasizes the company's perspective, the 4C theory takes the customer's point of view and emphasizes market orientation and customer value.

The following are the four elements of the 4C marketing theory:

Customer : Customer needs refer to the desires and expectations that customers have for a product or service. Companies need to gain deep insights into customer needs, including their preferences, tastes, purchasing decision-making processes, and tailor their products or services accordingly to provide value that satisfies customer expectations.

Cost: Cost refers to the expenses customers have to incur to purchase a product or service, which includes not only monetary costs but also the time, effort, and other resources expended. Companies need to consider how to reduce customer purchase costs, such as providing convenient purchasing methods, offering favorable prices or value-added services, to increase customers' willingness to make purchases.

Communication: Communication refers to the interaction and information exchange between the company and customers. Companies need to establish effective communication

channels with customers to convey information about the product or service, its features, and advantages, to attract customer attention and build trust. In the digital age, the rise of various marketing channels and social media provides companies with more communication opportunities and ways.

Convenience: Convenience refers to the ease with which customers can purchase and use a product or service. Companies need to consider how to make the purchasing process more convenient and efficient, as well as provide post-purchase support and convenience in resolving customer issues. Convenience factors have a significant impact on customer purchase decisions and loyalty.

The 4C marketing theory, by focusing on customer needs, cost, communication, and convenience, emphasizes customer-centric marketing thinking. Companies need to actively listen to and understand customers, establish good customer relationships by providing valuable and competitive products or services, and achieve long-term business success.

2.2.3 4R

The 4R marketing theory was proposed by Ettenberg and Schuhz (2001) based on the 4P and 4C marketing theories. The 4R represents Relevance, Relationship, Reaction, and Reward. This theory revolves around relationship marketing and aims to establish customer loyalty, emphasizing the importance of building new partnerships with customers in market development. In a highly competitive market environment, companies can actively meet customer needs and proactively create customer demands through interaction and cooperation with customers. By establishing special relationships with customers through relevance, relationship, reaction, and reward, companies can gain a competitive advantage.

It includes the following aspects:

Relationship: Establishing and maintaining customer relationships is the core of this model. Companies build close, interactive relationships with customers to understand their needs, preferences, and purchasing behavior, and provide personalized solutions to meet those needs.

Reaction: Companies need to respond actively to customer needs and feedback. This includes timely responses to customer inquiries, problem-solving, and providing support to enhance customer trust and loyalty.

Reward: To strengthen customer relationships, companies can offer various rewards and incentive mechanisms. This can include coupons, discounts, loyalty programs, or special treatment to incentivize customers to continue purchasing and remain loyal.

Referral: Through positive word-of-mouth spread by satisfied customers, companies can expand their customer base. Positive word-of-mouth can be achieved through providing high-quality products and services, positive customer experiences, and maintaining good relationships with customers.

The "4R marketing model" emphasizes the establishment of long-term, mutually beneficial customer relationships to enhance customer loyalty and sustainable market competitiveness. By focusing on relationship, reaction, reward, and referral, companies can establish deep connections with customers and succeed in a fiercely competitive market.

2.3 Branding and Customer acquisition and retention

2.3.1 Brand Image

Brand image has a significant impact on corporate marketing and consumer perceptions, which has been explored and researched by a number of scholars in recent years. chen et al (2022) confirmed through empirical research that consumer perceptions determine the value of brand image, which directly affects brand loyalty. moslehpour et al (2022) also concluded from empirical research that brand image has a significant effect on purchase intention, when shopping online, consumers will prefer to buy products with better brand image in general, Xiong et al (2023) believe that brand image has a link with customers' purchase intention and corporate decision-making, and the high quality upgrade of the external brand image can promote the purchase intention of customers, which can lead to the enterprise to obtain sustainable competitive advantage in the market. Advantage. ALIĆ (2020), in studying the role of brand image in the consumer-brand relationship, categorized brand image into brand function, brand emotion, and brand reputation, and the exploration of customers into brand loyalty and brand commitment. The scholar focuses the research perspective on brand relationships, extending from brand functionality to consumer feelings about the brand, and finally focuses on the consumer-brand relationship, adding the dimensions of brand loyalty and brand commitment.

2.3.2 Customer Relationship Management (CRM)

Lamrhari et al (2022) proposed a social CRM analytics framework that includes various analytics aimed at improving customer retention, acquisition, and conversion rates, and their findings show that the framework is effective in extracting relevant information to support the decision-making process.

Regarding the importance of CRM application in companies, According to Branham (2024), CRM system is a necessary tool for companies to enhance their competitiveness by helping them to better understand customer needs and optimize customer service processes, thus increasing customer satisfaction and loyalty.

In terms of the impact of CRM on customer satisfaction and loyalty, according to Ramadhan and Fikriah (2024), service quality and the effective implementation of CRM system can significantly increase customer satisfaction and then enhance customer loyalty.

According to Luo (2024), enterprise customer marketing management often faces many problems, such as customer information dispersion, imprecise marketing strategies, etc., and needs to optimize customer relationship management through refined customer classification and personalized marketing strategies.

3 Methodology

This work takes T Building Materials Company as an example and conducts an in-depth analysis of its product potential and shortcomings. By incorporating the current development trends in the building materials industry, the project improves the original 4P marketing Plan from the perspectives of the company's marketing and market subjects. The improve is based on the four dimensions of the 4R marketing theory: relevance, relationship, response, and return. The 4P theory includes product, promotion, distribution, and price. The aim of this thesis is to explore how to develop a distinctive, efficient, and creative marketing Plan for T Building Materials Company, enabling it to achieve long-term profitability and sustainable development.

This thesis follows a qualitative approach and uses several research methods to analyze and explore the product marketing strategies of T Building Materials Company.

(1) Literature Review Method: The project adopts the literature review method. Keywords such as mechanical equipment, relationship marketing, building materials, and 4R marketing Plan are used to conduct relevant searches on academic databases, such as CNKI (China National Knowledge Infrastructure). The obtained information is then organized and summarized to provide assistance in writing the project.

(2) Document Analysis: We use T Building Materials Company documentation to analyzes the problems existing in the company's product marketing process, providing assistance in writing the project.

(3) Qualitative questionnaires: qualitative questionnaire: selective questionnaire about T Building Materials Company related to marketing, the information will be helpful to the company.

(4) In-depth Interviews: Through interviews with the marketing and after-sales service personnel of T Building Materials Company, deep insights into the viewpoints and prospects of the company's employees regarding the company and the industry are obtained. This information contributes to proposing future development directions in the project.

4. Current Marketing Plan of T Company

4.1 Product

T Building Materials has a wide range of product lines, with both its flagship products and general machinery products to meet customer needs,As shown in Table 4.1.

Table 4.1 Company Product Classification

Serial number	Products	Name	Product Features
1	Building materials machinery	Cutting machine, hole punching machine, bending machine, forming machine, feeding machine, etc.	Superior product performance, high market competitiveness and good reputation
2	General Purpose Machinery	Elevator, belt machine, etc.	Traditional machinery manufacturing products, but the overall return is not high
3	Small equipment	Oxidation machine, grinding machine, etc.	Small sales volume, complex production process, supporting specific manufacturers

Source: Author (2025)

In recent years, T Building Materials Company has been exploring in the field of building materials machinery and equipment. In addition to specialized equipment, the company has expanded its production to include general equipment and is now able to provide a complete set of bridge equipment. The company has adopted a diversified and comprehensive product Plan, focusing on the production of products with lower technical requirements in order to gain cost advantages and increase profits.

4.2 Price

T Building Materials Company is a small to medium-sized enterprise that has faced increased competition from other building materials equipment manufacturers in recent years. In order

to increase its revenue, the company has adopted a market-competitive pricing Plan by setting its product prices slightly below the industry market level.

4.3 Place

After years of development, T Building Materials Company has established long-term partnerships with major domestic construction companies, allowing its products to have nationwide coverage. The company has large warehouses in Chengdu, Beijing, Xi'an, and Shanghai, providing local distribution services. The central and northern regions of China are key sales areas for the company. Additionally, T Building Materials Company has obtained import and export qualifications and has successfully exported its products to countries such as Russia, Thailand, Singapore, and Cambodia.

4.4 Promotion

T Building Materials Company primarily promotes its products through customer referrals, Alibaba, Baidu advertising, Xiaohongshu (Little Red Book) recommendations, and subway advertisements. Word-of-mouth marketing is a key Plan for the company. It maintains good relationships with design institutes and engineers to establish a positive image for its products.

5 T Company specifics

5.1 T Company Profile

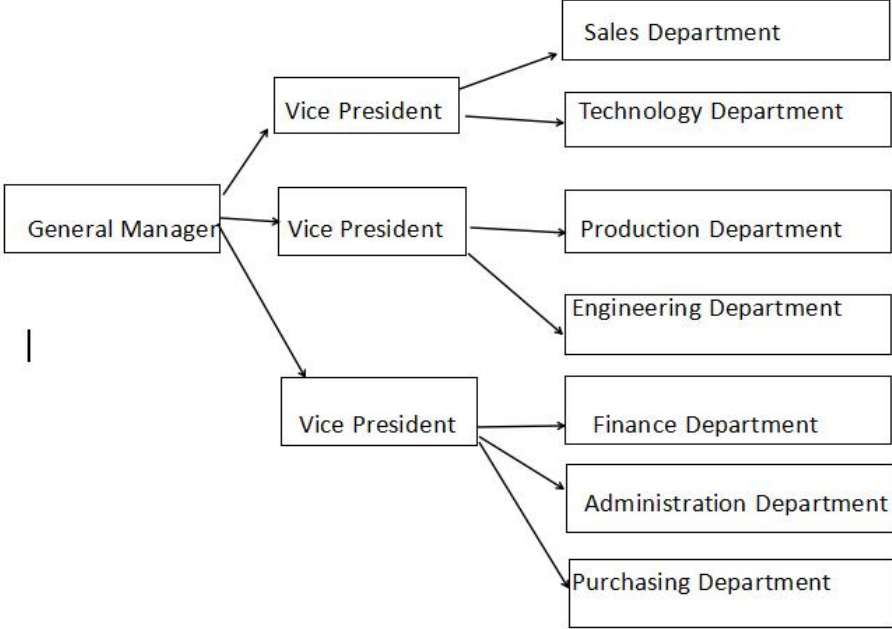
T Company is a metal products company established on April 19, 2010 in Jiangsu Province, China. After more than 10 years of development, the company now has a working plant with an area of 40,000 square meters, including production workshop, processing workshop, treatment workshop, scientific research laboratory and so on. By the end of 2024, Company T has fixed assets totaling more than 85 million yuan. On this economic level, Company T has been actively expanding, opening different production processes as well as several large-scale production lines over the years, intensively researching and developing a variety of equipment products, and applying for a number of Chinese utility model patents.

At present, T company has a high-quality professional talent team, the existing staff of more than 220 people, including the chairman of the board of directors, 4 executives, 25 technicians, after-sales service personnel 80 people, the rest are production workers. Out of the pursuit of high technology and high quality, since 2021, T company will hire 1-3 external technical experts and senior technicians to the company every year to do the corresponding technical guidance. As an advanced equipment manufacturer integrating production, research, trade and service, Company T operates under the business philosophy of high efficiency, environmental protection and practicality. Its business scope includes the production and sales of metal conduits and fittings, junction boxes, cable bridges, bridge equipment, electrical equipment, photovoltaic racks and fittings, stamping sales, plumbing and heating equipment and other mechanical equipment. Among them, since its establishment, T Company has devoted itself to producing high-quality new bridge sets, so that the relevant products have always been located at the national advanced level, and has established a nationwide sales network, enjoying an excellent reputation in the industry. In recent years, T company has been awarded ISO 9001 quality management certification, AAA grade enterprise credit rating, provincial “specialization, speciality and innovation” enterprises, the city of excellent private enterprises and other honors.

T company adheres to the “quality as the main line, science and technology as the fundamental” business philosophy, “to create good products, the pursuit of customer trust” as the company's development mission, “first-class equipment, excellent technology, reasonable production process”, The vision is “first-class equipment, excellent technology, reasonable production process”, and the value is “win-win cooperation, create brilliance together”.

5.1.1 Organization

Table 5.1 Company T Organization



Source: Author (2025)

Company T integrates the characteristics of building materials industry companies, its organizational structure is mainly divided into seven departments, namely, sales department, technical department, production department, engineering department, financial department, administrative department, purchasing department, and its responsibilities are as follows:

(1) administrative department: responsible for the company's file management, safety, security, vehicle management and other daily administrative affairs and media publicity and business reminders and inspections, as well as responsible for the company's personnel to go out and reimbursement approval work.

(2) Technical department: responsible for analyzing and researching the technological development dynamics of the building materials industry, the development environment and market demand, proposing technological development goals and ideas, actively promoting and guiding enterprises to establish technical programs and improve the quality assurance system.

(3) Production department: responsible for the production and application of new technology, new products, new technology, new materials, responsible for the development of production plans within the enterprise, with the technical department to complete the company's production plan.

(4) Purchasing department: responsible for finding potential suppliers and evaluating their qualifications, regularly evaluating the performance of suppliers, placing purchase orders and processing dynamic order information, analyzing market trends and formulating purchasing plans.

(5) Sales department: responsible for bidding for major customers, exploring potential customers through exhibitions, online promotion, offline channels, etc., tracking sales progress, analyzing sales data and planning sales activities to complete sales performance.

(6) Financial department: responsible for the company's annual budget and other financial management and accounting, financial statistics report review, summary, reporting and other work, to complete the leadership of other work.

(7) Engineering department: develop engineering implementation plan, monitor construction progress, participate in engineering technical support, audit the bill of quantities, organize the acceptance of sub-projects.

5.1.2 Product Introduction

T Building Materials specializes and focuses on the production and sale of new bridge equipment and enclosures. This includes metal structural components, such as bridge steel structures, girders, bridge connectors, and metal parts for construction; and metal fabricated products, such as metal guardrails, expansion joints, bearings, steel pipes, steel plates, and other metal accessories. Its application areas are bridges, guardrails, transportation infrastructure, municipal engineering, industrial equipment and so on. In recent years, Company T has increased its investment in new bridge equipment materials by introducing German polyethylene fast fusion technology, under which the equipment produced can be recycled and reprocessed after 5-10 years of use, which is in line with the current trend of advocating the use of green building materials in China, and reduces the waste of materials and promotes the sustainable development of the environment.

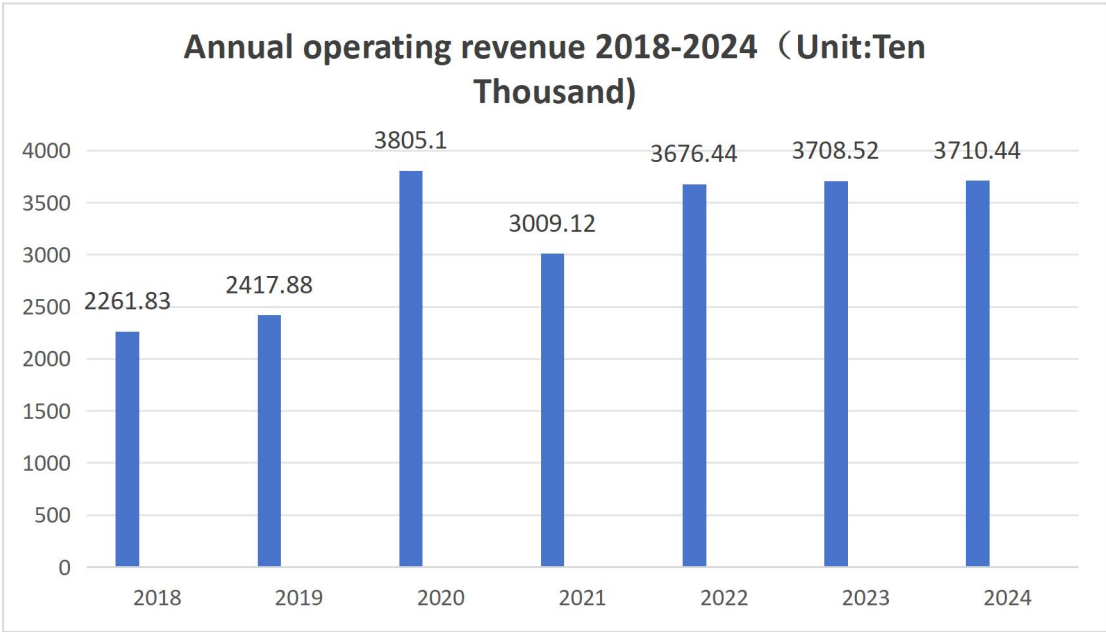
Through high-strength steel and aluminum alloy material processes, automated welding and cutting processes, precision machining and anti-corrosion treatments, T's system solutions

cover the entire project delivery process, including design, production, installation, commissioning and acceptance, and are able to provide customers with tailor-made process planning in all aspects. For example, T offers a wide selection of bearing products in sizes 100*50, 200*100, 300*150, 600*800, etc. to meet different project requirements.

5.1.3 Operational status

T Company has formed a more scientific industrial chain after more than ten years of development. Its influence in the industry is increasing. With the development of the economy and the continuous expansion of the scale of retail enterprises, Company T should effectively grasp the development trend and current situation of the market, adjust its marketing strategy in a targeted manner, strengthen its competitive advantages, and prepare for the challenges of its industry.

Table5.2 Company T Operating Income 2018-2024

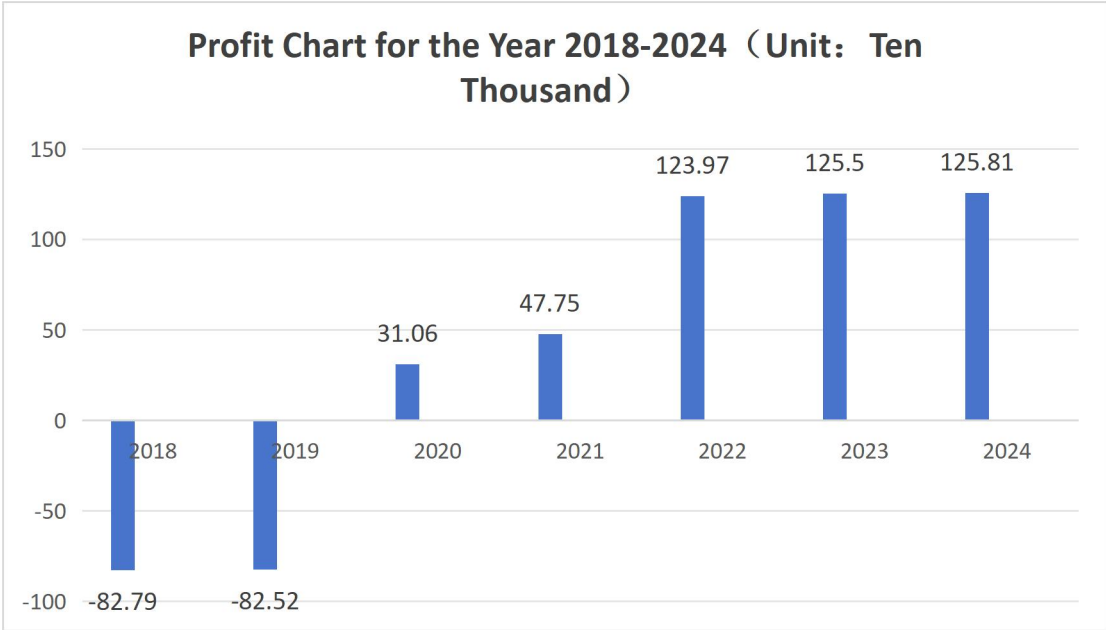


Source: Author (2025)

As shown in Table 5.2, the operating income of T Building Materials from 2018 to 2024 shows a trend of gradual growth, but the overall growth rate is slow, and although the level of operating income is relatively stable, from the perspective of the company's long-term development, it is still necessary to enhance the overall market competitiveness to achieve a

substantial increase in the level of operating income, to meet the requirements of the market development, and to maintain the subsequent operation of the company.

Table 5.3 T Company's operating income 2018-2024



Source: Author (2025)

As shown in Table 5.1.3.2, the profit of T Building Material Company in 2018-2024 gradually turned from a loss of 827,900 yuan in 2017 to a profit of 316,600 yuan in 2020, and the subsequent profit is a continuous growth trend, but in general, the profit of T Company grows slowly, and although the business situation is still good in 2022 to 2024, it fails to realize the optimistic situation, such as a substantial rise. The situation, after field research, we learned that this is related to the company's marketing effectiveness to a certain extent.

5.2 Competitor Analysis

Due to the gradual increase in the concentration and market maturity of China's building materials industry, as well as the strong support of national policies, the competition in the building materials market has intensified, and Company T has a number of strong competitors in the current market competition pattern, of which two companies are the most representative:

Jiangsu Weir Hardware Co., Ltd. is a medium-sized enterprise in Jiangsu Province, which is similar to the development orientation of T Company. According to the field investigation,

the company's annual revenue is about 200 million RMB, accounting for about 0.2%-0.3% of the architectural hardware market in Jiangsu Province. After years of development, Jiangsu Weir has the advantage of localized service and strong cost advantage. Its customer structure is dominated by B-end project contractors and building material dealers, covering the building hardware market through dealers. At the same time, Jiangsu Weir pays great attention to the development of sales channels. In the past 5 years, Jiangsu Weir has laid a large number of channels, including but not limited to building materials exhibitions, bidding sessions, agents and dealers, etc., which has broadened the road for the company's sales performance. T Company should learn from Jiangsu Weir's advantages and focus on improving the development of the company's marketing channels.

China National Machinery Industry Corporation (CNMIC) has an important market position in the construction engineering market in many countries and regions around the world. It is China's central direct management of important state-owned backbone enterprises, originated in the first Ministry of Machinery Industry, the former Ministry of Machinery Industry, more than 70 research and design institutes, equipment manufacturing and industrial and trade enterprises to develop. It has strong technological advantages and brand influence, and has been ranked first among the top 100 companies in China's machinery industry for many years, and in 2022, the company will be ranked 224th among the world's top 500 companies. SINOMACH attaches great importance to product innovation, and in recent years, it has developed environmental protection equipment and technologies with independent intellectual property rights, such as flue gas, desulfurization, dry dust removal, treatment and reuse, which have made a positive contribution to promoting energy saving and emission reduction in the industry. As innovation and environmental protection are the current development trend of the industry, T Company should strengthen its own technical strength in the process of product development, increase the research and development of environmental protection materials and environmental protection equipment, and comply with the trend of the times.

6 External analysis

6.1 PEST Analysis

6.1.1 Political

In recent years, China has issued a series of planning policies for the building materials industry to guide the rational layout and efficient development of the building materials industry, etc.²⁰²³ In 2023, nine departments of China's Ministry of Industry and Information Technology and other departments issued the “Working Program for Digital Transformation of the Raw Materials Industry (2024-2026)”, formulated the “Implementation Guidelines for Digital Transformation of the Building Materials Industry”, and proposed to study and Formulation of standards for assessing the level of digital transformation with industry characteristics.²⁰²⁴ In March 2024, the Department of Raw Material Industry of the Ministry of Industry and Information Technology of China issued the task of developing the industry standard of “Assessment of the Maturity Level of Digital Transformation of the Building Materials Industry,” and on January 22, 2025, the General Office of the Ministry of Industry and Information Technology of China issued the “Notice on the issuance of the Sixth Batch of the Plan for Formulation and Revision of the Industry Standards for the year of 2024,” and the industry standard “Assessment of the Maturity Level of Digital Transformation of the Building Materials Industry Digital Transformation Maturity Assessment” was formally included in the preparation plan, led by the Building Materials Industry Information Center is responsible for the organization, jointly with the China Building Materials Federation and the building materials industry associations, typical production enterprises, scientific research institutes, universities and colleges to draft a broad representation. The introduction of the national policy has timely promoted the high-quality development and digital transformation of the industry.

Against the backdrop of an increasingly severe environmental situation, China's environmental requirements for the building materials industry are also being raised in an orderly manner. For example, on January 11, 2025, China's Ministry of Finance, Ministry of Housing and Urban-Rural Development, and Ministry of Industry and Information Technology jointly issued the Circular on Further Expanding the Scope of Implementation of the Policy on Government Procurement to Support Green Building Materials and Promote Building Quality Improvement. The policy mandates the procurement of green building materials in the whole process, requires batch centralized procurement of green building

materials, and prioritizes the settlement of project prices for green building materials. Driven by the policy, China's new green building materials speak of rapid development.

Regarding the development direction of the building materials industry, the national policy also provides indicative role for this. 2024, China's Ministry of Industry and Information Technology, the Ministry of Ecology and Environment, the Ministry of Emergency Management, and the National Standardization Administration issued the “Standard Upgrading Leads the Optimization and Upgrading of the Raw Materials Industry Action Plan (2025-2027)”, which puts forward that the building materials industry should focus on the development of the basic common. The program proposes that the building materials industry should focus on the development of basic common, intelligent equipment interfaces, intelligent mines, intelligent factories, intelligent parks and other standards, and prioritize the development and revision of intelligent services, intelligent enabling technologies, integration and interconnection standards; focus on the development and revision of the energy consumption limit per unit of product, the evaluation of the “six zeros” demonstration factories, the evaluation of green building materials, the comprehensive reuse of industrial solid wastes and other resources standards; and carry out the development of standards for the use instructions of coatings, decoration materials and other products. Standards for paint, decorative materials and other products such as instructions for use are being developed; key product quality traceability standards for cement, safety glass, waterproofing membranes and other key products are being promoted, and standards for grading the quality control capacity of building materials enterprises are being formulated and revised.

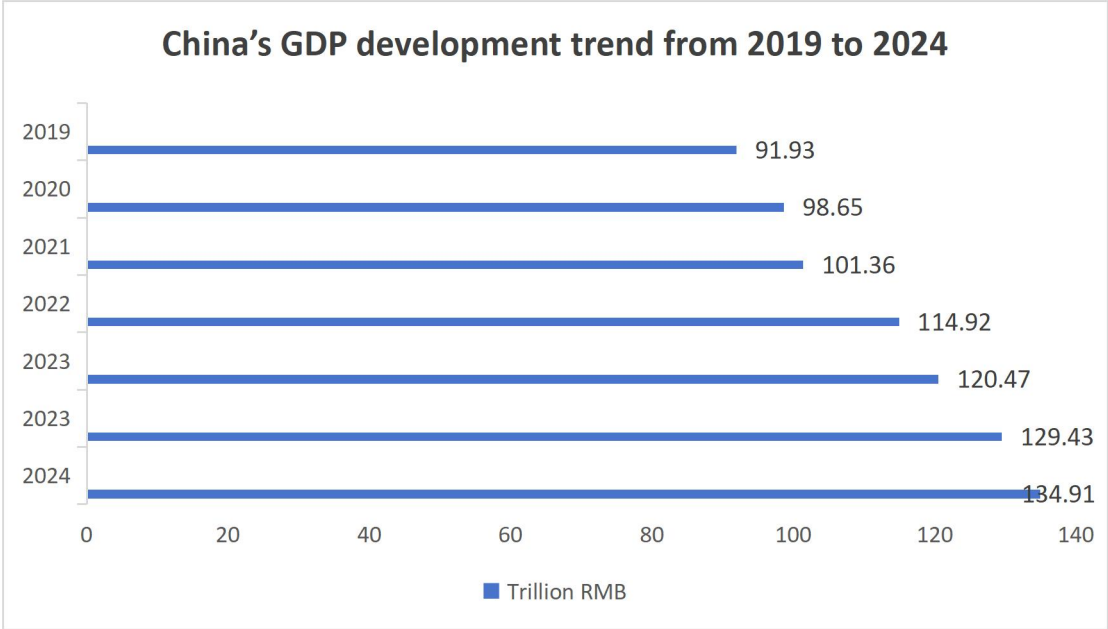
6.1.2 Economic

The development of building materials industry can not be separated from the country's economy, the development of the economy can promote the investment in fixed assets, investment in fixed assets will pull infrastructure construction, and further promote the development of building materials industry.

In recent years, China's economy has been running smoothly and its development has been more resilient. The country's GDP has continued to rise over the six-year period from 2019-2024, according to the Statistical Bulletin of the National Economic and Social Development of the People's Republic of China in 2024 released by the National Bureau of

Statistics of the PRC on February 28, 2025, the gross domestic product (GDP) for the whole year of 2024 was 1,349,084,000,000 Yuan, representing an increase of 5.0% compared with that of 2023 by the preliminary accounting. Among them, the added value of the primary industry amounted to 9141.4 billion yuan, an increase of 3.5% over the previous year; the added value of the secondary industry amounted to 4,920.87 billion yuan, an increase of 5.3%; and the added value of the tertiary industry amounted to 7,655.83 billion yuan, an increase of 5.0%.

Table 6.1 China’s GDP development trend from 2019 to 2024



Source: Author (2025)

6.1.3 Social

Urbanization is of great significance in supporting China's industrial development and building materials industry. In recent years, China's urban and rural construction, infrastructure is becoming more and more perfect, the level of urbanization can be high-quality development, urban renewal and gas, heat and other construction of high-speed development, which provides a great social help to China's building materials industry and related enterprises. According to the Five-Year Action Plan for the In-depth Implementation of the People-Centered New Urbanization Strategy issued by the State Council in 2024, it is proposed that the urbanization rate of the resident population should be raised to nearly 70% after five years of efforts, which undoubtedly further accelerates the construction of

urbanization. As the level of urbanization increases, the consumption potential of residents will also be released, and at the same time bring a large number of urban infrastructure, public service facilities, housing and other investment demand, and further promote the effective development of the building materials industry.

At the same time, the development of labor force also injected a new impetus for the development of the building materials industry, and the changes in the labor force promote the further development of the manufacturing industry. According to China's economic census, more than 123 million people were employed in the manufacturing industry in 2023, accounting for about 16% of the employment. With the development of society, the implementation of China's labor laws and regulations has also led to an increase in the wage level of workers, from the side of China's current social environment, the workplace safety of the importance of strengthening, which provides an important significance for the labor force into the building materials industry.

6.1.4 Technological

Currently, the building materials industry is facing positive developments such as increased productivity and efficiency with the development of technologies such as Building Information Modeling (BIM), Artificial Intelligence (AI) technology, Internet of Things (IoT) and others. Among them, artificial intelligence and machine learning, connectivity technologies, extended reality (XR), Internet of Things (IoT), robotics and automation, etc. are not only improving productivity, but also bringing significant cost savings and safety enhancements to organizations.

At the same time, industrial manufacturing and the technological upgrading of equipment in the industrial sector are being widely carried out as a trend across the country, and China attaches great importance to the upgrading of equipment and technology in the industrial sector, as it relates to the development of people's livelihoods and the development of the country. For example, in 2024, China's Ministry of Industry and Information Technology (MIIT) organized and compiled the “Guidelines for Equipment Renewal and Technological Transformation in Key Industrial Sectors”, which mentioned building materials as a key industrial sector for large-scale equipment renewal.

Technology investment to make up for the shortcomings of the building materials industry, China is currently focusing on promoting the renewal and transformation of energy

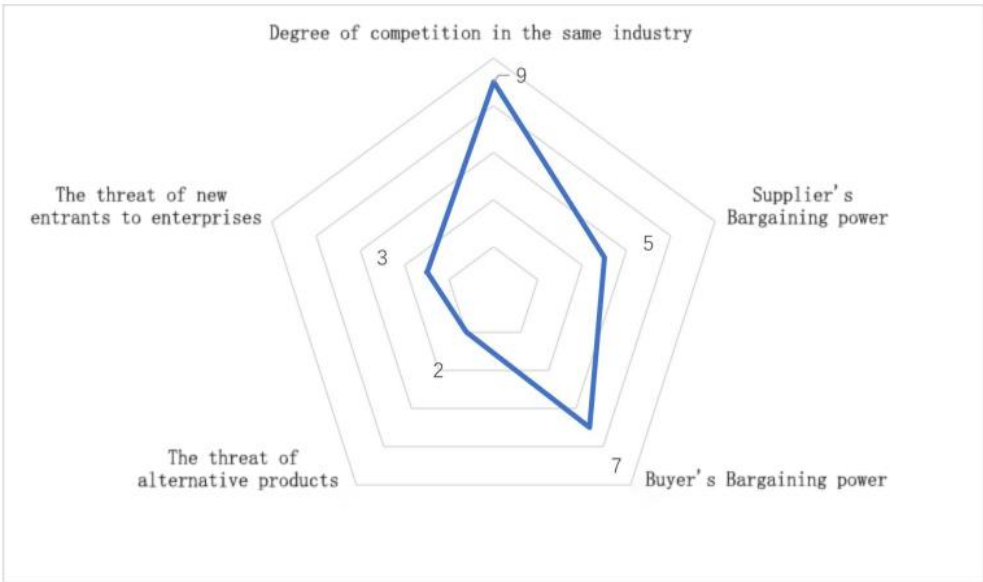
systems, raw material preparation, production and processing, inspection and testing, material transportation and other equipment, accelerate the production line and ancillary equipment in the Programmable Logic Controller (PLC), Distributed Control System (DCS), Data Acquisition and Supervisory Control System (SCADA), embedded software, and other industrial operating systems and R & D design The industrial software for manufacturing, operation and management, and operation and maintenance services has been upgraded and modernized. The application of new technologies and processes provides conditions for T Company to develop the market.

Through the above analysis of the macro environment, it can be seen that the political, economic, social, technological and other environments have brought broad prospects for the development of building materials equipment. For Company T, which has been developing in this industry for more than a decade, it can give full play to its advantages in technology and performance resources accumulated in this field, further strengthen its marketing capabilities, accelerate its transformation, and vigorously explore the market.

6.2 Five forces

China's building materials machinery and equipment industry is gradually entering a state of full competition, the main body of competition is increasing, the competition model is also changing from a single competition to diversification.

Figure 6.1 Competition in the industry



Source: Author (2025)

As shown in Figure 6.1, 10 is the maximum value and 0 is the minimum value. The competitive landscape of China's building materials machinery industry is characterized by: a very high level of competition among the current major players, with the prospect of competition possibly declining (9); strong bargaining power of upstream suppliers (5) and good bargaining power of midstream suppliers (7); weak threat of potential entrants to the industry (3); and weak threat of substitutes (2).

6.2.1 Competitive Rivalry

Currently, the building materials machinery industry faces intense competition, particularly in terms of pricing and after-sales service. China Construction Machinery Corporation (CCM) is an international brand known for its high-quality and cost-effective mainframe production, while other components are supplied by Chinese manufacturers. Domestic industry leaders such as Jiangsu Weier and Anhui Jingong have strong capabilities in marketing, service, and technological research and development. They offer products of good quality, higher prices, and enjoy strong brand recognition. Small and medium-sized enterprises like Jiangsu T Company, Jiangsu Pengzheng, and Jiangsu Penghua have advantages in cost-effectiveness, lower prices, mass sales, and flexible operations, along with certain capabilities in technological research and development. The building materials machinery industry is becoming more concentrated, competition is intensifying, and market maturity is increasing, although the demand is gradually slowing down. In this context, T Building Materials Machinery Company faces unprecedented opportunities and challenges

6.2.2 Bargaining Power of Supplier

The productivity and competitive advantage of suppliers in the building materials equipment industry are influenced by the reduction in their production costs. The strength of suppliers depends on their supply capabilities to buyers.

The upstream suppliers for T Building Materials mainly consist of steel producers such as Wuhan Iron and Steel Group and Baowu Group. Steel suppliers have large-scale production capabilities, minimal price fluctuations, and strong bargaining power. However, due to the relatively small demand from T Building Materials, they have to purchase steel through steel distributors, which results in higher costs and squeezed profits. Other upstream suppliers for T

Building Materials include Changhong Group and Jiangsu Xingba Group. When selecting high-quality motors and reducers, T Building Materials faces price pressure from upstream manufacturers. In terms of other accessory suppliers, T Building Materials holds a relatively strong position and has bargaining power.

In summary, the bargaining power of suppliers in the building materials equipment industry is moderate and influenced by production costs and supply capabilities.

6.2.3 Bargaining Power of customers

The bargaining power of buyers depends on their demand for price and higher-quality products. The main customers of T Building Materials Machinery are small and medium-sized enterprises (SMEs) that prioritize cost-effectiveness. These customers have more options and tend to favor lower-priced products with average quality, showing less emphasis on brands. The building materials equipment industry is composed of many small and medium-sized companies that produce standardized goods, allowing customers to purchase from multiple suppliers. Therefore, buyers have strong bargaining power in terms of price negotiations.

The building materials industry has a high level of brand concentration, with several dominant market players. These leading brands have significant influence in the market and possess more resources and capital, enabling them to better meet market demands.

6.2.4 Threat of Substitute

If two companies produce products that can be easily substituted for each other, it can lead to competitive conflicts that affect the existing company's competitive Plan. Lower prices, better quality, and lower user switching costs can exert greater competitive pressure on existing companies.

In the building materials machinery equipment industry, the primary production functions are not easily convertible to other types of products, and each type of product has its specific characteristics. Therefore, while there may be functionally substitutable alternative products, building materials machinery has its unique applicability, which does not pose significant threats and burdens to the industry. Consequently, the threat from substitute products is relatively weak in the building materials equipment industry.

6.2.5 Threat of New Entrants

Enterprise survival is a long-term challenge. New companies need to compete with existing enterprises, maintain core competitiveness, and develop new equipment and technologies. The barrier to entry in the bridge equipment industry is not high, but new equipment requires technological content, making it difficult for traditional companies to enter new areas and survive only in traditional markets.

Green construction is the mainstream trend for future development, and the construction industry will focus on environmentally friendly, energy-efficient, and efficient building materials. The building materials machinery industry has a high entry barrier, requiring significant investment to improve equipment and technological capabilities.

However, the building materials machinery industry is subject to strong cyclical fluctuations and is influenced by economic downturns. Production capacity is nearing saturation, and profitability is declining, posing challenges for companies in terms of restructuring. New competitors find it difficult to threaten existing manufacturers and sustain their operations in the industry.

6.3 SWOT Analysis

Strengths: First of all, supply chain integration capability is one of its strongest strengths, vertically integrating raw material procurement, production and logistics, which can effectively reduce costs. Meanwhile, long-term cooperation with upstream mineral and chemical enterprises ensures stable supply. In addition, the diversification of product lines can cover the whole cycle of building materials used in construction, to meet the one-stop procurement needs of customers. As one of its strengths, the company owns patents for environmentally friendly building materials and complies with green building certification standards (e.g. LEED, BREEAM).

Moreover, in terms of brand and channel, the company realizes benign and efficient development through B-end engineering cooperation and C-end retail channel.

Weaknesses: First of all, the pressure of heavy assets operation becomes one of the disadvantages, due to the high investment in production line equipment, depreciation costs, low capacity utilization rate when demand fluctuations in the construction industry or real

estate industry. As well as serious homogenization competition, low technical threshold of basic building materials equipment, more and more market price war is also gradually compressed profit margin. In recent years, China's environmental compliance costs rise caused by the disadvantage is becoming more and more obvious, under the carbon neutral policy, high energy consumption enterprises need to invest in capital renovation equipment, short-term increase in costs. Finally, the company's human resources structure is single, mainly traditional production-oriented team, lack of new materials research and development, digital marketing and other highly skilled personnel.

Opportunities: The current opportunities are very significant, first, driven by the policy dividend, new urbanization, transformation of old neighborhoods, and the release of demand for housing construction. This provides opportunities and prerequisites for the development of building materials equipment. At the same time, green building materials to stimulate market demand, in the global trend of carbon neutrality, environmentally friendly building materials and equipment, recycling equipment materials and other market growth rate will be greatly improved. As well as the era of digital transformation also brings development opportunities for this, the industrial Internet to optimize production (such as intelligent scheduling, energy consumption monitoring), live e-commerce to help the retail side of customer acquisition.

Threats: First of all, the volatility of raw material prices can lead to significant consequences, which is a point of very high threat intensity. For example, commodities (steel, asphalt) by the international situation (such as the Russian-Ukrainian conflict), the cost of conduction pressure will increase with. Secondly, the impact of substitutes is getting stronger and stronger, new materials continue to emerge to replace traditional products, such as aluminum templates instead of wood templates, carbon fiber reinforcement instead of steel. At the same time, the escalation of trade barriers, Europe and the United States “double reverse” investigation (anti-dumping, countervailing) to limit China's exports of building materials, which is a serious threat to the survival and development of similar companies.

7 Results

7.1 Questionnaire

The purpose of this questionnaire is to understand customers' perception of T Building Materials Company's products and service quality and to identify potential issues. Based on the 4R marketing theory, a questionnaire with 12 questions was designed, covering the dimensions of relevance, relationship, reaction, and reward. Through the questionnaire responses, we can gain a comprehensive understanding of customers' identification and needs with the company, as well as identify potential issues.as shown in Table 7.1.

Table 7.1 Questionnaire, see Appendix A for more details

Levels	Question
Relevance	1.Do you think you will be satisfied with the products of the brand T?
	2.Do you feel that the services provided by T Company are professional?
	3.Through which channels have you heard of the T brand?
Relationship	4.Which of the following aspects do you think will affect your satisfaction with T Company to a greater extent?
	5.Do you think the service work of T Company in market follow-up and demand follow-up can meet your requirements?
	6.How often do you receive unsolicited visits from T Company?
Reaction	7.If you have a complaint or suggestion about T Company's products or services, do you give feedback?
	8.What are your reasons for choosing not to provide feedback?
	9.If you have ever chosen T's after-sales service, do you think T's handling of the after-sales service is satisfactory to you today?
	10.What do you think is the most unsatisfactory part of T Company's after-sales service?
Reward	11.What are your main reasons for choosing products and services from the T Company brand?
	12.How do you think the products and services offered by T give you emotional feedback?

Source: Author (2025)

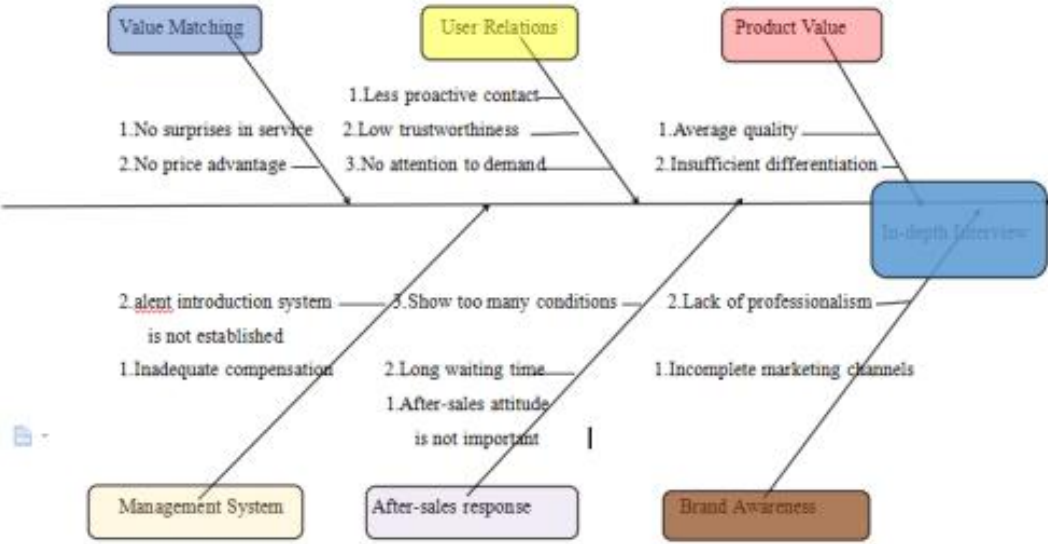
A representative sample of 300 existing customers was selected and the questionnaire was sent to them through the company's official WeChat account (the Chinese APP is similar to WhatsApp).The questionnaire was conducted in a incentivized manner, where T Building

Materials Company provided cash red envelopes worth 100 to 150 yuan to customers participating in the survey. In the end, 231 valid questionnaires were collected, resulting in an effective response rate of 76%. With high participation and a good survey outcome, the survey was successful.

7.2 In-depth Interviews

This study conducted in-depth interviews with marketing and after-sales personnel through a panel of experts. The interviews were conducted from May to July 2023 . The interview questions were consistent with the results of the questionnaire. Detailed interview questions are shown in Appendix 2, and interview results are shown in Appendix 3. The interview results are basically consistent with the customers' opinions in the questionnaire survey, exposing the marketing problems of T Building Materials. A total of 14 issues were summarized, covering six areas. These findings are illustrated in the fishbone diagram below, as shown in Figure 7.2.

Figure 7.1 In-depth interview fishbone diagram feedback



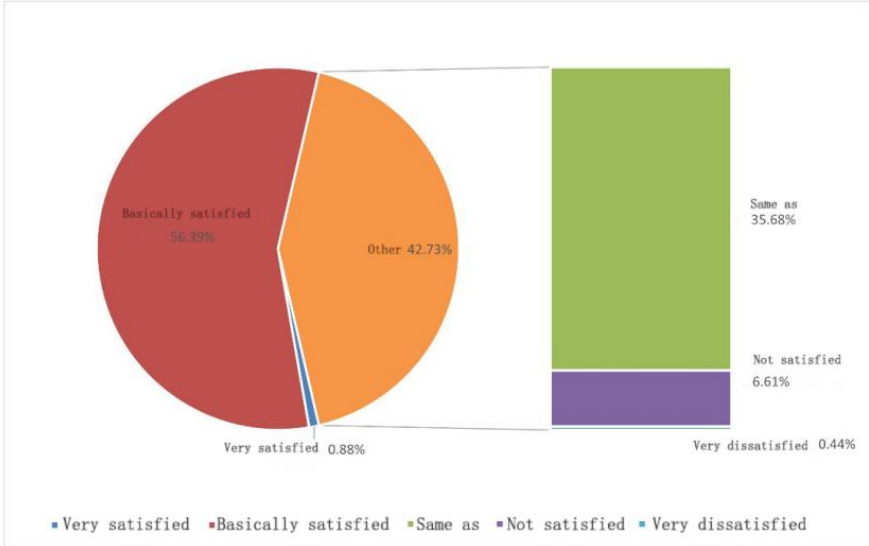
Source: Author (2025)

7.3 Summary of data

(1) Customers are not satisfied with the quality of T Building Materials' products and the professionalism of its services.

In questions 1 and 2 of the questionnaire. Of the 227 customers who participated in the survey, 35.68%, 6.61%, and 0.44% chose Fair, Less than Satisfied, and Very Dissatisfied, respectively, for a total of 42.73%, as shown in Figure 7.2.

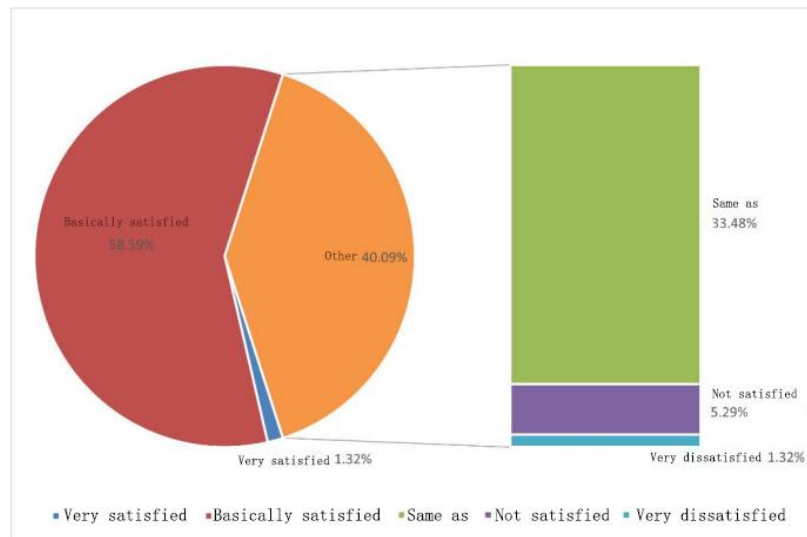
Figure 7.2 Product Satisfaction



Source: Author (2025)

For the level of professionalism in T Building Materials Company's services, the proportions of respondents selecting "average," "not very professional," and "not professional at all" are 33.48%, 5.29%, and 1.32% respectively, totaling 40.09%, as shown in Figure 7.3.

Figure 7.3 Service Professionalism



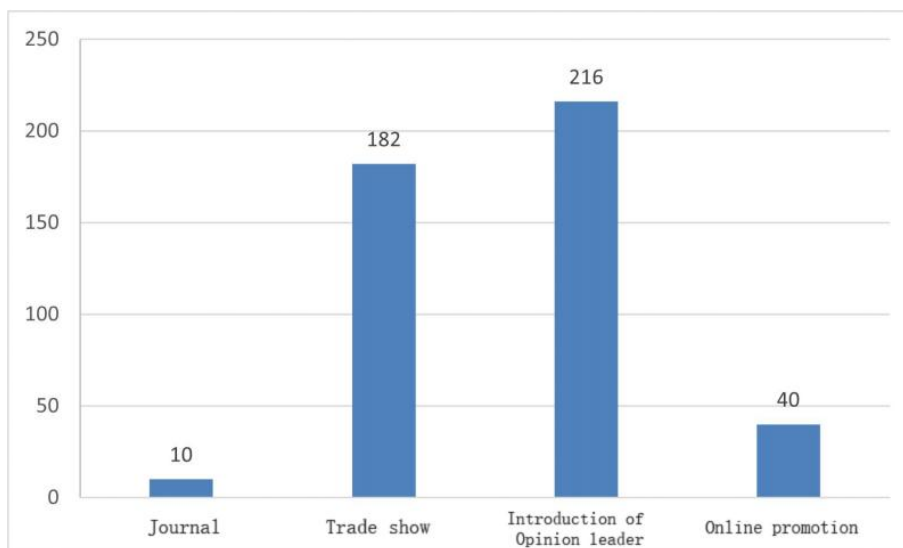
Source: Author (2025)

In-depth interviews revealed that of the six experts interviewed, two considered the quality of the product to be average and one considered the product to have no significant advantages.

(2) Not many publicity channels

In the questionnaire, the main issue related to publicity channels is question 3. Among the 227 participants in the survey, there were 10 times of professional journals, 182 times of exhibitions, 216 times of introduction by peers, and 40 times of network publicity, as shown in Table 7.2.

Table 7.2 Number of Branding Activities



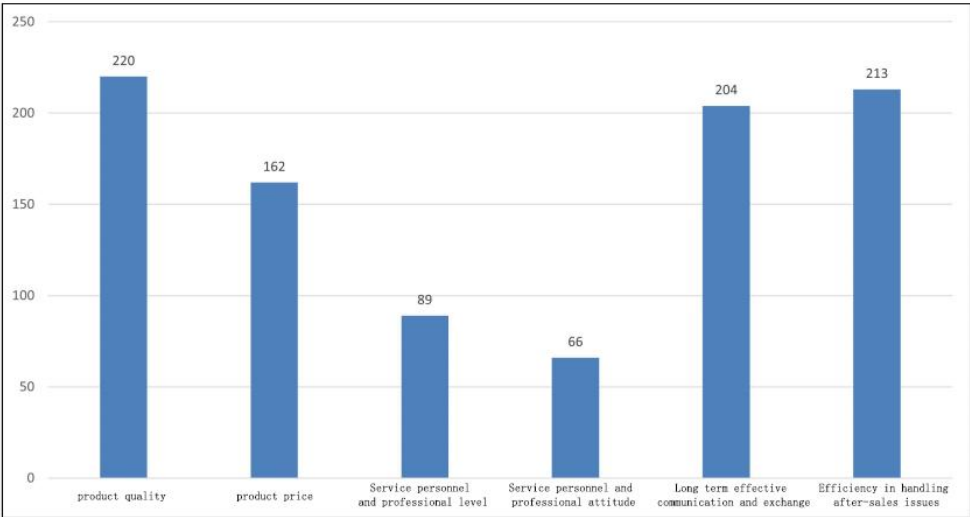
Source: Author (2025)

From the in-depth interviews, five of the six-member expert group thought that the industry could open up the the existing promotional channels of T Building Materials, although without obvious problems or errors, are difficult to achieve the desired promotional effect due to the lack of a holistic approach.

(3) Lack of attention to relationship management with users

In Question 4, among the 227 users who participated in the survey, the quality of the product was mentioned 220 times, the price of the product was mentioned 162 times, the professionalism of the service personnel was mentioned 89 times, the professional attitude of the service personnel was mentioned 66 times, the long-term and effective communication and exchanges were mentioned 204 times, and the efficiency of the after-sale problems was mentioned 213 times, as shown in Table 6.3.4. Among them, product quality, communication and after-sales problems were mentioned more than 200 times. This shows that users attach importance to product quality, long-term effective communication and efficiency of handling after-sale problems,as shown in Table 7.3.

Table 7.3 Marketing Product Satisfaction Factor

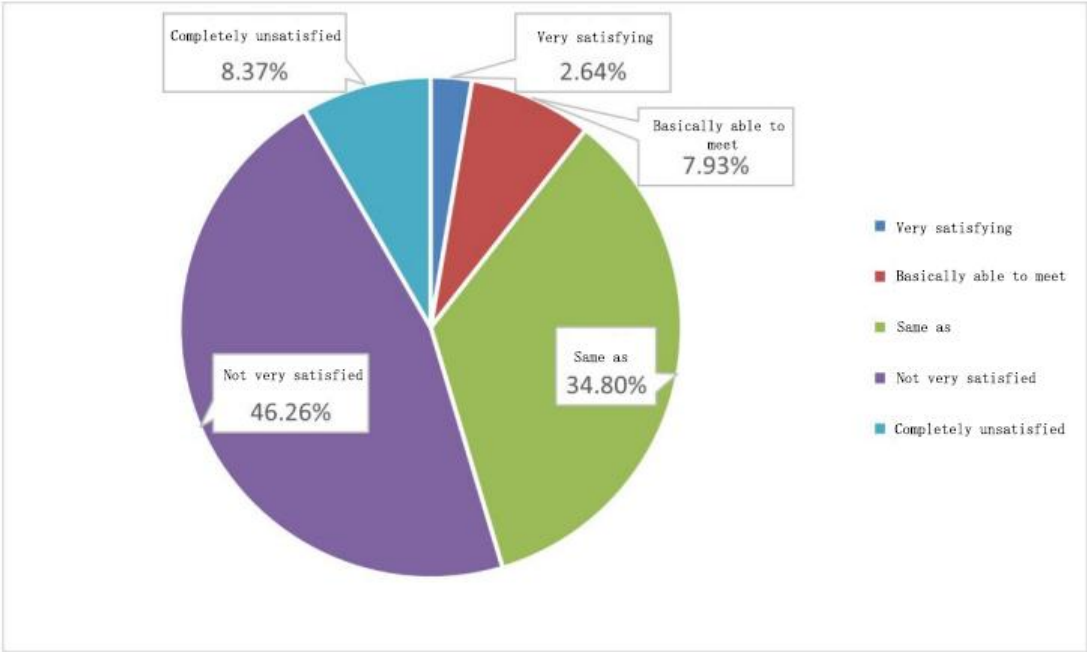


Source: Author (2025)

As shown in Figure 7.4, among the 227 users surveyed, 34.8%, 46.26% and 8.37% of them chose "basically satisfied", "not too satisfied" and "not at all satisfied" respectively, and a total of 89.43% of them chose "basically satisfied", "not too satisfied" and "not at all satisfied". As for the frequency of T Building Material's active return visit, 15.42% of the

respondents chose not to return the visit, and the total frequency of return visit is only 25.55%, which indicates that T Building Material does not satisfy enough of the needs raised by the users, and does not have a close relationship with the users.

Figure 7.4 Evaluation of customer satisfaction with demand follow-up



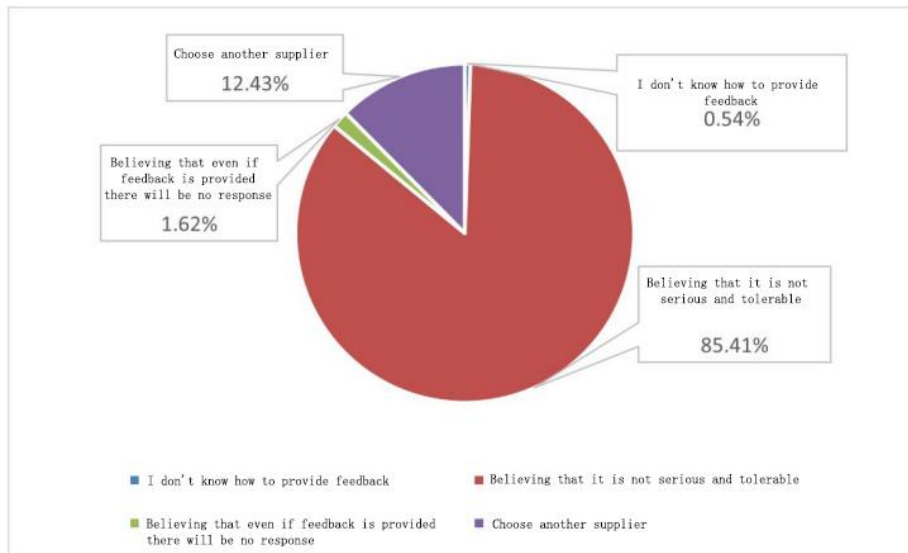
Source: Author (2025)

Four of the in-depth interviews indicated that they seldom contacted their customers proactively and that their relationships with customers were weak. From the results of the questionnaire and interviews, it can be seen that Company T does not emphasize relationship management and does not take the initiative to understand the needs of customers.

(4) Untimely after-sales response affects user response speed

Figure 7.5 of the questionnaire shows that in question 7, 2 respondents (0.88%) stated that they never provide feedback. In addition, 183 respondents (80.62%) mentioned that they only provided feedback when they were extremely dissatisfied with some minor issues, while 42 respondents (18.50%) indicated that they provided feedback frequently. For Question 8, the results show that 0.54% of the respondents chose "Don't know", 80.62% of the respondents felt that the problem was not too serious and could be tolerated, 1.62% of the respondents felt that even if they provided feedback, they would not be responded to, and 12.43% chose to change to another supplier. These results show that customers are more tolerant of minor problems and recognize T Building Materials' products and services.

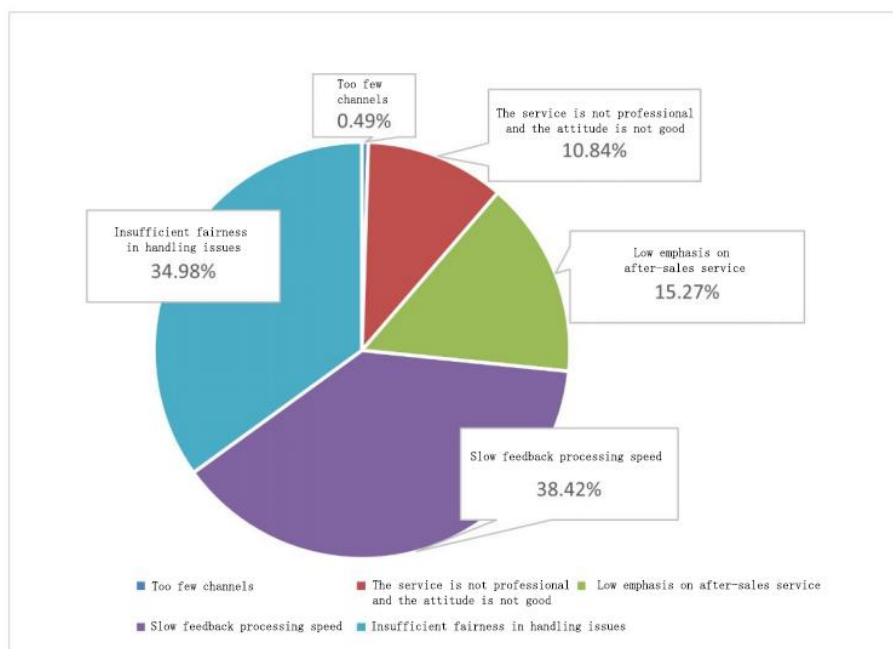
Figure 7.5 Customers do not give feedback on reasons for dissatisfaction



Source: Author (2025)

For question 9, 24 people said "very satisfied", 117 people chose "basically satisfied", 63 people chose "average", 16 people said "not very satisfied", and 7 people said "very dissatisfied". Excluding the 24 respondents who expressed "very satisfied", the remaining 203 respondents answered question 10. As shown in Figure 7.3.7, the results show that 73.4% of the majority of customers are worried about Company T's slow response to customer feedback.

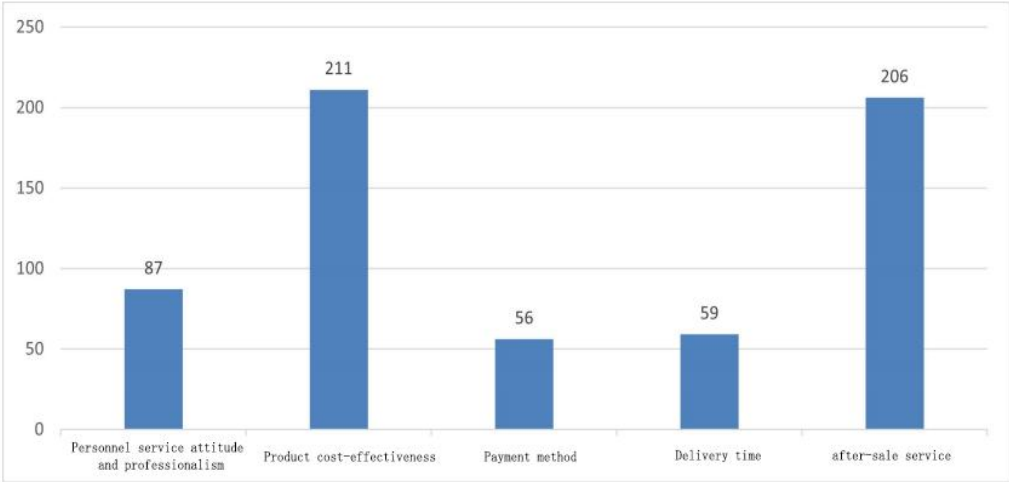
Figure 7.6 Percentage of display of after-sales dissatisfaction



Source: Author (2025)

In-depth interviews with six experts revealed problems with T Building Materials' service attitude, level of concern, after-sales handling, waiting time and inventory management. The questionnaire shows that customers are more concerned about the service attitude and professionalism of the staff, the cost-effectiveness of the products, the payment method, the delivery time and the after-sales service. Value for money and after-sales service were mentioned most frequently, indicating a need for improvement in these areas. Overall, 60% of customers were either satisfied or pleasantly surprised with the products and services provided by T Building Materials, with the remainder expressing varying degrees of acceptance or disappointment. As shown in Table 7.4.

Table 7.4 Number of times services need improvement



Source: Author (2025)

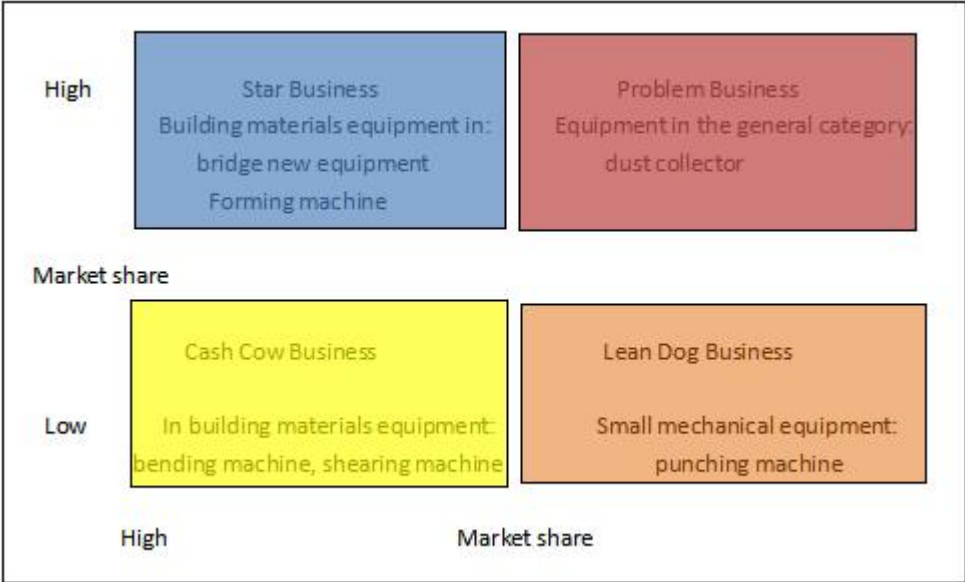
In the interviews with 6 experts, 3 of them felt that T Building Materials Company provided basic products and services without any surprises. One expert expressed disappointment in the quality, while two experts mentioned the company's inability to meet certain customer demands, leading to dissatisfaction. This highlights the need for T Building Materials Company to enhance value delivery, offer better value for money, and improve their after-sales service.

8 Cause analysis

8.1 Insufficient R&D Insufficient innovation

T Company's bending machine and shearing machine products have achieved a dominant market position in the initial stage. However, due to changing customer demands and market contraction, there has been a decrease in purchasing volume. In other popular fields, the company lacks a competitive advantage and needs to invest in research and development (R&D) to expand its business scale. However, the market opportunity is significant for large dust collectors, which is a hot issue in the industry. Therefore, the company should enhance product innovation, invest in R&D, to adapt to market changes and explore new lucrative business opportunities, as shown in Table 8.1.

Table 8.1 Boston Product Matrix



Source: Author (2025)

8.2 Inadequate funding Inadequate operations

T Company has been established for 13 years and has gone through the stages of initial startup to growth and development. The company experienced losses in the early years but managed to turn around and achieve profitability in the past three years. However, the company still faces limited cash flow. With a small to medium-sized scale, the company has a workforce of over 220 employees, including sales, after-sales, and production staff. The

compensation of sales and after-sales personnel is not tied to performance. The company has invested more in technology, but there has been a lack of focus on channel development, recruitment of professional talent, and training, resulting in a shortage of skilled professionals and a lack of emphasis on service attitude. The development of the marketing system lags behind, and there is a lack of specialized training, which has hindered the establishment of a comprehensive marketing system that can adapt to changing market demands

8.3 Concentration of power in the family

T Building Materials Company is a family-owned enterprise, with the founder having absolute decision-making power in company management. There is a significant involvement of family members in the company. In the early stages, the founder was extensively involved in management, but the marketing personnel lacked innovation and simply followed instructions. The company focused more on internal collaboration and lacked a robust market operation mechanism. Currently, the company is experiencing rapid growth and urgently needs to enhance its marketing management capabilities. The identified issues include a lack of strong innovation mindset, a shortage of core technology, limited financial resources, inadequate marketing personnel, and excessive centralized decision-making in a family-owned business. To address these issues, emphasis should be placed on meeting customer demands and managing customer relationships, while improving service quality and customer loyalty.

9 Improve

9.1 Accelerate image transformation

In the building materials and machinery industry, product innovation is a core capability within the realm of relationship Plan. However, this industry is characterized by rapid development and frequent equipment updates, making it crucial to strengthen patent application and protection. Similar to the case in the new energy battery industry, Tesla's 4680 new lithium-ion battery and BYD's blade lithium iron phosphate battery, although lacking substantial changes in battery principles and structures, have gained brand barriers and user recognition through improvements in packaging.

T Building Materials Company can continue investing in research and development for its current star and problem-solving businesses, while grasping the direction of automation and intelligence development to address customers' practical needs. At the same time, it should also emphasize patent application and protection, establish a dedicated legal team to safeguard patent rights, substantially enhance brand barriers, and establish a patent moat. Continuous improvement in service provision to meet customers' customized demands is also essential.

9.2 Expanding publicity to enhance brand image

In the 4R marketing theory, another important core function of the relationship Plan is to allow customers to easily understand the professional capabilities of the company. With the development of the Internet, various online applications and services continue to emerge, and companies need to continuously improve and apply them in product promotion and brand building. According to the survey results, customers' understanding of T Building Materials Company mainly comes from industry exhibitions and recommendations from opinion leaders, while their knowledge from professional journals and online promotion is relatively limited.

With the advancement of the Internet, e-commerce has penetrated into the building materials and machinery industry, and consumers can quickly access professional knowledge through short videos, websites, and other platforms. Many competitors have already adopted this approach and achieved good results. Therefore, T Building Materials Company should also keep pace with the times by publishing industry policies, new equipment features,

selection, and maintenance of building materials machinery, and utilizing various promotional methods.

Currently, T Building Materials Company has relatively few projects and advertisements in professional journals, so continuous investment is needed to enhance the brand's professional image. In addition, industrial exhibitions serve as sales channels for exploring new markets, allowing for maximum showcasing of the company's image and the introduction of new products, thereby visually establishing a professional brand image. Maintaining good relationships with key opinion leaders within the building materials and machinery industry, such as process designers, engineers, etc., will help the company establish a more professional image and drive revenue growth. Through these various channels, a professional image can be formed, enhancing the company's reputation and brand influence.

9.3 Employee Relations Marketing

Internal relationship marketing within a company can be approached through cultivating employee competence, establishing organizational structures, and shaping company culture. This involves enhancing employees' understanding of company values, fostering unity, ensuring appropriate staffing levels, and preventing talent attrition. It also entails improving management efficiency, rational division of labor, and coordinating activities within a sound organizational framework. Customer satisfaction is created through employees' loyalty and enthusiastic attitude. Building a strong company culture serves as an intrinsic driving force, achieved through employees' identification with the company's vision, goals, and management principles to realize the company's development objectives.

Currently, T Building Materials Company still needs to improve its internal relationships. Employee competence requires further enhancement, and there are obstacles in career advancement, as well as a lack of effective incentive mechanisms. The company should strengthen the development of employees' psychological and professional qualities, establish a fair and transparent promotion channel, and create a competitive atmosphere. It should establish incentive systems that value employees' business capabilities and make decisive actions to dismiss underperforming family members while emphasizing a sense of competition and unblocking the promotion channel. A scientific rewards and punishment system should be implemented, based on employees' actual abilities and performance, along with a reasonable competitive and rewards system. Additionally, under the leadership of the

company's party committee, fostering a harmonious work atmosphere and friendly relationships among employees can motivate employee enthusiasm and promote company brand building.

Through efforts in these three areas, talent competence, career advancement opportunities, and reward systems can become more scientific, maximizing employee motivation and fostering a sense of belonging and identification with the company to prevent talent attrition and achieve long-term company development.

9.4 customer relationship marketing (CRM)

In the communication between a company and its customers, building strong customer relationships is crucial. Customer satisfaction directly impacts their loyalty to the company. Therefore, companies should adopt proactive strategies, conduct regular follow-ups, understand customer needs through dialogue and communication, provide personalized designs and services, and genuinely create customer value.

By engaging in dialogue, companies can better understand customer needs, offer tailored services, establish a positive brand image, build mutual trust, and gain a competitive edge. Additionally, by promptly identifying and resolving issues based on customer usage and after-sales service feedback, companies can address concerns and avoid conflicts.

Furthermore, companies should choose a customer management system that suits their own business and utilize Customer Relationship Management (CRM) to screen and understand the needs of customers at different levels and in different domains, establishing a new paradigm of relationship marketing. CRM, supported by big data and modern technology, revolves around managing customer relationship data and establishing long-term, solid connections with customers to provide effective services. In an increasingly competitive economic environment, CRM is at the core of customer relationship management.

In customer management, leveraging data mining technology can continuously enhance customer individual value, Expand customer base and guide senior management to choose the best market plan, reduce operating costs, increase profitability, strengthen customer relationships, improve customer satisfaction and loyalty, drive rapid company growth, and achieve long-term benefits.

9.5 Supplier Relationship Marketing

T Building Materials Company's upstream suppliers include steel production companies such as Ma Steel Group and Baowu Group, as well as motor and gearbox manufacturers such as Wannan Motor and Guomao Reducer. Due to relatively low purchasing demands, T Building Materials Company typically procures materials through distributors and does not engage in direct transactions with suppliers. Therefore, it is important for the company to maintain close communication with each supplier, analyze market trends in a timely manner, and seize opportunities for raw material procurement. Purchasing materials when prices are low and selling finished products when prices are high can increase profitability. For other suppliers, such as screws and hardware components, establishing good communication and trust is essential to gain support. This includes establishing mutually beneficial partnerships with suppliers and distributors in areas such as accounts receivable terms and spare parts returns and exchanges.

9.6 Competitor Relationship Marketing

T Building Materials Company positions itself in the mid-to-low-end market and can establish business partnerships with high-end manufacturers such as Jiangsu Tianyuan Company and Anhui Keda Company. These companies primarily focus on high-end products and do not directly compete with T Building Materials Company, making it possible to establish strategic partnerships.

T Building Materials Company has significant advantages in the production of general-purpose machinery equipment such as bending machines, shearing machines, and forming machines. The company has made specialized modifications and upgrades to these devices to meet the technical requirements of the building materials industry. Products offered by other manufacturers cannot reach the same level of technological sophistication. Based on this advantage, T Building Materials Company can collaborate with other manufacturers, becoming their supplier and achieving mutually beneficial outcomes. T Building Materials Company gains orders while the partner companies obtain additional profits, creating a win-win situation.

Through collaboration with high-end manufacturers, T Building Materials Company can expand its business scope, enhance product competitiveness, and share market opportunities with its partners.

9.7 Social Organization Relationship Marketing

China's economic regulation methods involve both the invisible forces of the market and the visible regulatory measures implemented by the government. Under market economy conditions, the government can intervene through administrative licensing, administrative penalties, and other measures. Therefore, establishing good cooperation with government agencies is beneficial for the development of companies.

As a small and medium-sized enterprise, T Building Materials Company relies on strong support from government institutions. Especially in the current context of the pandemic, the company can benefit from policies that provide tax relief and financial assistance for employment stability. Although the interests of the company and administrative agencies may not always align perfectly, conflicts may arise in certain areas. Currently, government departments are particularly focused on aspects such as safety production, emergency management, and environmental inspections. To maximize the company's benefits, seeking guidance from the government is necessary to mitigate potential risks.

Additionally, T Building Materials Company actively participates in industry activities organized by the Concrete Association for Autoclaved Aerated Concrete in the building materials machinery industry. This involvement enhances the company's brand image and contributes to the development of the industry. Such participation helps strengthen the company's influence within the industry and facilitates communication and collaboration with other enterprises, promoting progress throughout the entire industry.

9.8 Establishing a customer-centered mindset

T Building Materials Company should establish a customer-centric market orientation and approach problems from the perspective of customers. Customers typically have needs and desires for better products and services, and the company can formulate appropriate processes and measures based on this understanding. However, in marketing activities, T Building Materials Company cannot target all consumers, so it should focus its efforts on the target customer segments of the business.

9.9 Improve pre-sales and post-sales efficiency

T Building Materials Company needs to respond to and address customer needs promptly according to market changes. During the sales process, efforts should be made to educate customers about the performance and technical advantages of the products to meet their individualized needs. In addition to selling products, T Building Materials Company should demonstrate its professionalism, maintain good communication with customers, and aim to retain them. Successful product promotion is only the beginning; the success in the market depends on the quality of service. It is important to pay attention to and respond to customer concerns in a timely manner, providing not only quick but also high-quality solutions to address potential conflicts and issues, in order to gain customer trust and positive word-of-mouth.

9.10 Enhancement of logistics management

T Building Materials Company adopts a made-to-order production approach, without product inventory. Since customers have high customization requirements and may need different spare parts, it is crucial to have detailed records of the quantities and specifications. Therefore, the company needs to establish a comprehensive inventory management system and ensure that order, sales, and inventory information is promptly communicated to the management personnel. It is important to maintain clear records of production and spare parts inventory and replenish stock in a timely manner. By leveraging an inventory management system, the company can improve inventory turnover, enhance operational efficiency, and reduce logistics costs. This helps to avoid situations where customers have to wait for spare parts and increases customer satisfaction with T Building Materials Company's after-sales service.

9.11 Innovations in return activities

The development of T Building Materials Equipment Company relies on sound management systems, as only continuous improvement in these systems can drive the company's growth. The establishment of management systems aims to organize and coordinate employees' full cooperation with the company's development. To achieve sustainable growth, it is important for T Building Materials Equipment Company to ensure that employees understand the

purpose and significance of management systems. Furthermore, management systems should be scientifically designed to improve efficiency through well-developed systems, strengthened management efforts, and improved processes. The work environment plays a crucial role in individual development, and both the office environment and the operational atmosphere are key aspects that should not be overlooked. Therefore, T Building Materials Equipment Company should create a conducive environment that inspires employees' potential to unleash higher levels of creativity and productivity.

9.12 Increasing the intensity of returns

In logistics strategic planning and management, it is crucial to establish a scientific logistics management system and an early warning mechanism. First of all, we need to consider the efficiency of logistics distribution, including re-planning of logistics routes, improvement of order processing processes, etc. Collaborating with third-party logistics systems to achieve seamless integration is also an important form of cooperation. Secondly, a detailed analysis of the city's transportation situation should be conducted, understanding the road conditions, and scheduling delivery times for logistics points based on their locations to avoid peak traffic periods and improve the efficiency of nighttime logistics delivery. By implementing these measures, service capabilities can be enhanced, operational costs can be reduced, and efforts can be intensified in activities that generate returns, enabling the company to stand out in competition and build strong relationships with customers.

10 Implementation of the plan

10.1 Technical

1. Improve core product quality

In order to realize product differentiation and establish brand barriers, T Building Materials should take the following measures: Developing new technologies: Increase investment in R&D to create professional barriers and improve the technical content and uniqueness of products. This can be achieved by increasing R&D investment, attracting professional talents, and cooperating with scientific research institutions: continuously improve product quality to ensure compliance with domestic quality standards and meet customer requirements. Establish a perfect quality supervision and inspection system, implement strict quality control and testing procedures to ensure the stability and reliability of the products: Continuously improve and perfect the products according to the general and individualized needs of customers. Listen to customers' opinions and feedbacks, customize products through personalized design, and provide solutions and services that meet customers' expectations. By implementing these measures, T Building Materials Company can continuously enhance product competitiveness and brand value, gaining the trust and loyalty of customers.

2. Improvement and upgrading of information systems

T Building Materials currently relies on the conscious behavior of its managers to control the entire process, and has not deployed an enterprise information system (EIS), enterprise resource planning (ERP) or customer relationship management (CRM) system. However, the introduction of ERP, CRM and other systems suitable for the company's own situation can enhance the company's intelligent digital competitiveness.

With the assistance of these systems, the lean production concept can be implemented throughout the entire product manufacturing process, connecting employees from various departments and improving internal communication capabilities and operational efficiency. These systems can help the company achieve centralized information management, accurate data collection and analysis, provide decision support and improve business processes, thereby enhancing the overall competitiveness and operational efficiency of the company.

Introducing appropriate information systems will bring T Building Materials Company to a higher level of intelligence and digitization, better meeting customer needs, and enhancing market competitiveness.

10.2 Personnel

In the case of T Building Materials Equipment, the approach is threefold:

1. To promote the development of logistics in T Building Materials Equipment Company, we should provide targeted training for frontline managers and offer them various courses they need. Through these trainings, frontline managers can enhance their capabilities and drive the continuous development of logistics operations. We must recognize that the development of the logistics industry relies on the dedication and efforts of logistics personnel and senior management. T Building Materials Equipment Company needs to invest more funds to support logistics services and the cultivation of logistics talent to ensure the quality and level of training meet the requirements. With these efforts, the logistics services of T Building Materials Equipment Company will be enhanced, and overall logistics operations will become more excellent.

2. To achieve sustainable development, T Building Materials Equipment Company needs to establish a long-term training mechanism that covers all employees. When selecting logistics personnel in the logistics company, there should be sufficient communication between different departments to alleviate unfamiliarity and address communication issues. Each department can find the most suitable candidates based on the current logistics needs. It is necessary to collaborate with logistics management of T Building Materials Equipment Company in developing training plans. This will enable the new base training and guidance system to serve as a guide for helping logistics personnel achieve real growth. By integrating new logistics models with traditional ones, the development of human resources can be realized, cultivating talents that adapt to the company's development. Furthermore, to improve profitability, T Building Materials Equipment Company should focus on providing professional logistics services and fully adapt to the current logistics models. These measures will contribute to the company's greater success.

3. To establish a sound service network, T Building Materials Equipment Company needs to cultivate an excellent after-sales team. Firstly, employees should receive training to foster a strong sense of service-oriented mindset. Secondly, the company should avoid position

discrimination, conduct position planning for after-sales service personnel, and establish a corporate culture that values dedication to their profession, making them feel cared for by the company, proud of their work, and confident about the future. In addition to corporate culture and administrative care, an incentive and penalty system should be established. Clear work standards and performance evaluation manuals should be formulated, and awards such as Service Star of the Month, Best Assistance Award, and Best After-sales Personnel Award should be established on a monthly, quarterly, and annual basis, accompanied by certificates and economic incentives. In addition, the use of after-sales management systems to computerize the work records of after-sales service personnel will provide data for work standards and performance evaluation. These measures will help build an efficient after-sales service team to provide quality after-sales service.

10.3 Financial

In the case of T Building Materials Equipment, the approach is twofold:

1. Firstly, it is important to focus on improving production and operational efficiency, controlling costs, implementing lean manufacturing, and implementing fine management measures to reduce production expenses and increase profitability. This includes technological transformations, reducing capital investment, maximizing benefits, unleashing potential, improve product portfolio, and improving quality and efficiency. Emphasize the manufacturing process of each procedure, continuously improve quality, and provide customers with high-quality products and services. At the same time, improve the coordination of the logistics system, establish effective communication mechanisms to ensure the efficient operation of each production link, maintain supply-demand balance, reduce inventory, lower operating costs, and achieve internal financing.

2. Although T Building Materials Company has not yet gone public, substantial funding support is needed in areas such as technology research and development, market expansion, and recruitment of professional talents. Currently, the company is facing difficulties in cash flow management. Despite recent years of returning to profitability, financing is still required. The period during the pandemic can be a good opportunity for financing. Consider applying for loans from banks, as interest rates are low, and procedures are relatively simple. This will bring great benefits to the company's development, promote the development of the industrial

chain, enhance overall operational capabilities, improve financing capacity, enhance employee welfare and benefits, and increase the company's brand influence.

10.4 Cultural

In the case of T Building Materials Equipment, the approach is twofold:

(1) Emphasize a win-win corporate culture: Corporate culture is the spiritual outlook of a company, and it is crucial for fostering employee unity and a positive work environment, which has a positive impact on the long-term and sustainable development of the company. T Building Materials Company needs to continually improve its corporate culture, create a favorable work environment, enhance work efficiency, and establish a positive image in the minds of customers. This requires the participation of both management and employees, and it should be consistently implemented to enhance the cohesion and collaboration among internal staff, achieving a win-win situation for the company and its employees.

(2) Improve performance evaluation system: In order to inspire employees' enthusiasm for work, T Building Materials Company needs to establish a sound performance evaluation system. The sales team can develop a scientific performance evaluation system, assigning appropriate work tasks to each employee and conducting regular assessments to retain outstanding employees and eliminate underperformers. Additionally, the company should establish a comprehensive incentive system to drive work progress through rewards and penalties, thus enhancing employees' enthusiasm and effectiveness. For T Building Materials Company's sales and after-sales personnel, performance evaluations can be conducted, and they can be combined with company benefits to fully stimulate employees' work enthusiasm, providing customers with high-quality products, and ultimately establishing a positive corporate brand image.

Conclusion

This work aims to integrate the 4R marketing theory with the marketing practices in the building materials machinery industry improve the marketing Plan of T Building Materials Company. Through the dimensions of Relationship, Responsiveness, Relevance, and Return, the project explores how to transform the traditional 4P marketing Plan into a 4R marketing Plan to better meet the demands of market competition. This provides a theoretical foundation for the market development of T Building Materials Company and offers guidance for the improve and improvement of its marketing Plan.

By providing unique products and services and establishing a professional image, T Building Materials Company can enhance customer satisfaction and loyalty, gain a positive reputation, and attract more potential customers. This will contribute to improving the company's management and marketing capabilities, making it an excellent benchmark for other small and medium-sized enterprises in the industry to explore the market.

Through the research presented in this thesis, T Building Materials Company can establish a market marketing Plan based on the 4R marketing theory, better meeting customer needs, enhancing company image and competitiveness, and maintaining long-term market dominance. Moreover, this thesis also provides theoretical and practical guidance for improve marketing strategies in other enterprises in the building materials machinery industry.

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Appendix 1: Questionnaire

T Building Materials Company Survey Questionnaire

Dear Sir/Madam,

In order to enhance and improve the quality of our products and services, we have set up this survey questionnaire specifically. Your participation will provide us with valuable information and guide our future product and service planning.

This questionnaire will be conducted anonymously. We assure you that the information collected in this survey will be used solely for research purposes. We will carefully analyze and study the responses provided.

Thank you for your support. This questionnaire consists of 12 questions and will take approximately 8 minutes to complete. Please read the questions and options carefully and select the answer that you believe best represents your opinion. Once again, thank you for your cooperation. Thank you!

June 2023

(1) Are you satisfied with the products offered by T Building Materials Machinery Company's brand? [Single-choice question]

Very satisfied Somewhat satisfied Average Not very satisfied Very unsatisfied

(2) Do you consider the services provided by T Building Materials Machinery Company to be professional? [Single-choice question]

Very professional Moderately professional Average Not very professional Not professional at all

(3) Through which promotional channels have you heard about T Building Materials Machinery Company's brand? [Multiple-choice question]

Professional journals and magazines Industry exhibitions Recommendations from opinion leaders Online promotions

(4) Which of the following factors do you believe significantly influence your level of satisfaction with T Building Materials Machinery Company? [Multiple-choice question]

Product quality Product pricing Professionalism of service personnel Attitude of service personnel Effective communication and interaction over the long term Efficiency in handling after-sales issues

(5) Do you feel that T Company adequately meets your requirements in terms of service follow-up and other related services? [Single-choice question]

Completely meets my requirements Mostly meets my requirements Average Does not sufficiently meet my requirements Does not meet my requirements at all

(6) How often does T Building Materials Machinery Company proactively follow up with you? [Single-choice question]

No follow-up Once a year Once a quarter Once a month

(7) If you are dissatisfied with the products or services of T Building Materials Company or have any suggestions, would you provide feedback? [Single-choice question]

Never provide feedback Only provide feedback when extremely dissatisfied Provide feedback frequently

(8) What is the reason for not providing feedback? [Single-choice question]

Not sure how to provide feedback Consider the issue to be minor and can tolerate it Believe that even if feedback is given, it will not receive a response Choose another supplier

(9) If you have used T Building Materials Company's after-sales service, are you satisfied with how they handled the after-sales process? [Single-choice question]

Very satisfied Mostly satisfied Average Not very satisfied Very unsatisfied

(10) What aspect of T Building Materials Company's after-sales handling do you find most dissatisfying? [Single-choice question]

Limited channels Poor service attitude Insufficient emphasis on after-sales support Slow response to feedback Inadequate problem resolution

(11) In which aspects do you believe T Building Materials Company's brand products and services need improvement? [Multiple-choice question]

Service attitude and professionalism of personnel Product value for money Payment methods Delivery time After-sales service

(12) How do you feel about the emotional feedback that T Building Materials Company's products and services bring to you? [Single-choice question]

Disappointed Acceptable Satisfied Pleasantly surprised

Appendix 2: In-depth Interview

In-depth Interview Outline for T Building Materials Company's Marketing Personnel

- (1) Can the company's products and services generate attraction for customers? If not, please explain the reasons.
- (2) Has the company's marketing channels fully covered all areas? If not, please explain the reasons.
- (3) Does the company prioritize customer's new demands for products and services? If not, please explain the reasons.
- (4) Can the existing connections between the company and customers enhance customer loyalty? If not, please explain the reasons.
- (5) Can the company meet customers' expectations in terms of the progress and quality of pre-sales and after-sales processes? If not, please explain the reasons.
- (6) Do employees pay sufficient attention to after-sales service? If not, please explain the reasons.
- (7) What are the current issues in the company's after-sales service?
- (8) Does the company's provision of products and services bring pleasant surprises to customers? If not, please explain the reasons.
- (9) Provide some opinions and suggestions regarding the company's future products, sales, and after-sales services.

Appendix 3: In-depth Interview Results

Transcript of In-depth Interview with T Building Materials Company's Marketing Personnel

(1) Can the company's products and services generate attraction for customers? If not, please explain the reasons.

Result: 3 individuals believe the products and services can attract customers, while 3 individuals believe they cannot.

Reasons: 2 individuals think the product quality is average, and 1 individual believes the products do not have significant differentiation compared to other manufacturers, lacking a competitive advantage.

(2) Has the company's marketing channels fully covered all areas? If not, please explain the reasons.

Result: 5 individuals believe the marketing channels are comprehensive, while 1 individual believes they are not.

Reasons: 5 individuals believe that market penetration has been achieved through recommendations from industry experts. However, 1 individual believes there is still room for improvement, as the company lacks brand visibility in professional journals and lags behind in emerging online promotions, failing to create a strong initial impression for potential customers.

(3) Does the company prioritize customer's new demands for products and services? If not, please explain the reasons.

Result: 2 individuals believe the company prioritizes customer's new demands, while 4 individuals believe it does not.

Reasons: 2 individuals express that even if new demands are raised, the company lacks the ability to substantially improve products and services due to a lack of relevant technical personnel. Another 2 individuals state that it is not related to their own interests.

(4) Can the existing connections between the company and customers enhance customer loyalty? If not, please explain the reasons.

Result: 1 individual believes the existing connections can enhance customer loyalty, while 5 individuals believe they cannot.

Reasons: 4 individuals mention that there is minimal proactive contact with customers, resulting in weaker customer relationships. 1 individual believes that low customer trust and satisfaction contribute to the lack of enhanced loyalty.

(5) Can the company meet customers' expectations in terms of the progress and quality of pre-sales and after-sales processes? If not, please explain the reasons.

Result: 1 individual believes the company can meet customer expectations, while 5 individuals believe it cannot.

Reasons: 3 individuals indicate that customers experience long waiting times, and 1 individual mentions excessive restrictions imposed on customers.

(6) Do employees pay sufficient attention to after-sales service? If not, please explain the reasons.

Result: 1 individual believes employees prioritize after-sales service, while 5 individuals believe they do not.

Reasons: 3 individuals mention that they find it troublesome to handle after-sales service requests and are unwilling to take responsibility, while 2 individuals state that it is not incentivized through salary benefits.

(7) What are the current issues in the company's after-sales service?

Result: 2 individuals point out the insufficient service attitude and level of importance, 1 individual mentions the lack of professionalism among after-sales representatives, 1 individual highlights long waiting times, 1 individual highlights unclear inventory management, and 1 individual mentions that the company prioritizes its own interests over after-sales problem resolution.

(8) Does the company's provision of products and services bring pleasant surprises to customers? If not, please explain the reasons.

Result: All 6 individuals feel that the company's products and services are not surprising.

Reasons: 3 individuals believe that the company provides only basic products and services that do not qualify as surprises. 1 individual believes that the products and services are subpar, leading to customer disappointment. 2 individuals express that the company fails to meet certain new customer demands, which also leads to customer disappointment.

(9) Provide some opinions and suggestions regarding the company's future products, sales, and after-sales services.

Opinions and suggestions: 1 individual suggests the need to develop differentiated products, 1 individual emphasizes the need to strengthen customer relationship management, 1 individual suggests the need to improve the salary and performance evaluation system, 1 individual suggests recruiting more specialized talents, 1 individual suggests upgrading the information system, and 1 individual suggests further reducing production costs.