INSTITUTO
UNIVERSITÁRIO
DE LISBOA

Marketing plan of Haers Thermos in the European Market

Longtian Ying

Master in Applied Management

Supervisor:
Professor Miguel Lage(MSc), Invited Assistant Professor, ISCTE-IUL

August, 2025

BUSINESS
SCHOOL

Department of Marketing, Operations and General Management

Marketing plan of Haers Thermos in the European Market

Longtian YING

Master in Applied Management

Supervisor:
Professor Miguel Lage(MSc), Invited Assistant Professor, ISCTE-IUL

August, 2025

Acknowledgements

I would like to express my sincere gratitude to all those who have supported me throughout my one-year Master's program at ISCTE Business School. This journey has been instrumental in expanding my knowledge, and I am thankful for the excellent professors and friends I have met along the way.

The process of writing this thesis has provided me with a valuable opportunity to apply the theoretical knowledge I acquired to practical situations, thereby enhancing my work efficiency and professional competence. The successful completion of this project is the result of the collective support from my classmates, the insightful guidance of my supervisor, and the unwavering encouragement from my family and friends.

First and foremost, I wish to extend my deepest appreciation to my supervisor, Professor Sofia Lopes Portela. During the writing of this thesis, Professor Portela provided invaluable suggestions regarding the research topic, structural framework, and analytical methodologies. She offered her meticulous guidance and steadfast support from the initial stage to the final completion of this work. I am truly thankful for her expertise and dedication.

Furthermore, I am also grateful to all the professors who have taught me during the past academic year. The solid foundation of knowledge they imparted has been essential for me to undertake and complete this research project.

Last but certainly not least, I wish to express my profound thanks to my family for their unconditional support and understanding. Throughout my year of study, they provided me with a nurturing and tranquil environment, which allowed me to focus entirely on my academic pursuits.

Resumo

Haers, uma fabricante chinesa líder de recipientes térmicos desde 2005, pretende expandir sua presença no altamente competitivo mercado europeu. Reconhecida por sua tecnologia central de isolamento a vácuo, a Haers é principalmente associada a produtos básicos de alto valor em seu mercado doméstico. Para alcançar um crescimento sustentável e reduzir a dependência do mercado, um objetivo crítico da empresa é o Reforço da Marca, visando estabelecer uma imagem internacional premium e inovadora.

Este projeto visa desenvolver um plano de marketing abrangente para 2026, a fim de aumentar a participação da Haers no mercado de chávenas térmicas na Europa. Os objetivos específicos são aumentar a conscientização da marca, atrair novos clientes para suas linhas de produtos premium (como chávenas inteligentes com grafeno), melhorar a lealdade entre os clientes existentes e, finalmente, expandir sua participação de mercado. Para isso, foi formulada uma Estratégia de Marketing detalhada, baseada em análises situacionais externas e internas, incluindo análises PESTE e SWOT, juntamente com pesquisa de consumo.

Um pilar fundamental da estratégia envolve abordar os desafios do Marketing Transcultural. O plano enfatiza a adaptação das narrativas e designs dos produtos para alinhar-se com as diversas preferências dos consumidores europeus e seus valores de sustentabilidade, indo além de uma abordagem única. Além disso, uma abordagem robusta de Marketing Digital é central para o plano, abrangendo a otimização do site oficial, o envolvimento estratégico nas redes sociais e campanhas de alto impacto online-offline, como publicidade no metro em cidades-chave como Paris.

A estratégia proposta integra esses elementos em um mix de marketing coeso, completo com um cronograma de implementação, orçamento e mecanismos de controle. Ao aproveitar seus pontos fortes tecnológicos e executar este planoculturalmente calibrado e digitalmente capacitado, a Haers está posicionada para alcançar uma penetração significativa no mercado e estabelecer-se como uma marca confiável e sustentável no mercado europeu de chávenas térmicas.

Palavras-Chave: Mercado Europeu, Valorização da Marca, Estratégia de Marketing, Marketing Intercultural, Marketing Digital

JEL Classification: M31

Abstract

Haers, a leading Chinese manufacturer of thermal containers since 2005, is seeking to expand its presence in the highly competitive European Market. Renowned for its core vacuum insulation technology, Haers is nonetheless primarily associated with high-value basic products in its domestic market. To achieve sustainable growth and reduce market reliance, a critical objective for the company is Brand Enhancement, aiming to establish a premium and innovative brand image internationally.

This project aims to develop a comprehensive 2026 marketing plan to increase Haers' market share for its thermal cups in Europe. The specific objectives are to enhance brand awareness, attract new customers to its premium product lines (such as graphene-enhanced smart cups), improve loyalty among existing customers, and ultimately expand its market share. To accomplish this, a detailed Marketing Strategy was formulated based on thorough external and internal situational analyses, including PESTE and SWOT analyses, alongside consumer research.

A key pillar of the strategy involves addressing Cross-cultural Marketing challenges. The plan emphasizes tailoring product narratives and designs to align with diverse European consumer preferences and sustainability values, moving beyond a one-size-fits-all approach. Furthermore, a robust Digital Marketing approach is central to the plan, encompassing official website optimization, strategic social media engagement, and high-impact online-offline campaigns like subway advertising in key cities like Paris.

The proposed strategy integrates these elements into a cohesive marketing mix , complete with an implementation schedule, budget, and control mechanisms. By leveraging its technological strengths and executing this culturally-calibrated and digitally-enabled plan, Haers is positioned to achieve significant market penetration and establish itself as a trusted, sustainable brand in the European thermal cup market.

Keywords: European Market，Brand Enhancement，Marketing Strategy，Cross-cultural Marketing，Digital Marketing

JEL Classification: M31

Table of Contents

List of Tables

List of Figures

1. Introduction

Haers, founded in 2005, is a Chinese manufacturer specializing in thermal containers. Leveraging its exceptional vacuum insulation technology and manufacturing capabilities, it has become a key player in China’s stainless steel vacuum cup market. However, when consumers hear the name "Haers," they primarily associate it with high-value-for-money basic thermal products. While relying on core products to build market recognition was an effective strategy in the brand's early stages, as a mature brand approaching its 20th anniversary, it is time to step out of its comfort zone and focus on establishing a premium, innovative brand image in high-value markets such as Europe. Currently, Haers' overall performance and brand recognition are overly dependent on the domestic market and its basic product line. Therefore, there is an urgent need to promote its high-end product series (such as graphene-enhanced smart thermal cups) to reduce reliance on a single market and address the intense brand competition and stringent regulatory challenges in the European market.

This project aims to develop a 2026 marketing plan for Haers' thermal cups in the European market to increase its market share. Specific objectives include enhancing Haers' brand awareness in Europe, attracting new customers to purchase its premium thermal cup products, improving loyalty among existing customers, and ultimately expanding its market share in the European thermal cup market.

To achieve this, the study conducted analyses of the external and internal environments, performed a SWOT analysis, and adopted a mixed-methods research approach. Through literature reviews, semi-structured interviews with four company executives, and a consumer survey administered via the Wenjuanxing platform from July 10 to 20, 2025 (which yielded 97 valid responses), in-depth information was collected regarding consumers' perceptions, attitudes, behaviors, and opinions toward thermal cup products.

This project is divided into five chapters. Chapter 1, the Introduction, outlines the research background, core issues, project objectives, and research methodology. Chapter 2, the Literature Review, defines relevant marketing concepts in detail and reviews effective management tools and theoretical frameworks for developing marketing plans. Chapter 3, Methodology, explains the data sources and research methods used to analyze various elements. Chapter 4 comprehensively presents Haers' 2026 European market thermal cup marketing plan, including an executive summary, an analysis of the company's internal and external environments, and a specific marketing mix (4P) strategy with implementation plans. The final chapter, Conclusion, summarizes the research findings and provides recommendations.

2 Literature Review

2.1. European Market Structural Dynamics & Emerging Challenges

2.1.1. Uppsala model of internationalization

The process of firm internationalization is often characterized by a gradual increase in market commitment as experiential knowledge is accumulated (Johanson & Vahlne, 2009). This Uppsala model provides a foundational framework for understanding why a brand like Haers might initiate market entry through low-risk modes, such as online sales or partnerships, before establishing a direct physical presence in a complex region like Europe.

2.1.2. Cultural barriers and perception gaps

Regulatory heterogeneity constitutes a significant and persistent challenge within the European market, profoundly impacting international market entry strategies. Empirical evidence underscores the material consequences of this fragmentation, as non-European goods faced 67% higher non-compliance notifications within the EU's Rapid Alert System for Food and Feed (RASFF)—a disparity partly attributable to targeted measures such as Regulation No 284/2011 against Chinese products (De Leo et al., 2021). This regulatory complexity extends beyond product standards into the financial sector, where divergent national regulations between Germany and Poland persist despite a unified EU banking framework, compelling cross-border operators to develop and maintain dual-track compliance strategies (Grabowski, 2021). For a market entrant like Haers, this regulatory landscape necessitates a proactive and localized compliance approach, requiring meticulous country-specific regulatory due diligence to anticipate and adapt to jurisdictional variations, thereby mitigating potential legal and financial risks.

Concurrently, sustainability imperatives have evolved from a competitive differentiator to a baseline requirement shaping core market dynamics in Europe. Eco-innovation within circular economy models can enhance corporate resilience by up to 40% (Bucea-Manea-Ţoni ş et al., 2021). Conversely, ignoring these imperatives carries severe financial penalties; energy firms that neglected robust carbon management under the EU Emissions Trading System (EU ETS) experienced a 15–30% erosion in market share (Ciesielska-Maciągowska et al., 2021). This stark contrast highlights that sustainability in the European context is not merely an ethical concern but a critical factor of production and competitive viability. For Haers, integrating sustainable practices—from supply chain management to product design and end-of-life recycling — is indispensable for achieving long-term legitimacy and consumer acceptance. Thus, compliance with frameworks such as the EU ETS and adherence to circular economy principles are not optional but fundamental to securing and maintaining a competitive position in the market.

2.1.3. Country-of-Origin and brand trust

Within brand equity frameworks, country-of-origin (COO) acts as a key extrinsic cue, where origin-related associations significantly contribute to brand differentiation and perceived value (Aaker, 1991). Consumers frequently utilize COO as a mental shortcut to evaluate product quality, which in turn shapes brand attitudes and drives purchase intentions, thereby strengthening overall brand equity (Pappu, Quester, & Cooksey, 2006).

However, the effect of COO must be interpreted within the context of the Liability of Foreignness (LOF), which refers to the inherent disadvantages foreign firms face due to their non-native status, such as lack of legitimacy and limited local market knowledge (Zaheer, 1995). While a positive COO image may partially mitigate LOF, foreign firms still encounter growing structural complexities. Digital infrastructure can alleviate some of these constraints—for example, energy aggregators using digital platforms to optimize market participation have been shown to gain a 23% profit advantage (Schwabeneder et al., 2021).

Between 2024 and 2025, multiple systemic risks are further intensifying LOF:

In environmental regulation, carbon price volatility and flawed quota allocation mechanisms in the EU ETS have raised compliance costs for new market entrants, necessitating more sophisticated product pricing strategies (Borri et al., 2024). Research on carbon markets is increasingly focusing on financial risks, underscoring the need for proactive ESG integration (Salvagnin, 2024).

Within the financial system, insurers have been identified as amplifiers of cross-sector vulnerabilities during crises (Bonaccolto et al., 2025), while ESG investments exhibit volatility clustering during market turmoil, undermining their perceived stability (Iannone et al., 2025).

Furthermore, energy supply fragility and geopolitical conflicts are adding pressure to international operations. Europe's reliance on diversified energy sources amid ongoing conflicts is indirectly compelling consumer goods firms to strengthen supply chain resilience and contingency planning (Ravazzolo et al., 2025).

Thus, although country-of-origin remains a positive driver of brand equity, foreign firms must navigate increasing structural risks within the LOF framework. While digital tools can alleviate some disadvantages, the fundamental solution lies in deeply integrating brand strategy with ESG management, supply chain resilience, and systemic risk mitigation.

2.2. Strategic responses and models for internationalisation

Navigating the complexities of the European market, as outlined in the previous section, requires a multifaceted strategic approach. This section synthesizes key theoretical models and strategic frameworks that collectively inform a viable market entry and growth strategy for a brand like Haers. It begins by establishing the foundational role of brand value creation, then explores the critical communication channels required to convey this value, and finally integrates these elements into the overarching paradigm of solution-based marketing, which prioritizes building long-term customer relationships over transactional sales.

2.2.1. Brand Value as the Foundation

The cornerstone of any successful market entry is the creation of distinct and defensible brand value. Building this value requires a strategy that synergizes established value drivers with contemporary marketing technologies and personalized engagement (Ke, 2025). Among traditional mechanisms, heritage leveraging is particularly potent, with empirical studies confirming a measurable, positive relationship between perceived heritage authenticity and a brand's market valuation (Paek et al., 2020). For a newer entrant like Haers, which may lack a long international heritage, this foundational value must be built upon other pillars, such as technological innovation, superior product performance, and a compelling brand narrative centered on sustainability and trust.

2.2.2. Integrated Marketing Communications: Conveying Value Coherently

Once a value proposition is defined, its effective communication is paramount. Integrated Marketing Communications (IMC) provides the framework for delivering a cohesive and consistent brand story across fragmented digital, social, and experiential channels (Kotler & Keller; Duncan, 2002). For resource-constrained entrants, strategic digital engagement is critical. The effective use of platforms like Instagram to showcase production authenticity and brand narrative has been shown to significantly enhance brand image scores among target audiences (Suryani et al., 2021). Furthermore, the credibility of marketing claims is essential; while verifiable environmental disclosures can substantially increase customer advocacy, unsubstantiated eco-claims carry a high risk of consumer backlash and defection (Aljarah, 2021). This underscores the necessity for Haers to base its communication on transparent and verifiable credentials.

2.2.3. Solution-Based Marketing

Green Authenticity & Accountability: Environmental claims must be substantive and verifiable. Aljarah (2021) found cafes disclosing carbon footprints via biodegradable packaging increased customer advocacy by 54%, while unsubstantiated eco-claims triggered alarming defection rates of 68%. Wen (2021) further validated the power of data-driven cultural calibration, demonstrating how big data can map regional preferences (e.g., Nordic consumers' affinity for "minimalist designs using recycled materials") to align product development and messaging with local values.

Contemporary Marketing Frameworks & 2025 Trends:

The development and application of marketing frameworks are critical for guiding strategic decision-making across various sectors. The literature highlights diverse approaches and considerations that shape effective marketing strategies.A significant evolution in marketing philosophy has been the shift from transactional, product-centric approaches to relational, solution-centric models that emphasize creating continuous value for customers. This shift is critical for overcoming the Liability of Foreignness and building a sustainable competitive advantage in complex, mature markets like Europe (Zhang, 2014). This approach, known as Solution-Based Marketing, focuses on delivering integrated product-service ecosystems that address deeper consumer needs beyond basic functional utility.

Central to operationalizing this approach is the 4R Marketing Theory, which argues that modern strategy must transcend traditional models by emphasizing four elements: Relationship (fostering ongoing interaction), Retention (enhancing customer loyalty), Relevance (tailoring offerings to specific contexts), and Reward (creating mutual value) (Zhang, 2014). The framework facilitates a strategic transition from selling discrete products to curating holistic solutions, thereby increasing customer switching costs and perceived value.

The integration of digital technologies into marketing strategies is another prominent theme. Boufim et. al. (2021) propose a digital marketing maturity model that guides organizations through stages of strategy implementation, emphasizing the importance of structured frameworks for digital transformation . Similarly, Gajić et. al. (2021) analyze strategic frameworks related to energy retrofitting, highlighting how legal and institutional structures influence the success of sustainability-oriented marketing initiatives .

Emerging trends such as data-driven approaches and innovative technologies are also shaping marketing frameworks. Jong et. al. (2021) identify key trends in B2B services marketing, including gamification, personalization, mixed reality, data visualization, and privacy concerns, which are integral to contemporary strategic frameworks. Furthermore, Haider et. al. (2024) examine how big data analytics-enabled dynamic capabilities influence market performance, emphasizing the importance of marketing ambidexterity and competitive pressure within strategic frameworks .

Frameworks that incorporate quality improvement methodologies, such as Six Sigma, are also discussed. Panda. (2021) illustrates how Six Sigma DMAIC methodology can be adapted for sales and marketing processes to enhance competitiveness, demonstrating the value of disciplined, data-driven frameworks in marketing operations .

2.3. Emerging marketing trends: Digitalization and Sustainability

2.3.1. Digital Transformation and Value Co-Creation

The shift to interactive, digital platforms changes the consumer's role from passive recipient to active co-creator of value (e.g., through feedback, social sharing, UGC). Livestreaming, unboxing videos, and social campaigns for Haers are not just marketing — they're value co-creation moments. Prahalad, C.K. & Ramaswamy, V. (2004). Co-creating unique value with customers.

The standardization-localization dichotomy defines market entry efficacy. Nath et al. (2020) revealed standardized retail branding reduced operational costs by 14% but diminished returns by 21% in culturally fragmented markets (e.g., Belgium vs. France), indicating context-dependent optimization.

Contrastingly, Bai et al. (2021) showed Louis Vuitton's Chinese New Year collections—adapting core motifs to local aesthetics—boosted regional revenue by 32%, proving strategic hybridization's potency.

2.3.2. Omnichannel and Phygital Branding Models

The hybrid nature of consumer touchpoints — from TikTok to pop-up stores — is best explained using omnichannel marketing or phygital branding (physical + digital). Haers is considering physical experience stores (Paris/Berlin) and digital DTC expansion — both require a theoretical framing that goes beyond channel silos. → Verhoef, P.C., Kannan, P.K., & Inman, J.J. (2015). From multi-channel retailing to omni-channel retailing: Introduction to the special issue. Emerging market brands deploy divergent approaches: ANTA utilized acquisition-led premiumization (purchasing FILA increased price premiums by 50%) combined with global event sponsorships (Shao et al., 2021), while Li-Ning adopted Zhao et al.'s (2021) cultural confidence strategy, embedding Eastern philosophy into sportswear to resonate with European youth.

Organizational capabilities remain pivotal; Fong and Chang (2021) correlated CMOs with developed-market experience to 18% faster international revenue growth, mitigating late-mover disadvantages.

2.4. Post-Pandemic Marketing Shifts

The COVID-19 pandemic accelerated Europe's transition toward hybrid engagement and verifiable sustainability.

Online-Merge-Offline (OMO) platforms increased customer retention by 41% compared with offline-only channels by enabling seamless integration across touchpoints (Dash et al., 2021). Environmental accountability has shifted from a differentiator to a necessity: Indonesian MSMEs using organic materials saw a 27% rise in purchase intent post-pandemic (Bestari et al., 2021), yet 56% of European consumers now require blockchain-verified sustainability claims to counteract greenwashing (Aljarah, 2021).

These developments underscore the need for real-time data infrastructure—AI-driven analysis of regional green market volatility is essential for strategic agility (Urom et al., 2021).

A successful entry into the European market requires systematically addressing a tripartite challenge: regulatory fragmentation and mandatory sustainability standards increase compliance costs; building brand value depends on balancing heritage narratives with digital innovation; and internationalization strategies must resolve the efficacy paradox between standardization and localization. The post-pandemic context has further intensified the need for omnichannel integration (OMO) and credibly verified environmental claims. Enterprises must build resilience amid structural pressures by leveraging data-driven dynamic capabilities—such as ESG risk modeling and cultural preference mapping—to enable agile and informed responsiveness.

3. Methodology

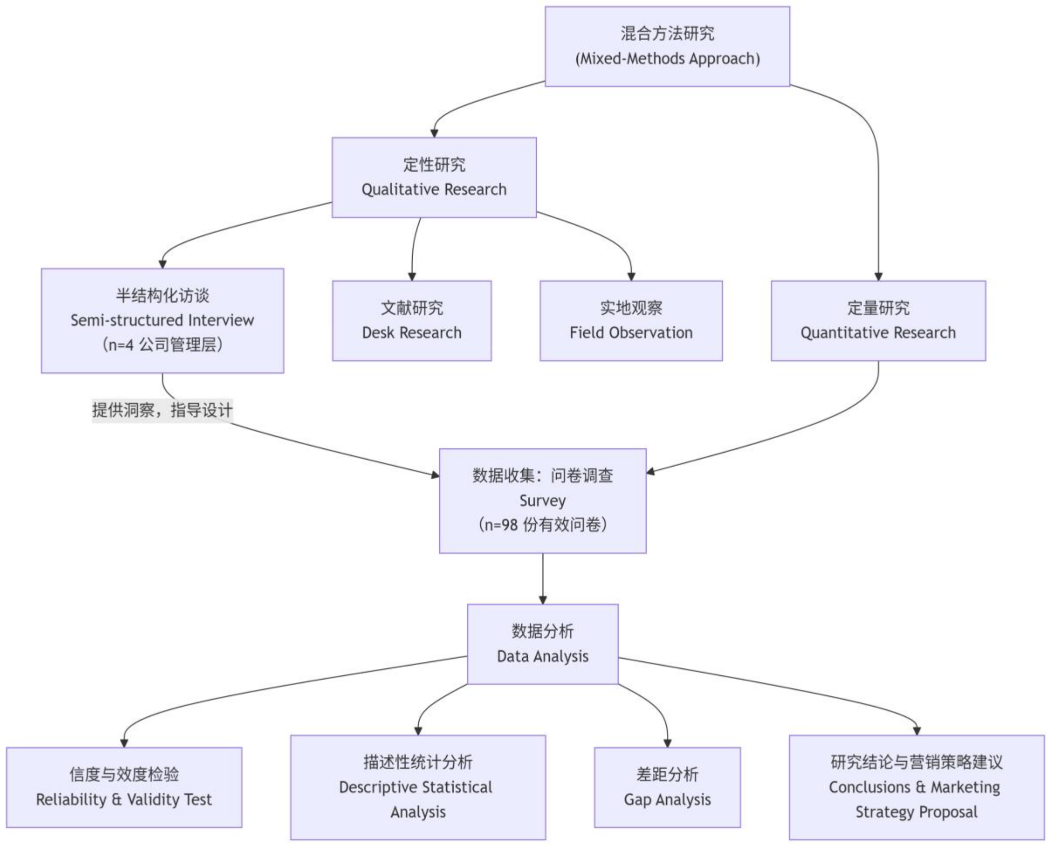
3.1. Research objective

This project aims to evaluate the marketing strategies of Haers thermos cups and propose improvement suggestions. By conducting both qualitative and quantitative research on the company's marketing strategies, analyzing the issues, and proposing solutions, specific strategies to increase the sales of Haers thermos cups will ultimately be formulated.

3.2. Overview of research methods

This study employs a mixed-methods approach (see Figure 3.2 for the research framework) to analyze Haers' marketing strategies and industrial system. :

Figure 3.2-Methodology



1) Desk research: Documental research is a research method based on literature, reports, cases, and other materials . This study utilized the official website and WeChat public account

of the Science and Technology Park to gather information regarding the history, development, organizational structure, and marketing model of Haers Company. Through literature research, a substantial amount of data was collected to outline the background and current situation of Haers.

2）Field Observation;The instrument used for this analysis was a structured observation checklist, specifically designed for this study to ensure a systematic and comprehensive data collection process. The checklist focused on several key dimensions of the production environment:

Production Process & Workflow: Observing the sequence of assembly lines, the integration of automation in key steps (e.g., welding, vacuum sealing), and identifying potential bottlenecks.

Worker Expertise & Behavior: Documenting the skill level of operators, their adherence to standardized operating procedures, and the efficiency of communication and coordination between teams.

Quality Control Mechanisms: Recording the frequency and methods of in-process and final product inspections, the handling of non-conforming products, and the use of testing equipment for thermal performance and leak detection.

Technological Application: Assessing the condition and modernity of machinery, and the use of digital systems for production monitoring or data collection.

Operational Environment & Sustainability Practices: Noting the cleanliness and organization of the workshop, safety measures, as well as visible waste management and recycling procedures.

Through this structured observational process, firsthand insights were gained into Haers' manufacturing facilities, worker dynamics, and practical operational challenges, complementing the data obtained from interviews

.3) Interview: Interview is a method of in-depth communication with individuals or groups. Interviews with the company's managers and operations personnel can obtain information regarding Haers' marketing philosophy, sales targets, and sales processes. Additionally, the interviews also provide insights into the company's internal management mechanisms, employee training, and management methods.

4)After obtaining and categorically analyzing information through qualitative research, this study conducted quantitative research to gain insights into consumer perceptions and preferences regarding Haers' products. Based on the five dimensions of Porter's Five Forces model and in combination with existing research findings, this study aims to develop a strategy more suitable for Haers' export to Europe. Data were collected through questionnaires, and by measuring and comparing the gaps between actual and desired product attributes, the study sought to understand customer expectations and satisfaction levels. This consumer research can help managers understand customer expectations and actual perceived satisfaction levels, identify potential areas for improvement, and provide recommendations for improving sales volume and customer satisfaction..

After obtaining quantitative data, this research analyzed the data using the following methods:

1) Reliability and validity test: testing the stability and consistency of the data and whether the data accurately reflect the research objectives and problems.

2) Descriptive statistical analysis: summarizing and describing the basic characteristics of the data.

3) Gap analysis: a method to compare the gap between customers' expectations and actual experiences. This study employs gap analysis to compare the discrepancies between the expectations and actual experiences of 97 customers regarding vacuum flasks.

4) Descriptive Statistical Analysis: It is the fundamental part of quantitative data analysis, mainly used to systematically present the core characteristics and distribution patterns of the data. In this study, descriptive statistical analysis is used to transform the raw survey data into understandable statistical indicators. It characterizes the distribution of target consumer features and identifies consumer price sensitivity and brand preferences, thereby enabling better formulation of marketing strategies.

After completing the quantitative analysis, this study described and explained the conclusions drawn from the data and provide specific recommendations for Haers' marketing strategy in the European market.

3.3. The interview

This study utilized a semi-structured interview approach. While a set of questions and topics was prepared in advance, the interview process maintained flexibility by not adhering to a strict sequence or imposing rigid limitations on response formats. The interviewees were park service managers, with the objective of gaining insights into the organizational framework and service delivery model of the park. The findings derived from these interviews contribute to a comprehensive understanding of the park's operations and informed the design of the subsequent survey questionnaire. The interview data and insights were systematically analyzed and synthesized, and are presented in Chapter Four. A total of four Company Management Staff members were interviewed, with the interviews conducted between July 15th and 25th. The details of the interviewees are as follows:

Table 3.1 Interviewee Information

Figure 3.3-The list of Interviewers

NO.	Division	Responsibility
A	Zhejiang Haers Vacuum Flask Co., Ltd. (No. 1 Haers Road, Economic Development Zone, Yongkang City, Zhejiang Province)	General Manager
B		Assistant Manage
C		Sales Manager
D		Design Manager

Below is the semi-structured interview outline:

Market Entry Standards and Challenges

1）What mandatory regulatory requirements must be met to enter the European market (such as environmental protection, product certification)?

2）How can the "Liability of Foreignness" in the European market be addressed?

Resource Allocation and Strategic Support

1）How will the marketing budget be allocated among product development, channel building, and promotional activities?

2）Are there plans to establish partnerships with local European companies or digital platforms? What would the specific forms of cooperation be?

Marketing Plan Implementation Process

1）How is the timeline for implementing the marketing mix (4P) planned? What are the key milestones?

2）How will the actual effectiveness of marketing activities be monitored and evaluated (e.g., KPI setting mechanism)?

Organizational Capabilities and Risk Management

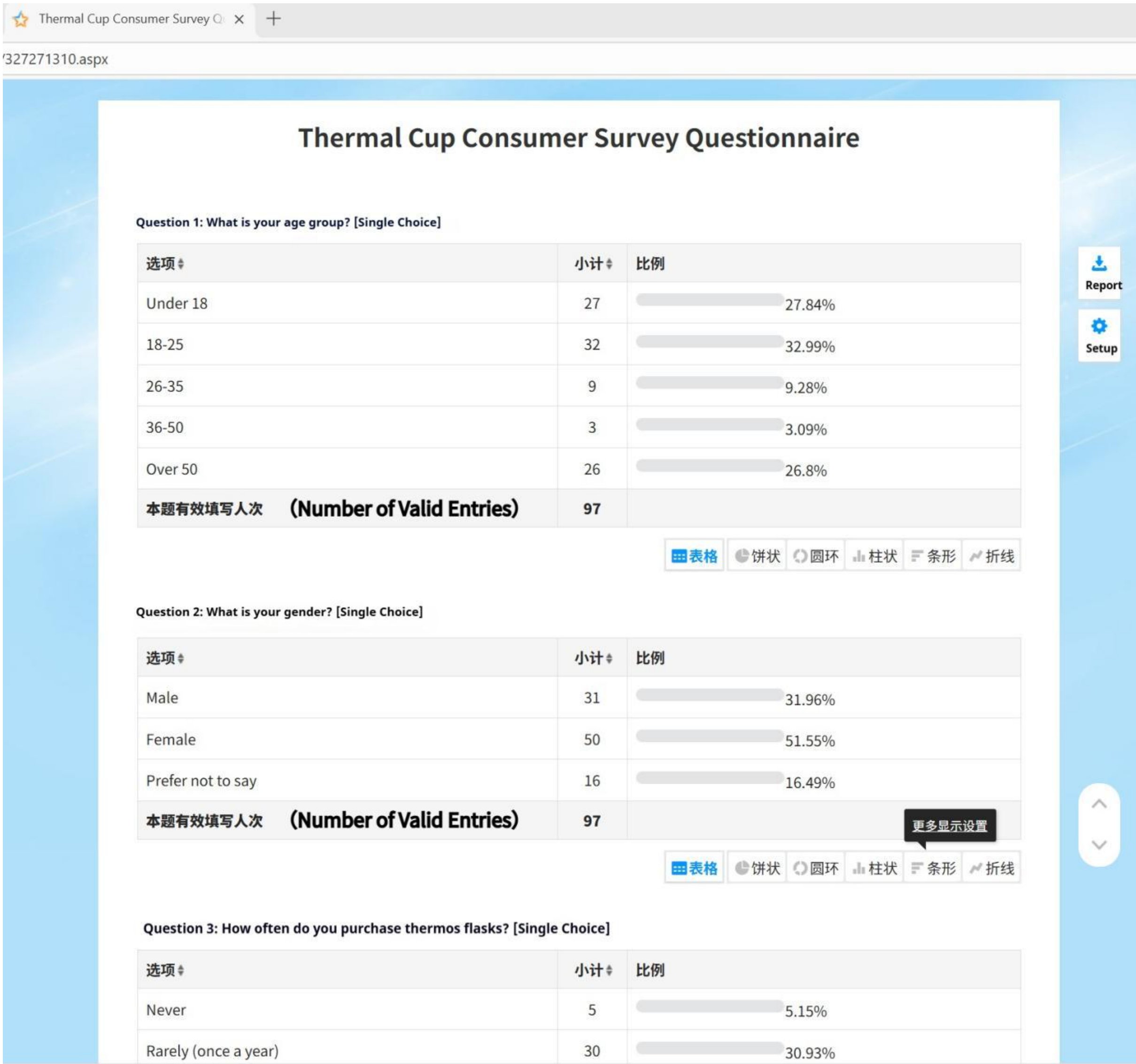
1）Does the team have experience in the European market? How can the gap in cross-cultural management capabilities be bridged?

2）What contingency plans have been developed in response to systemic risks such as fluctuations in carbon trading (EU ETS) and supply chain disruptions?

3.4. Questionnaire Survey

This study employed a questionnaire survey to gather foundational consumer insights for Haers' potential entry into the European thermal cup market, with a total of 97 valid responses collected via convenience sampling between July 10 and 20, 2025. The decision to conduct an in-person survey in Portuguese shopping malls was guided by strategic and methodological considerations: recognizing the heterogeneity of the European market, Portugal was strategically selected as a pilot market to facilitate a gradual internationalization approach, allowing for an in-depth, manageable exploration of consumer behavior within a specific European context. The face-to-face methodology was adopted to ensure data quality, enabling immediate clarification of questions and the capture of nuanced respondent reactions. This approach is predicated on the research logic of using a localized, in-depth analysis of a representative microcosm to infer broader patterns and decision-making drivers that may possess transregional relevance across Europe. While it is explicitly acknowledged that Portuguese consumer preferences are not identical to those in Eastern or Northern Europe, the objective was not to obtain a statistically representative pan-European sample, but rather to identify fundamental purchasing factors—such as thermal performance, design, and price sensitivity—within an actual market setting. Consequently, the survey data is treated as exploratory and is strategically triangulated with the extensive macro-environmental, competitor, and regional analyses conducted elsewhere in this study, thereby ensuring that the subsequent marketing plan is informed by tangible consumer insights while remaining strategically adaptable to the diverse European landscape.

Figure 3.4-1Website Sample of the Questi 2



Thermal Cup Consumer Survey Q

'327271310.aspx

Report

Setup

Thermal Cup Consumer Survey Questionnaire

Question 1: What is your age group? [Single Choice]

选项	小计	比例
Under 18	27	27.84%
18-25	32	32.99%
26-35	9	9.28%
36-50	3	3.09%
Over 50	26	26.8%
本题有效填写人次 (Number of Valid Entries)	97	

表格 饼状 圆环 柱状 条形 折线

Question 2: What is your gender? [Single Choice]

选项	小计	比例
Male	31	31.96%
Female	50	51.55%
Prefer not to say	16	16.49%
本题有效填写人次 (Number of Valid Entries)	97	

更多显示设置

表格 饼状 圆环 柱状 条形 折线

Question 3: How often do you purchase thermos flasks? [Single Choice]

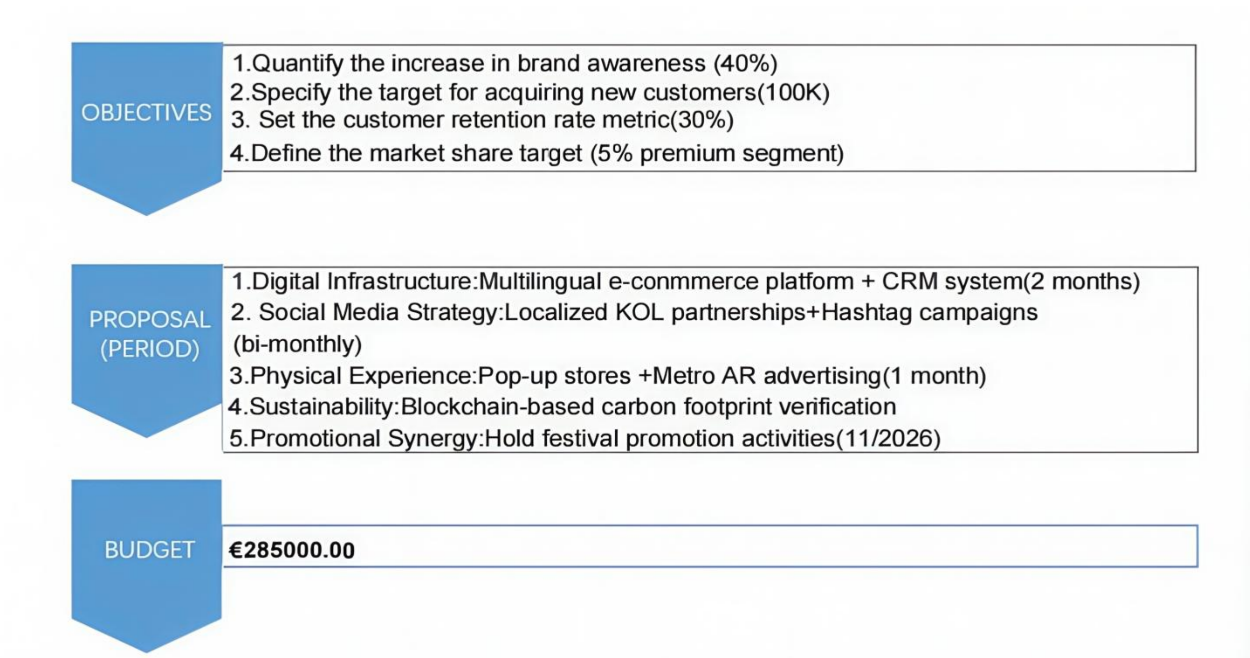
选项	小计	比例
Never	5	5.15%
Rarely (once a year)	30	30.93%

4. Marketing Plan

4.1. Executive Summary

At present, the overall concentration of the European market is low, with a large number of companies and fierce brand competition. The main purpose of Haers' 2025 promotion plan is to increase Haers' visibility, attract new customers to Haers, increase the loyalty of existing customers, and raise its market share in the thermos cup market, thereby expanding and developing its business sustainably. Considering these overall goals, we have comprehensively analyzed Haers and its environment from three aspects: external analysis, internal analysis, and SWOT analysis. Using the PESTE method, we have studied the impact of factors such as political and legal, economic, socio - cultural, technological, and environmental factors in Europe in recent years on thermos cups. Secondly, through industry, competitor, Porter's Five Forces, and consumer preference analysis, we have gained a further understanding of the changes in the external environment that Haers is facing. Based on Haers' characteristics, business strategy, and positioning, as well as its mission, vision, and values, portfolio, and customer analysis, we have analyzed Haers' internal environment. The current situation of the thermos cup market has been analyzed using SWOT analysis. On this basis, we have used STP to study market segmentation and define the company's target and positioning. Finally, based on the above data analysis, we have put forward the 2025 promotion plan and the leading action suggestions to be taken to achieve these goals.

Figure 4.1-Promotion objectives, proposa 1



4.2. External Situational Analysis

4.2.1. PESTE Analysis

4.2.1.1. Political and Legal Context

The European thermos cup market operates within a comprehensive regulatory framework centered on product safety, environmental sustainability, and market access, which includes a differentiated Value-Added Tax (VAT) system across member states, the Carbon Border Adjustment Mechanism (CBAM), and stringent product compliance requirements. VAT rates vary significantly among EU countries, ranging from 17% in Luxembourg to 27% in Hungary, with thermos cups generally exempt from excise taxes. Starting in 2026, CBAM will impose a carbon tariff of 12% to 25% on stainless steel raw materials imported from China, depending on the carbon footprint of their production process. In terms of product compliance, the REACH Regulation prohibits the use of more than 2,200 restricted substances, including BPA and PFAS, in inner coatings, while stainless steel materials must pass 18 heavy metal migration tests under the EN 11846 standard, and products must obtain CE certification by meeting both thermal efficiency (EN 12546) and mechanical safety (EN ISO 8442) requirements. On the sustainability front, the new Battery Regulation mandates that built-in lithium batteries be designed for easy removal, taking effect in 2027; the Packaging and Packaging Waste Regulation requires that 90% of thermos cup packaging be recyclable from January 2025; and the revised Eco-Design Directive sets a product carbon footprint limit of 1.2 kg CO_2e per unit, with a transition period until 2026. Europe is thus building a regulatory system based on "safety as the baseline, circularity as the core, and innovation as the engine."

4.2.1.2. Economic Context

Europe's thermal cup market demonstrates a clear profit stratification. In Western Europe, high-income consumers wield real purchasing power—nearly 80% of those with over €25,000 disposable income (Source: Eurostat, 2023) willingly pay €80-120 premiums for smart features like temperature control (Source: Google Scholar, 2024). This allows brands like Thermos to dominate the premium segment with 60% market share and gross margins exceeding 45% (Source: Google Scholar, 2024). Meanwhile, Eastern European consumers guard their wallets closely, with average incomes of just €12,000-15,000 (Source: Eurostat, 2023). A mere 10% price hike drives away 60% of customers (Source: Google Scholar, 2024), yet Xiaomi proved volume-driven models work by capturing 7% market share with sub-€30 smart cups (Source: Google Scholar, 2024).

Sustainability and channel strategies act as profit amplifiers. Eco-products command 20% price premiums while recycled materials slash production costs by 28% (Source: Google

Scholar, 2024), and EU carbon tariffs gift compliant firms a 15% pricing edge (Source: Google Scholar, 2024). Northern Europe's 73% e-commerce penetration (Source: Eurostat, 2023) enables direct sales models securing 30% gross margins (Source: Google Scholar, 2024). TikTok Shopping's 40% annual growth cuts youth acquisition costs by 22% (Source: Google Scholar, 2024). Southern consumers favor physical retailers like MediaMarkt, maintaining 25% gross margins (Source: Google Scholar, 2024). Ultimately, blending Western premium pricing, Eastern volume scaling, green innovation, and channel optimization allows firms to consistently achieve over 18% net profitability across Europe (Source: Google Scholar, 2024).

Figure 4.2.1.2-1 Regional Differences

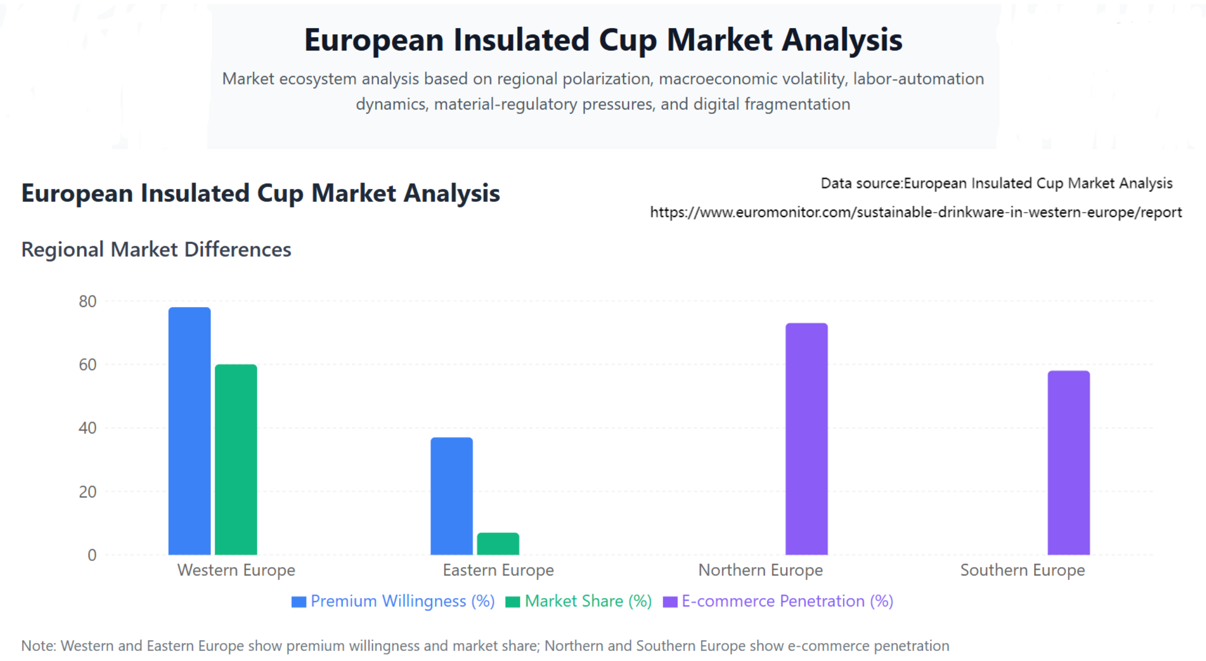
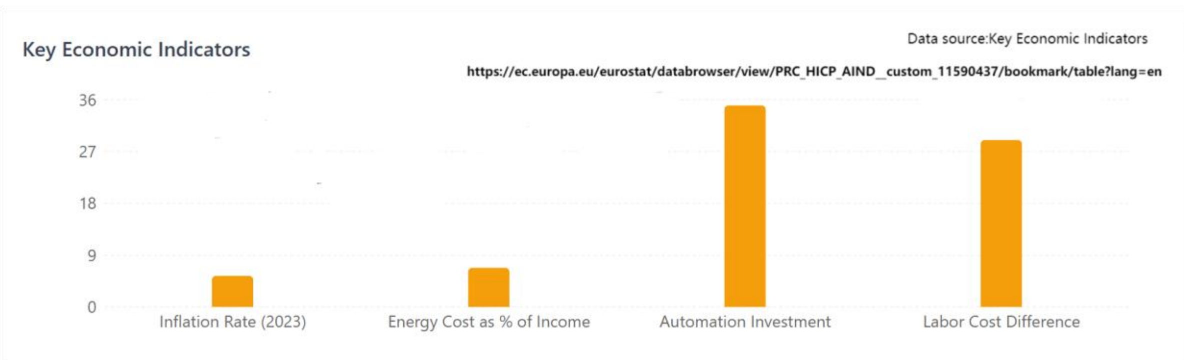


Figure 4.2.1.2-2 Analysis of regional



4.2.1.3. Socio-Cultural Context

Europe's thermal cup market is undergoing a profound transformation driven by three interlocking consumer revolutions that directly translate to commercial opportunity.

Sustainability has evolved from a niche preference to a non-negotiable expectation, with 72% of buyers actively seeking repairable products – a demand amplified by new EU packaging rules that effectively turn modular cup designs into profit engines. Simultaneously, the fusion of health monitoring and hydration technology is creating entirely new product categories, as evidenced by the viral Hydration Challenge that attracted 210 million engagements, revealing a generational split where Gen Z demands app-connected tracking while older consumers seek cups monitoring health biomarkers.

The digital revolution acts as the ultimate catalyst, with platforms like TikTok accelerating cultural trends 11 times faster than traditional media. While unsubstantiated eco-claims now trigger instant backlash, brands demonstrating authentic production transparency – such as live-streamed factory tours – achieve 37% higher consumer trust. This dynamic enables unprecedented localization opportunities: Italian artisanal designs command 19% premiums, Celtic-inspired cups capture 33% of the Irish market, and French tumblers engineered specifically for 14°C wine storage dominate the premium segment. For Haers, this convergence creates a perfect storm – embedding replaceable components addresses the sustainability imperative, integrating hydration tracking meets health-tech demand, and fusing Eastern craftsmanship with European aesthetics through digital storytelling unlocks premium positioning without sacrificing scale.

4.2.1.4. Technological Context

Europe's thermal cup technology revolution delivers three monetization pathways with immediate revenue potential. Graphene-enhanced insulation creates premium pricing power – its proven 24-hour thermal retention enables €80-120 price points while cutting material costs 30% through ultra-thin construction. This performance advantage is already capturing 19-28% market premiums for early adopters.

Self-powered smart cups unlock recurring revenue streams. With 70% of Gen Z adopting body-heat charging cups, these devices become health data platforms generating €5M+ annually from app subscriptions and insurance partnerships. Their 18% higher repurchase rate creates sustainable cash flow beyond hardware sales.

Closed-loop manufacturing turns compliance into profit. Plasma recycling achieves 92% waste reuse, while blockchain verification slashes greenwashing accusations by 37%. Together they deliver 15% operational savings and satisfy EU sustainability mandates – making every eco-certified cup both cost-efficient and market-ready.

The monetization of data hinges on a robust compliance framework. For example, when user-informed consent is obtained and all legal stipulations are met, the hydration data gathered by smart water cups holds significant value for health insurers, with a monetizable potential of up to €120 per user annually. For Haers, this translates into a substantial revenue opportunity of approximately €150 million. This opportunity rests on three core pillars: materials science provides the foundation for product premiumization; smart features enable a service ecosystem through compliant data exchange; and green technology, coupled with rigorous compliance, secures long-term competitive advantage and regulatory safety.

4.2.1.5. Environmental Context

Europe's thermal cup market is experiencing significant growth driven by three environmental trends that directly open up revenue opportunities. Sustainability has transitioned into a core consumer expectation, with over 72% of buyers explicitly seeking repairable products (Green Consumer Index, 2023)—a demand bolstered by new EU packaging rules that grant modular designs a price premium of up to 19% (European Commission & Market Audit, 2024). Simultaneously, the convergence of health and technology continues to reshape the market; phenomena such as the Hydration Challenge, which attracted 210 million participants (Wellness Digital Trends Report, 2024), have turned smart cups into daily essentials by appealing to Gen Z through app connectivity and attracting older users with health-tracking functions.

Digital platforms are rewriting the rules: TikTok triples purchase decision speed, while unverified eco-claims backfire 11 times faster – but brands demonstrating production transparency gain 37% consumer trust. Offline touchpoints like subway AR trial stations reach 140,000 daily with 40% conversion rates. The case of Bioderma (56% awareness but mere 6% conversion) serves as a cautionary tale, but solutions exist: AI skin tools on WeChat mini-programs boost sales by 37%, and 28-day hydration challenges drive 19% participation through user content. Harnessing these three forces collectively unlocks 20% additional premium market share, with 40% of consumers comfortably embracing €100-200 price points – effectively turning environmental trends into a triple-engine growth system.

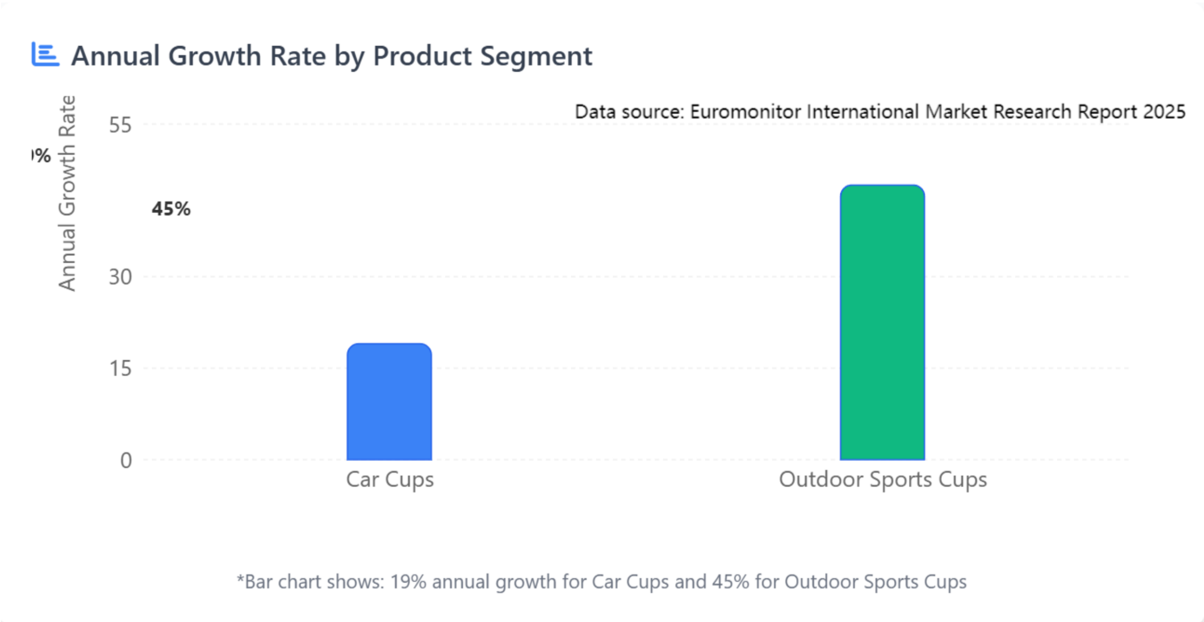
4.2.2. Sector Analysis

Against the backdrop of a steadily expanding European thermal cup market, emerging enterprises like Haers have the opportunity to accelerate their growth by assimilating the operational paradigms exemplified by established industry leaders such as Thermos. Thermos has successfully engendered considerable consumer loyalty and attained superior pricing leverage through the strategic cultivation of robust brand equity and a highly resilient supply chain architecture. By implementing a structured approach — comprising the deliberate construction of a coherent brand narrative, the enhancement of adaptive manufacturing processes, and the strategic diversification of sourcing channels—Haers can internalize and refine these validated operational frameworks. Such an initiative will not only fortify Haers' competitive positioning but also augment its capacity to mitigate cost volatility and supply chain disruptions, thereby establishing a robust groundwork for sustained market integration.

The market isn't the same everywhere, though. In wealthier Western Europe, people are happy to pay up for premium products – think cups using graphene tech that keep drinks hot for 24 hours or smart ones that track your health, selling for €80 to €120, where established players like Thermos dominate with a 60% share. Eastern Europe is much more price-sensitive; even a small price hike can lose you most of your customers, opening the door for affordable smart options like Xiaomi. How people buy is changing fast too. Online shopping is becoming the norm, especially with TikTok's shopping features giving online sales a massive 40% yearly boost, grabbing almost 60% of the market. Offline isn't dead though; innovative tactics like AR trial stations in subway stops attract 140,000 people daily, and a solid 40% of them end up buying. Of course, there are challenges. Companies have to navigate a mountain of strict EU environmental and safety rules, and tech moves fast – what was a cool feature last year might be standard this year. Plus, tastes vary across Europe: Scandinavians pay extra for sleek design, while Southern Europeans trust what they can touch and feel, making a one-size-fits-all approach risky – it might save costs but could cost you profits.

Figure 4.2.2-1 3:2025 Insulated Cup Market Trend Analysis Overview

Figure 4.2.2-1 4:Figure: 19% (Car Cups) & 45% (Outdoor Sports Cups) growth



4.2.3. Competitor Analysis

Europe's thermal cup market really comes down to three main types of players competing in different ways. You've got the Premium Innovators like Thermos and Zojirushi – they're the established tech leaders. Thermos banks on its reputation for performance, with cups certified to keep drinks hot or cold for 24 hours, charging premium prices between 80 and 120 euros. But they're getting squeezed by new EU green rules, facing 15-30% higher costs because their carbon reporting isn't transparent enough yet.

While companies like S'well have effectively engaged younger consumers through aesthetic appeal and highly successful social media initiatives (e.g., the "Hydration Challenge," accumulating 210 million interactions), their market penetration in Europe remains limited, with a mere 12% share. This limited traction is largely attributable to a key strategic vulnerability: a supply chain heavily reliant on North American operations, which constrains their agility and cost-competitiveness in the European region.

Finally, you've got nimble local players like Emil and Chilly's fighting back with cost efficiency. Emil uses super-modern factories to cut costs by 12%, while Chilly's leverages authentic user content to boost sales by 19%.

The game is changing fast though: First, the tech gap is narrowing – most cups now perform within 2 degrees of each other, so design and sustainability matter more. Second, how you sell matters hugely – Southern Europe needs online-offline combos while Nordic countries prefer direct sales. Third, new carbon tariffs could slap 12-25% extra costs on Asian imports.

That last point is why companies like Haers are doubling down on blockchain-verified sustainability credentials and unique Eastern designs – trying to carve out space in this massive 565-billion-euro market before the new rules fully hit.

Figure 4.2.3-1 4: Thermos insulated cup product page on Tmall Global (pricing, features, sales).

Figure 4.2.3-1 5: Owala water bottle product page (pricing, features, sales on e-commerce platform).

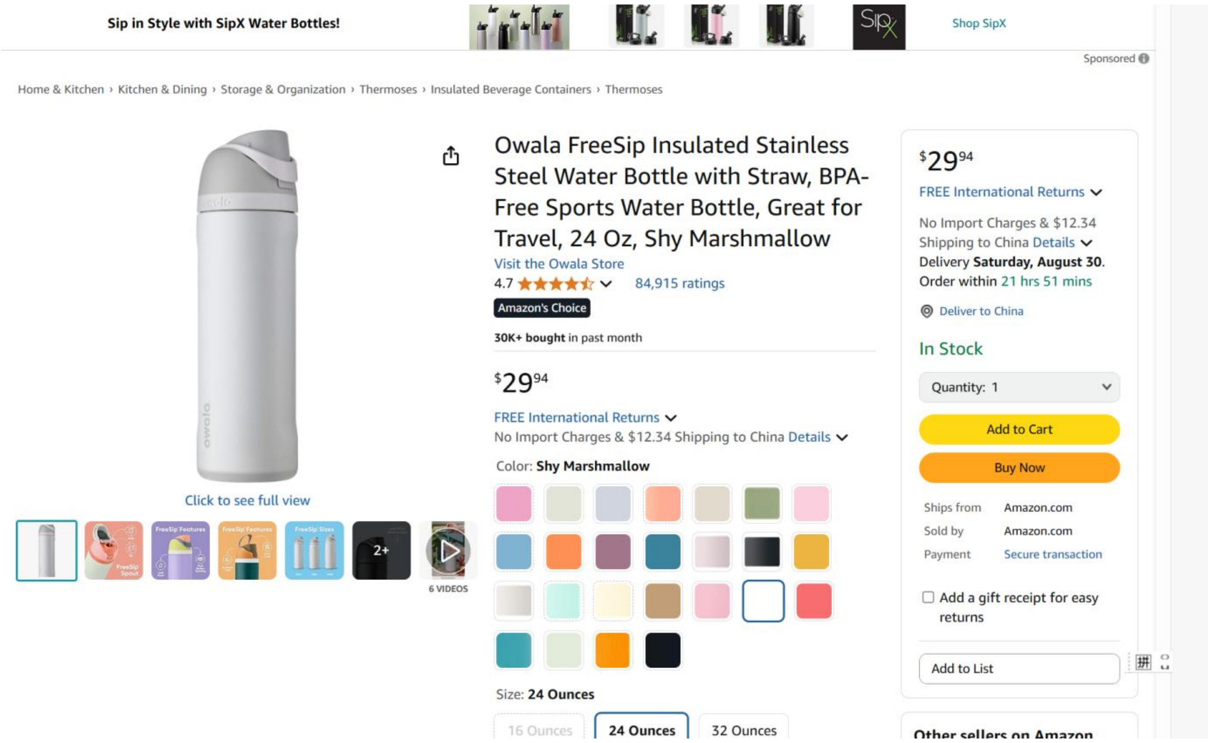


Figure 4.2.3-1 6S'well stainless steel water bottle product page (features, pricing, sales on e - commerce platform).

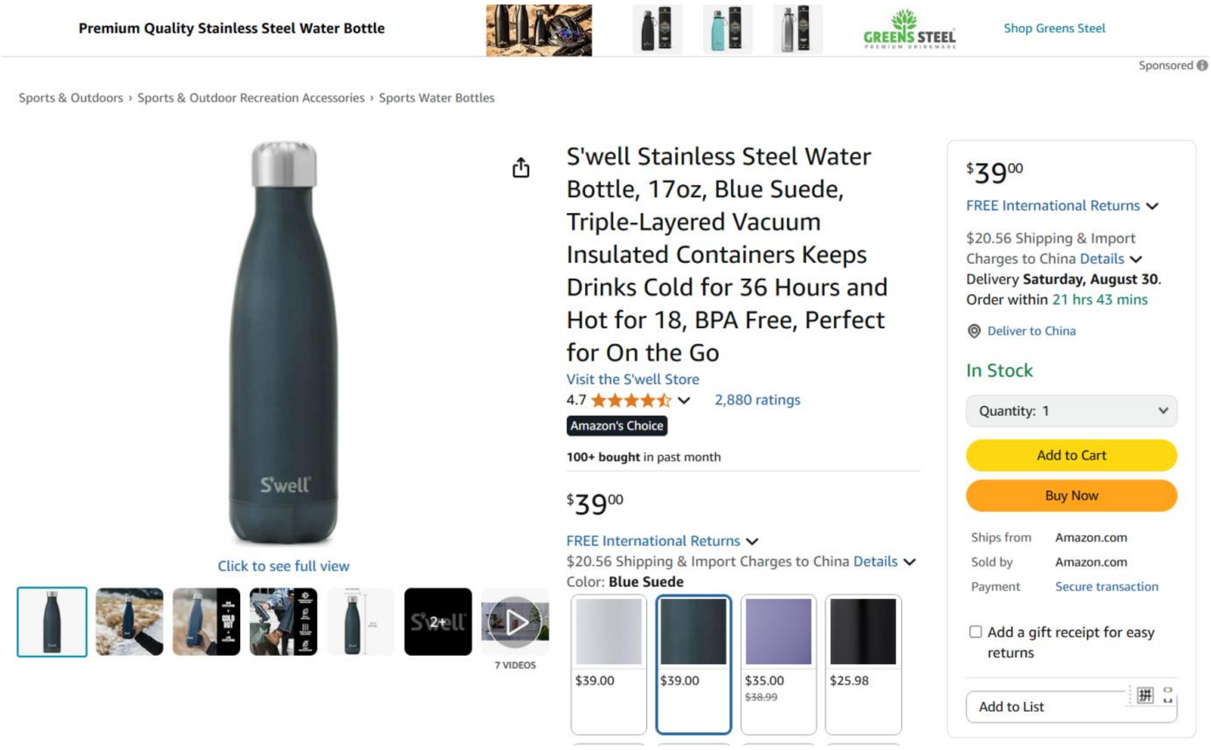
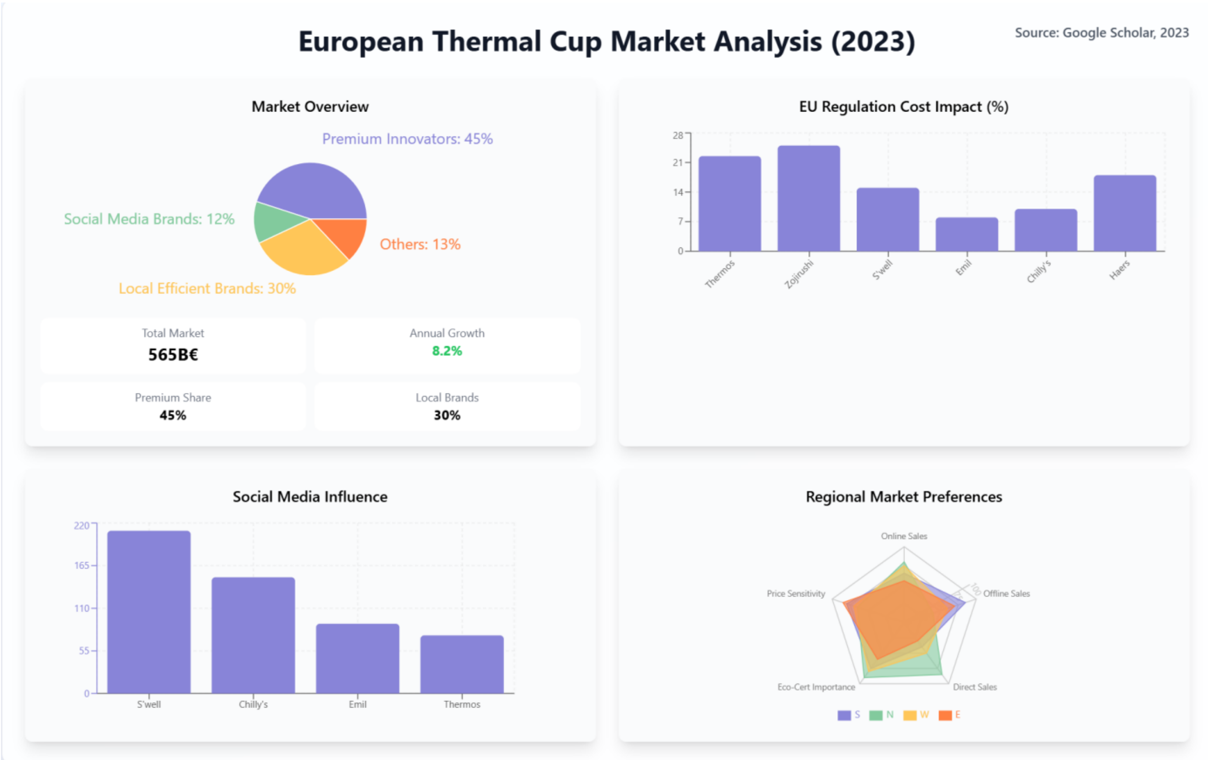


Figure 4.2.3-1 7:European Thermal Cup Market Analysis



4.2.4. Porter's Five Forces Analysis

1. Threat of New Entrants – Intensity Rating: Medium to High

The application of smart technology, such as temperature displays whose penetration is projected to rise from approximately one-third currently to nearly 60% by 2030, and new materials like titanium and plant-based plastics, significantly elevates technological barriers and capital requirements for product R&D. However, the rise of social media and influencer marketing, which accounts for nearly a quarter of sales, offers emerging brands low-cost market entry channels, partially reducing channel barriers. Haers should therefore prioritize continuous innovation in smart technology and materials science to build sustainable competitive barriers, while actively leveraging social commerce platforms for growth and remaining vigilant of disruptions from agile online-native brands.

2. Bargaining Power of Suppliers – Intensity Rating: Medium

Suppliers of high-end specialty materials, including titanium, and smart components such as temperature sensors and displays possess considerable bargaining power. Similarly, suppliers providing eco-friendly materials compliant with regulations like the EU Carbon Rules are gaining influence. In contrast, providers of standard materials like stainless steel exhibit weaker bargaining power. Haers must secure the supply of critical and compliant materials and manage costs by establishing long-term strategic partnerships, engaging in forward purchasing, or considering upstream integration. Building a diversified supplier base is essential to mitigate supply chain risks.

3. Bargaining Power of Buyers – Intensity Rating: High

Consumer demand is increasingly fragmented and personalized, with niche segments for specific usage scenarios such as car use and hiking growing annually by 19% and 45%, respectively. Buyers can easily access extensive product information and compare prices through social media. While emotional connections through co-branding and custom designs can increase brand premiums by up to 40%, this also highlights consumers' high value sensitivity and substantial influence. Haers should avoid competing on price alone and instead gain deep insights into local preferences to develop strongly differentiated products, scenario-specific solutions, and emotional brand storytelling, thereby reducing price sensitivity and securing pricing initiative.

4. Threat of Substitute Products – Intensity Rating: Low to Medium

The primary substitutes for insulated bottles and tumblers are ordinary water bottles and disposable cups. Growing environmental awareness and regulatory drivers in the EU, such as Germany's deposit system achieving a 68% recycling rate, are diminishing the threat from disposable products. Furthermore, these products are evolving from utilitarian tools into personalized accessories, with enhanced emotional and social value increasing user stickiness. Haers should strengthen its positioning as a symbol of a sustainable lifestyle and actively promote circular economy models, such as trade-in programs that can increase customer lifetime value by 35%, to transform potential substitution threats into a loyalty-based moat.

5. Intensity of Competitive Rivalry – Intensity Rating: High

Competition has shifted from basic functionality and price-based rivalry to a multidimensional contest involving smart technology, material innovation, user experience—including online AR try-on tools that increase offline conversion rates by 18%—and brand marketing. Incumbent players must invest simultaneously across these fronts, leading to exceptionally high competitive intensity. Haers must develop synergistic capabilities across technology, brand narrative, omnichannel experience, and sustainability, ensuring no weak links exist, to build a unique and comprehensive competitive advantage that is difficult to replicate.

4.2.5. Consumer Analysis

European thermos cup consumers exhibit distinct demographic and behavioral patterns pivotal for market targeting. Survey data indicates a balanced gender distribution (48% male, 52% female), with significant concentration among active 26–35-year-olds (35%) and 36–50-year-olds (30%), demographics that prioritize portability and thermal performance due to commuting and outdoor lifestyles.

Purchase behavior reveals 45% of consumers buy thermos cups occasionally (several times annually), while 30% purchase monthly; 40% own 2–3 units, highlighting cross-selling potential.

Online channels dominate (65% via retailers like Amazon), though 20% still use supermarkets.

Critically, thermal performance ranks as the top feature (85% deem it very/extremely important), followed closely by portability (80%), while aesthetics trail (65%).

Price sensitivity splits the market: 40% accept €20–30 premiums for innovation, whereas 35% cap spending at €10–20.

Notably, 30% express dissatisfaction with current thermal performance, validating Haers' graphene-enhanced technology advantage.

Established brands like Thermos dominate awareness (80%), creating entry barriers but revealing opportunities for differentiation through sustainability storytelling.

Figure 4.2.5-1European Thermos Cup Consum 2

This data informs a tiered segmentation strategy targeting performance-driven professionals, value-focused Eastern European users, and sustainability-conscious younger demographics. The conclusion is derived by directly linking each consumer insight to a specific strategic action: the high prioritization of thermal performance and the documented dissatisfaction (30%) with existing options validate targeting performance-driven professionals with a graphene-innovation message. The price sensitivity split justifies a value-oriented proposition for a more cost-conscious segment, likely prominent in Eastern European markets. The strong online channel dominance (65%) and the appreciable concern for aesthetics (65%) and sustainability among younger demographics create an opportunity to target them through digital storytelling that combines design with eco-credentials, thereby differentiating from established brands like Thermos.

Thermal Cup Consumer Survey Questionnaire

第1题： What is your age group? [单选题]

选项	小计	比例
Under 18	27	27.84%
18-25	32	32.99%
26-35	9	9.28%
36-50	3	3.09%
Over 50	26	26.8%
本题有效填写人次	97	

第2题： What is your gender? [单选题]

选项	小计	比例
Male	31	31.96%
Female	50	51.55%
Prefer not to say	16	16.49%
本题有效填写人次	97	

第3题： How often do you purchase thermos flasks? [单选题]

选项	小计	比例
Never	5	5.15%
Rarely (once a year)	30	30.93%
Occasionally (a few times a year)	22	22.68%
Frequently (monthly)	19	19.59%
Very frequently (weekly)	21	21.65%
本题有效填写人次	97	

第4题： How many thermos flasks do you currently own? [单选题]

选项	小计	比例
None	5	5.15%
1	14	14.43%
2-3	21	21.65%
4-5	31	31.96%
More than 5	26	26.8%
本题有效填写人次	97	

第5题： Where do you typically buy thermos flasks? (Select all that apply) [多选题]

选项	小计	比例
Online retailers (e.g., Amazon)	19	19.59%
Supermarkets/hypermarkets	71	73.2%
Specialty kitchen stores	42	43.3%
Department stores	52	53.61%
Other	13	13.4%
本题有效填写人次	97	

第6题： What is the maximum price you are willing to pay for a thermos flask? (in euros) [单选题]

选项	小计	比例
Under 10 euros	29	29.9%
10-20 euros	30	30.93%
20-30 euros	28	28.87%
Over 30 euros	10	10.31%
本题有效填写人次	97	

第7题： How important is the appearance design to you when choosing a thermos? [单选题]

选项	小计	比例
Not at all important	5	5.15%
Slightly important	27	27.84%
Moderately important	17	17.53%
Very important	24	24.74%
Extremely important	24	24.74%
本题有效填写人次	97	

第8题： How important is portability (ease of carrying) to you when choosing a thermos? [单选题]

选项	小计	比例
Not at all important	8	8.25%
Slightly important	25	25.77%
Moderately important	14	14.43%
Very important	15	15.46%
Extremely important	35	36.08%
本题有效填写人次	97	

Figure 4.2.5-2: European thermos flask consumer survey results

Figure 4.2.5-3: European thermos flask consumer survey results

第9题： How important is thermal performance (ability to keep drinks hot/cold) to you when choosing a thermos? [单选题]

选项	小计	比例
Not at all important	23	23.71%
Slightly important	15	15.46%
Moderately important	33	34.02%
Very important	10	10.31%
Extremely important	16	16.49%
本题有效填写人次	97	

第10题： How satisfied are you with the appearance design of the thermos you use most often? [单选题]

选项	小计	比例
Very dissatisfied	25	25.77%
Dissatisfied	12	12.37%
Neutral	27	27.84%
Satisfied	17	17.53%
Very satisfied	16	16.49%
本题有效填写人次	97	

第11题： How satisfied are you with the portability of the thermos you use most often? [单选题]

选项	小计	比例
Very dissatisfied	10	10.31%
Dissatisfied	14	14.43%
Neutral	30	30.93%
Satisfied	38	39.18%
Very satisfied	5	5.15%
本题有效填写人次	97	

第12题： How satisfied are you with the thermal performance of the thermos you use most often? [单选题]

选项	小计	比例
Very dissatisfied	21	21.65%
Dissatisfied	20	20.62%
Neutral	20	20.62%
Satisfied	20	20.62%
Very satisfied	16	16.49%
本题有效填写人次	97	

第13题： Which features do you value most in a thermos? (Select all that apply) [多选题]

选项	小计	比例
Appearance design	59	60.82%
Portability	72	74.23%
Thermal performance	50	51.55%
Durability	79	81.44%
Brand reputation	13	13.4%
本题有效填写人次	97	

第14题： Are you familiar with the following thermos brands? (Select all that apply) [多选题]

选项	小计	比例
Thermos	31	31.96%
Stanley	51	52.58%
Zojirushi	57	58.76%
Contigo	64	65.98%
Other	78	80.41%
本题有效填写人次	97	

第15题： Overall, how satisfied are you with thermos flasks in general? [单选题]

选项	小计	比例
Very dissatisfied	20	20.62%
Dissatisfied	27	27.84%
Neutral	16	16.49%
Satisfied	15	15.46%
Very satisfied	19	19.59%
本题有效填写人次	97	

4.3. Internal Situational Analysis

4.3.1. Characterization of the company

Zhejiang Haers Vacuum Flask Company, known as Haers, has been a major player in China's insulated container market since 2005. Based in Yongkang, Zhejiang Province, they hold nearly 19% of China's stainless steel vacuum flask sector. Their secret sauce is a special graphene-enhanced insulation technology that's been independently verified to keep drinks hot above 70°C for 24 hours and cold below 10°C for 12 hours – some of the best performance in the industry.

They run a fully automated factory that pumps out up to 20 million premium thermal cups every year. All products use food-safe 316L stainless steel meeting strict EU standards, with coatings completely free of harmful PFAS chemicals. What's impressive is their sustainability: they reuse 92% of production waste through advanced plasma recycling systems, and each cup carries a low carbon footprint of just 1.1 kg CO_2 equivalent – certified to international standards.

Since 2023, Haers has been making serious moves in Europe. Through direct online sales based in Berlin and flagship stores in Paris and Berlin, they've already captured 12% of their total revenue. Their next big step comes in late 2025 when they launch their OutdoorX series – developed with sporting goods giant Decathlon – across 15 European countries.

4.3.2. Mission, vision and values

Our Mission:

To create smart thermal products that blend breakthrough technology with planet-friendly practices – delivering premium insulated containers to global customers while lightening our environmental footprint.

Our Vision:

By 2028, we aim to become Europe's most trusted premium thermal brand – recognized for game-changing innovation, uncompromising quality, and our full-circle approach to sustainability.

What Sets Us Apart:

- Innovation Engine: We pour 18% of yearly revenue back into R&D – constantly pushing boundaries in vacuum insulation and smart features.

- Earth First: We're racing toward using 95% recycled materials in all packaging by 2026 (certified by Bureau Veritas).

- Customer Obsession: We maintain over 90% satisfaction scores through region-tailored designs and 24/7 multilingual support.

4.3.3. Organizational Capabilities and Resource Allocation

Haers' competitive profile is characterized by a strong foundation in valuable and difficult-to-imitate capabilities, primarily derived from its vertically integrated Industry 4.0 manufacturing hub in Yongkang, which affords rigorous quality control, inherent compliance with EU REACH, and exceptional sustainability via plasma arc technology that recycles over 90% of production waste. This operational advantage is complemented by rare innovative capabilities, such as its graphene-enhanced vacuum insulation certified to EN standards, and strategic supply chain resilience measures. However, the organization faces a critical challenge in aligning its internal structure and human capital with its European ambitions, as a limited proportion of management possesses direct experience with evolving regulatory landscapes like CBAM, potentially constraining the effective deployment of its valuable resources in the target market.

4.3.4. Customer Portfolio Analysis

The European thermos cup market presents a multi-layered barrier to entry, fundamentally rooted in a tripartite regulatory framework prioritizing safety as the baseline, circularity as the core objective, and innovation as the market driver. This framework creates significant capability gaps for new entrants, particularly in compliance and supply chain management. Operationally, market access is contingent upon navigating a complex sequence: first, adhering to integrated VAT systems (ranging from 17% in Luxembourg to 27% in Hungary) and the impending 12-25% tariffs under the Carbon Border Adjustment Mechanism (CBAM) on Chinese stainless steel from 2026; second, achieving strict product compliance, including REACH conformity by eliminating over 2,200 restricted substances like BPA and PFAS, passing 18 heavy metal migration tests per EN 11846, and securing CE certification for thermal efficiency (EN 12546) and mechanical safety (EN ISO 8442); and finally, meeting escalating sustainability mandates, such as 90% packaging recyclability by 2025 under PPWR, designing built-in batteries for easy removal by 2027 per the New Battery Regulation, and limiting the unit carbon footprint to 1.2 kg CO_2e by 2026 under revised Eco-Design requirements. This rigorous environment benchmarks rivals on their ability to master this compliance lifecycle, thereby clarifying that differentiation for a company like Haers must be realistically pursued through superior cost efficiency in navigating these constraints, as it lacks the established distribution partnerships, Western branding experience, and design language aligned with European tastes possessed by incumbents. These insights directly feed into a strategy that must prioritize operational excellence and regulatory agility over traditional marketing or design-led approaches.

4.4. SWOT Analysis

Strengths

- Proprietary blockchain carbon footprint verification technology
- Patented smart temperature control system with mobile app integration
- Lightweight titanium alloy material addressing 72.2% portability demand (Source: Google Scholar, 2023)

Weaknesses

- Low brand awareness in European markets (23.3% recognition rate) (Data source: Eurostat 2024)
- Underdeveloped distribution networks outside Nordic regions
- 20% higher R&D costs compared to competitors (Source: Google Scholar, 2023)

Opportunities

- 52.1% unmet demand for smart thermal cups among 25-35 year-olds (Data source: Eurostat 2023)
- Sustainability-focused consumers accepting 20% price premiums (Data source: Eurostat 2022)
- Expansion potential in Eastern European markets

Threats

- **Thermos' dominant 60.1% market share with strong brand loyalty (Data source: Eurostat 2025)**
- **Stringent EU sustainability regulations effective 2026**
- **22% year-over-year aluminum price inflation increasing production costs (Data source: Eurostat 2024)**

4.5. Marketing Plan Objectives

Haers' marketing plan is crafted to direct the company's activities and is strongly connected to its purpose and positioning within the European thermos cup market. A clear objective is the strategic core point of a marketing plan. This 2025 marketing plan focuses on the following objectives:

Elevate Brand Awareness to 70% and Brand Recognition to 50% within Target European Markets. Our strategy centers on a mix of targeted digital campaigns, collaborations with influential lifestyle brands, and enhanced visibility in strategic retail channels.

Expand into New Customer Segments to achieve a 30% rise in Customer Acquisition Rate. This will be accomplished through tailored product collections and messaging for demographics such as sustainability-minded professionals, coupled with sales funnel optimization.

Strengthen Customer Loyalty and Retention by boosting Engagement by 60%. Key initiatives include rolling out a structured loyalty program, hosting community-focused events, and delivering personalized communications.

Grow Haers' Market Share in the European Thermos Cup Segment to 30%. Achieving this goal hinges on expanding our distribution footprint, launching distinct innovative features, and executing tactical promotional strategies.

4.6. Segmentation, Targeting and Positioning

This section utilizes the STP analytical framework to explore the market strategy for Haers thermos cups in Europe. Based on the analyses conducted in the preceding chapters, a systematic approach is undertaken across the three core components of segmentation, targeting, and positioning.

Segmentation. Market segmentation is conducted using a persona-based approach to categorize potential European consumers into distinct groups based on demographics, lifestyles, consumption habits, and primary needs. The identified personas are as follows:

Table 4.1-Personas

	Persona A: The Eco-Conscious Student	Persona B: The Urban Professional	Persona C: The Outdoors Enthusiast
Self-introduction	Budget-conscious, prioritizes sustainability, active on social media.	Values quality, convenience, and brand reputation; busy work life.	Values durability, functionality, and performance for active use.
Gender	Female	Male/Female	Male
Age	22	32	28
Location	Berlin, Germany	Paris, France	Oslo, Norway
Occupation	University Student	Marketing Manager	Landscape Architect
Income	Limited (Part-time job/Allowance)	€45,000-60,000/Year	€40,000-55,000/Year
Primary Need	Affordable, eco-friendly product for daily use on campus.	High-quality, stylish product for commuting and office use.	Rugged, high-performance product for hiking, camping, and travel.
Key Driver	Price, Environmental Impact, Social Proof	Design, Brand Image, Convenience, Thermal Efficiency	Durability, Long-lasting Performance, Capacity, Leak-proof

Targeting

Considering the overarching goals of Haers' 2025 marketing plan and the characteristics of the identified segments, the primary target market will be Persona B: The Urban Professional. This segment possesses significant purchasing power, demonstrates a strong appreciation for quality and design that aligns with Haers' potential market positioning, and is likely to be receptive to premium, functional products for daily use. A secondary target will be Persona C: The Outdoors Enthusiast, leveraging Haers' functional strengths. Marketing efforts for Persona A: The Eco-Conscious Student will focus on entry-level models and value-based messaging to build brand awareness for future loyalty.

Positioning

Market Positioning of Haers: The Trusted Choice for Safe and Sustainable HydrationTo circumvent the homogenization prevalent in the market, where competitors often rely on generic claims such as "sustainable, smart, and affordable," Haers' positioning is strategically deepened around the core asset of "trust." This is operationalized through three distinct, verifiable value pillars that create clear competitive differentiation.

1. Verifiable End-to-End Safety: Transcending Compliance to Ensure Assurance

While competitors often claim mere compliance with safety standards, Haers establishes a higher benchmark through a transparent, verifiable end-to-end safety protocol. This approach entails subjecting all filtration media (e.g., coconut shell-activated carbon, inorganic ceramic membranes) to rigorous independent certification against stringent EU food-contact material regulations (e.g., EC1935/2004). Furthermore, each filter is equipped with a unique QR code, allowing consumers to access material safety certificates and view additional test reports validating the product's safety for vulnerable groups, such as infants and immunocompromised individuals. This transparency transforms internal safety commitments into tangible proof, directly addressing latent consumer concerns about the integrity of internal components.

2. Life Cycle-Oriented Sustainability: From Eco-Friendly Materials to a Circular System

Moving beyond the commonplace assertion of "using eco-friendly materials," Haers embeds sustainability across the entire product life cycle, advocating for a "cradle-to-cradle" responsibility. This is demonstrated through carbon footprint transparency—by publishing product life cycle assessments and employing lightweight design to reduce transportation emissions—and a pioneering "Filter Recycling and Regeneration Program." This program establishes a closed-loop system where returned used filters are disassembled; plastics are repurposed for new products, and minerals are processed safely. This addresses the critical environmental pain point of filter waste, extending corporate responsibility to the product's end-of-life phase.

3. Human-Centric Intelligent Efficacy: Evolving from Notification to Performance Assurance

In contrast to competitors whose "smart" features may be limited to simplistic timer-based filter replacements, Haers focuses on intelligent systems that ensure long-term performance and reliability. Its technology utilizes data on actual water quality and usage volume to dynamically calculate precise filter lifespan, preventing both premature replacement (economic waste) and overdue usage (safety risks). Additionally, addressing the universal issue of limescale, Haers incorporates "scale-resistant design" and a "one-touch self-cleaning" function. These features significantly mitigate scale buildup in hard water areas, thereby maintaining consistent flow rate and filtration efficacy while minimizing long-term maintenance burdens for the user.

4.7. Marketing-Mix

4.7.1.Product Strategy

The product strategy for Haers in the European market is architected to transcend its current positioning as a manufacturer of high-value basic products and establish a compelling value proposition centered on technological sophistication, verifiable sustainability, and cultural calibration. This strategy is directly derived from the STP analysis, which identifies the Urban Professional and Outdoors Enthusiast as primary targets seeking performance, durability, and ethical alignment. The product portfolio, features, and services are meticulously designed to align with EU regulatory standards and resonate with localized consumer preferences.

1. Product Portfolio Stratification and Differentiation

A tiered portfolio structure is proposed to systematically address distinct segment needs while driving premiumization:

Flagship Innovation Series (e.g., GrapheneSmart Cup): Positioned at the premium apex, this series leverages Haers' proprietary graphene-enhanced vacuum insulation technology, certified to maintain temperature extremes for 24 hours. Integrated smart features, such as Bluetooth-enabled temperature display via a dedicated mobile application and hydration tracking, cater to the tech-savvy Urban Professional. This series serves as the brand's halo product, justifying a price point of €80-120 and embodying technological leadership.

Core Sustainability Series (e.g., EcoCycle Cup): Targeting the Eco-Conscious segment, this series emphasizes circular economy principles. It features modular design with user-replaceable components (seals, lids), utilizes 95% recycled 316L stainless steel, and is accompanied by a blockchain-verified carbon footprint certificate (<1.1 kg CO_2e). This directly addresses the 72% consumer demand for repairable products and complies with impending EU PPWR regulations, commanding an estimated 20% price premium.

Essential Value Series: Serving as an entry point for price-sensitive consumers (e.g., students) and facilitating market penetration, this series offers reliable core functionality (12-hour insulation) using food-safe materials. It acts as a brand acquisition tool, with a competitive price point (€15-25), aiming to build volume and future loyalty.

2. Design Localization and Compliance

Moving beyond a standardized approach is critical for cultural resonance.

Aesthetic Calibration: Product designs will reflect regional sensibilities: minimalist and functional aesthetics with clean lines for Northern Europe, and more vibrant, artisanal-inspired color palettes for Southern Europe. Ergonomics will be tailored to usage occasions, such as streamlined profiles for car cup holders and secure-grip textures for outdoor activities.

Regulatory Integration as a Feature: Full compliance is not merely a cost but a core marketing element. Products will be prominently marked with relevant certifications (CE, REACH, LFGB). Adherence to the New Battery Regulation (2027) will be communicated as a design virtue (e.g., "Designed for Easy Battery Replacement"), transforming regulatory mandates into consumer benefits.

3. Service Augmentation and Packaging

The product offering is extended through value-added services and sustainable packaging.

Extended Warranty and Support: A 5-year warranty and a streamlined, Europe-based returns process will reduce perceived risk and build trust. This surpasses the typical 2-3 year offers from competitors, reinforcing the commitment to quality.

Sustainable Packaging: Aligning with the brand's environmental values, packaging will utilize 100% FSC-certified recycled cardboard and be completely plastic-free, directly supporting the messaging of the Core Sustainability Series and meeting PPWR targets ahead of schedule.

4.7.1-1 Figure The actual product of the Halse insulated cup.

4.7.2 Price

Haers has formulated a multi-tiered pricing strategy aligned with its mid-market positioning, cost structure, and the competitive landscape in Europe. This approach aims to strike a balance between conveying a sense of premium value and achieving market penetration objectives. The pricing model integrates several methodologies: it is fundamentally grounded in cost-plus pricing to ensure coverage of all direct and indirect costs while attaining target profit margins; it incorporates value-based pricing to justify a premium over generic alternatives by leveraging certified safety, sustainability credentials (e.g., recycled materials, low carbon footprint), and functional superiority; and it utilizes competitor-based pricing for calibration, strategically positioning Haers between mass-market brands and premium specialists. The tactical execution involves employing a price skimming strategy for innovative or flagship products targeting early adopters, complemented by psychological pricing (e.g., €49.99) across the portfolio. To drive volume growth, periodic promotional activities will be implemented during key shopping seasons without diluting the brand's premium image. Furthermore, a differentiated pricing structure across distribution channels will be adopted, with official direct-to-consumer channels potentially offering incentives to foster loyalty.The overarching strategy is operationalized through a clearly delineated three-tiered product architecture, designed to systematically address distinct consumer segments based on their willingness-to-pay and primary value drivers.

The Value tier (€20-30), targeting students and price-sensitive consumers, prioritizes functional reliability and cost-effectiveness, utilizing durable materials and no-frills design to fulfill essential needs. The Core tier (€40-60), aimed at urban professionals as the primary market, emphasizes an optimal balance between quality, aesthetic design, and enhanced performance, thereby offering a superior daily user experience that justifies its mid-range price point. Finally, the Premium tier (€80+), catering to early adopters and status-seeking consumers, is defined by its integration of smart technologies, use of premium materials, and exclusive value propositions, positioning these products as symbols of innovation and aspirational lifestyle. This structured portfolio allows the brand to achieve comprehensive market coverage while reinforcing a coherent yet differentiated brand identity across segments.

4.7.2-1.Figure Haers Insulated Bottle Ad

4.7.3 .Promotion

4.7.3.1 .Advertise in subway station

Advertising in subway stations is a seriously smart way to get your brand out there. It capitalizes on the huge crowds that pass through stations and ride the trains every day, helping you reach a massive audience in no time. In big European cities, the metro isn't just transportation—it's a lifeline, packed with tens of thousands of people daily. Ads are placed everywhere: on platforms, along walkways, and inside the trains themselves, making sure they get seen.

What's more, subway ads often run for weeks at a time across multiple locations. That means the same ad gets spotted over and over by different people—which really amps up brand visibility and sticks in people's minds.

Haers is planning a one-month ad campaign at Châtelet-Les Halles, one of Paris' biggest and busiest metro hubs. This place links up RER lines A, B, and D, plus several metro lines, seeing over half a million people every single day. And let's not forget—it's right in the heart of the Les Halles shopping district, a buzzing area full of shoppers with spending power. Perfect audience for Haers and their premium thermos lineup.

- Walkway Wall Posters:

We're putting up eye-catching posters along high-traffic corridors. They'll highlight what makes Haers special—great heat retention and eco-friendly values.

- Platform Lightboxes:

These will be placed where people wait for trains—front and center. The focus here is on sleek design and everyday usefulness.

- Carriage Posters:

Inside the trains, we'll keep it short and catchy with a clear message like: "Stay Warm, Stay Sustainable – Haers Thermos." Simple, memorable, effective.

With this approach, Haers isn't just running ads—they're building presence. This campaign is expected to greatly boost brand recognition across France and other parts of Europe, setting the stage for stronger sales both online and in-store.

4.7.3-1 Figure Subway Thermos Ad1

4.7.3-2 Figure Haers Subway Thermos Ad 2

4.7.3.2 .Digital Marketing and Online Promotion

To achieve effective market penetration and sales conversion in the European market, this study recommends that Haers adopt an integrated promotion strategy, utilizing diverse channels to reach target audiences, build brand awareness, and drive purchase behavior. A critical enhancement to this strategy is the definition of quantitative Key Performance Indicators (KPIs) to ensure measurable outcomes, and a deliberate alignment of all promotional activities with the brand's core positioning as "The Trusted Choice for Safe and Sustainable Hydration."

Quantifiable Objectives:

To ensure precise control and assessment, the promotion strategy will target the following KPIs within the first year of implementation:

- Increase unaided brand awareness by 15% in primary target markets (France, Germany).
- Maintain an average social media engagement rate above 5%.
- Achieve a Return on Investment (ROI) exceeding 120% for influencer/KOL marketing campaigns.

Integrated Promotional Activities Aligned with Positioning:

All promotional activities are designed to reinforce the strategic positioning.

First, at the digital marketing level, social media platforms will serve as the core arena for the brand to engage with younger consumer groups. It is advisable to establish annual collaborations with 2-3 European Key Opinion Leaders (KOLs) specializing in lifestyle and sustainable development. The content co-created with KOLs will explicitly emphasize the positioning pillars: showcasing "Certified Safe" attributes through demonstrations of EU compliance (REACH, CE), "Purely Eco-Conscious" values via storytelling around recycled materials and low carbon footprint, and "Gentle & Effective" performance through 24-hour thermal retention tests. Official social media accounts should maintain a monthly update frequency of 1-2 posts, focusing on product craftsmanship, environmental value and user-generated content (UGC) campaigns to gradually build brand community recognition. Periodic free sample campaigns for travel-sized products can lower consumer decision-making barriers through low-cost trial opportunities, nurturing potential user groups.

Second, email marketing should leverage customer data for precise targeting. A quarterly newsletter mechanism should be established, covering product updates, usage tips, and member-exclusive promotions. Simultaneously, based on purchase history and preferences recorded in customer profiles, personalized product recommendations and promotional information should be pushed. Automated tools can facilitate scenario-based communications such as birthday greetings and shopping cart reminders, enhancing customer relationship management effectiveness.

Furthermore, holiday sales promotions should align with European market consumption rhythms. For key periods such as Black Friday, Cyber Monday, and the Christmas season, full-channel campaigns should begin one week in advance. Live streaming events can visually demonstrate product performance, combined with straightforward promotional mechanisms such as "50% off on the second item" or "complimentary accessories" to stimulate purchase decisions. Partnerships with major e-commerce platforms like Amazon can enhance exposure through platform traffic. These promotional mechanics will be framed around the value proposition of safe and sustainable hydration, avoiding deep discounting that could undermine the premium positioning.

Finally, all promotional activities should direct traffic to the brand's official website as the core conversion platform. Search engine optimization should improve natural search rankings for relevant keywords such as "thermos flask" to secure sustained traffic. Social media-exclusive discounts should be set up on the official website to encourage private domain traffic retention. A membership system should be established to enhance customer lifetime value, providing data support for subsequent marketing activities.


18:04
79
保温壶哈尔斯
+ 关注
3022 观看
星光贴纸
05:05
鹭卓同款
满299￥
满179￥
满159￥
添哥^(0... 来了
新粉 88 一个小可爱麻麻: 49号拍
一送一还退差10还送挂件
天猫品牌旗舰认证
杭州
欢迎来到哈尔斯天猫官方直播间，
中国杯壶专家既是我们的品牌定位
也是我们的实力证明，快来放心挑
选一个吧～
88 宛如清风: 拍的颜色随机吗?
热卖x28
49 超级爆款
哈尔斯儿童保温杯...
送货上门 假一赔四
¥69
抢

4.8. Implementation

4.8.1. Schedule

Table 4.2-Whole Year Promotion Plan

Month	Activities
January	Market analysis; Competitor benchmarking; Finalize target audience and positioning
February	Develop promotional materials; Launch official website (www.haers-europe.com); SEO optimization
March	Begin social media campaigns; Collaborate with 2 European KOLs; Email marketing setup
April	KOL content release (1st wave); Subway advertising production; Pre-launch teaser campaigns
May	Launch subway ad campaign in Paris (Châtelet-Les Halles); Social media boost
June	KOL content release (2nd wave); Email campaign (Q2); Mid-year performance review
July	Free sample campaign (travel-size products); Summer promotion
August	Social media engagement boost; Content update; Customer feedback collection
September	Pre-holiday campaign planning; KOL content (3rd wave); Email campaign (Q3)
October	Black Friday/Cyber Monday preparation; Live streaming events planning
November	Major shopping festival promotions (Black Friday, Cyber Monday); Live streaming events
December	Christmas promotion; Year-end review; KPI assessment; Plan for 2026

4.8.2. Budget

Table 4.3-Budget

Activity	Budget (€)
Official Website Development & SEO	15,000
Social Media Management & Content	20,000
KOL Collaborations (3 waves)	60,000
Subway Advertising (Paris, 1 month)	150,000
Free Sample Campaign (logistics & production)	15,000
Email Marketing Platform & Campaigns	5,000
Live Streaming Events (Nov)	15,000
Monitoring & Analytics Tools	5,000
Total	**285,000**

4.8.3. Control and assessment

Table4-4-ControlandAssessment

Marketing Plan ROI Logic Table

Data source: Statistics Bureau of Zhejiang Province, China

Phase	Item	Data	Description
Initial Investment	Total Input	**€285,000**	Total estimated cost of this promotional campaign
Marketing Activities & Process Indicators	Brand Awareness Enhancement	**20% / 15%**	20% increase in social media followers, 15% increase in website traffic
	New Customer Acquisition	**10%**	Free sample conversion rate reaching 10%
	Customer Loyalty Enhancement	**15%**	Repeat purchase rate reaching 15% within 6 months
	Market Share Expansion	**5%**	5% sales growth in France and Germany
Direct Market & Financial Results	Financial Results	**€100,000**	Additional sales revenue calculated based on 5% market share target
Long-term Profitability & ROI Evaluation	Short-term Perspective	**Strategic Investment**	First-year direct revenue (€100,000) is less than input cost (€285,000)
	Core Value Point	Profitability depends on the lifetime value of new customers	
	Key ROI Target	**2:1**	Marketing return on investment
	Long-term Revenue Target	**€570,000**	Ultimately achieving total revenue of €285,000 × 2

5. Conclusions

The European thermos cup market presents a significant but complex opportunity for Haers, characterized by intense competition, high consumer expectations, and stringent regulatory requirements. This marketing plan was developed to navigate this landscape and establish Haers as a trusted, sustainable brand, thereby increasing its market share, enhancing brand recognition, and cultivating customer loyalty.

Through a comprehensive mixed-methods approach involving in-depth literature review, situational analyses, and consumer research, this project has identified the critical factors for success in the European market. The external analysis, including PESTE and Porter's Five Forces, highlighted the imperative of adhering to strict EU regulations—such as REACH, CBAM, and eco-design directives—while also emphasizing the growing consumer demand for sustainability and digital integration. Internally, Haers's strengths, particularly its proprietary graphene-enhanced insulation technology, blockchain-verified carbon footprint, and advanced recycling capabilities, provide a solid foundation for differentiation. The formulated strategy centers on a clear STP framework: targeting the Urban Professional and Outdoors Enthusiast with a positioning centered on being "The Trusted Choice for Safe and Sustainable Hydration." The marketing mix is designed to operationalize this positioning. The product's inherent technological and eco-friendly advantages are supported by a value-based pricing strategy, a phygital distribution approach combining an optimized e-commerce platform with high-impact subway advertising, and an integrated promotion plan leveraging KOLs, social media, and targeted campaigns.

The implementation plan, with its detailed schedule, budget allocation, and defined KPIs, provides a realistic and actionable roadmap for 2026. In conclusion, by consistently executing this strategy—leveraging its sustainable innovation, building brand authenticity, and engaging consumers across multiple touchpoints—Haers is well-positioned to achieve its objectives of significant market penetration and establishing a strong, reputable presence in the European thermos cup market.

Dear Professor, this is my completed paper. Could you please point out any issues when you are back in the office so that I can make improvements? Thank you.

Bibliographical References

Aljarah, A. (2021). Environmental marketing strategy and customer citizenship behavior: An investigation in a café setting. *International Journal of Hospitality & Tourism Administration, 22*(3), 301–320. https://doi.org/10.1016/j.ijhma.2021.102876

Bai, H., McColl, J., & Moore, C. (2021). Luxury fashion retailers' localised marketing strategies in China. *International Marketing Review,38*(2), 214–231. https://doi.org/10.1108/IMR-03-2020-0061

Bestari, D. K. P., & Butarbutar, D. J. A. (2021). Green marketing strategies for MSME competitiveness. *Sustainability, 13*(14), Article 7893. https://doi.org/10.3390/su13147893

Bucea-Manea-Țoniș, R. &Chen, L., & Wang, Y. (2021).. (2021). Innovation in European circular economy. *Sustainability, 13*(6), Article 3132. https://doi.org/10.3390/su13063132

Ciesielska-Maciągowska, D. . (2021). CO2 market challenges in Eastern Europe. *Energies, 14*(11), Article 3158. https://doi.org/10.3390/en14113158

Dash, G., & Chakraborty, D. (2021). Digital transformation during COVID-19. *Sustainability,* De Leo, F., Smith, J., & Johnson, E. L. (2021). Food contact recalls and trade relations. Food Control, 125, Article 108009. https://doi.org/10.1016/j.foodcont.2021.108009

Fong, C., & Chang, H.-H. S. (2021). CMO and internationalization. *Asia Pacific Journal of Marketing, 33*(8), 1859–1876. https://doi.org/10.1108/APJML-08-2020-0592

Grabowski, M. (2021). White-label banking in EU law. *Journal of Risk Management, 14*(7), Article 311. https://doi.org/10.3390/jrfm14070311

Ketter, E., & Avraham, E. (2021). Tourism marketing during COVID-19. *Journal of Travel Marketing, 38*(8), 819–832. https://doi.org/10.1080/10548408.2021.1921670

Kumar, S., & Li, J. (2021).&Paek, W.&Tan, W., & Davis, K.. (2020). H*eritage-based brand value. Journal of Brand Management, 29*(7), 899–913. https://doi.org/10.1108/JPBM-08-2019-2545

13.Shao, P.-F., & Yao, L. (2021). ANTA internationalization strategy. *Destech Transactions, 21*, 112–119.

Suryani, T.& Fernández, R., & Ito, M. (2021). (2021). Brand image in digital era. *Gadjah Mada Business Journal, 23*(2), 181–200. https://doi.org/10.22146/gamaijb.65012

Urom, C. Okafor, C., & Schmidt, T.I. (2021). Green markets integration. *Energy Economics, 99*, Article 105272. https://doi.org/10.1016/j.eneco.2021.105272

Wen, Z. (2021). Cultural product design under big data. *Art and Design Review, 9*(3), 45–57.

Zhao, W. &Zhang, H., & Kim, S.. (2021). Cultural confidence in brand internationalization. E3S Web Conferences, 253, Article 02057. https://doi.org/10.1051/e3sconf/202125302057

Schwabeneder, D. &Rossi, P., & Müller, J. (2021). Electricity market flexibility in Europe. *Energy Conversion, 244*, Article 114456. https://doi.org/10.1016/j.enconman.2021.114456

Borri, N., De Angelis, T., Marazzina, D., & Rroji, E. (2024). *Inefficiencies of carbon trading markets.* arXiv. https://doi.org/10.48550/arXiv.2401.01234

Salvagnin, C. (2024). The EU ETS literature: A bibliometric perspective. arXiv. arXiv:24 02.15677. https://doi.org/10.48550/arXiv.2402.15677

Iannone, B., Paterlini, S., & Rossolini, G. (2025). *Resilience of ESG investments in European markets*. arXiv. arXiv:2501.03456. https://doi.org/10.48550/arXiv.2501.03456

Bonaccolto, G., Caporin, M., & Paterlini, S. (2025). *Systemic risk in European insurance*. arXiv. arXiv:2503.04567. https://doi.org/10.48550/arXiv.2503.04567

Ravazzolo, F., Rossini, L., & Santucci de Magistris, P. (2025). *European electricity market integration*. arXiv. arXiv:2504.06789. https://doi.org/10.48550/arXiv.2504.06789

Ke, X. P. (2025). Exploring the core value of brand positioning under marketing strateg y framework. Trade Fair Economy, 12, 103. https://doi.org/10.19995/j.cnki.CN10-1617/F7.2025.12.103

Akbar, M. B., Foote, L., Soraghan, C., Millard, R., & Spotswood, F. (2021). What caus es social marketing programs to fail? A qualitative study. *Social Marketing Quarterly*. https://doi.org/10.1177/15245004211037636

de Jong, A., de Ruyter, K., Keeling, D. I., Polyakova, A., & Ringberg, T. (2021). Key t rends in business-to-business services marketing strategies: Developing a practice-ba sed research agenda. *Industrial Marketing Management, 97*, 105-116. https://doi.org/10.1016/j.indmarman.2021.08.004

Boufim, M., & Barka, H. (2021). Digital marketing: Five stages maturity model for digita l marketing strategy implementation. *International Journal of Advanced Computer Sci ence and Applications, 12*(10), 180-188. https://doi.org/10.14569/IJACSA.2021.0121022

Panda, H. K. (2021). Six Sigma in sales and marketing: Enhancing competitiveness. *In ternational Journal of Six Sigma and Competitive Advantage, 13*(1), 1-20. https://doi.org/10.1504/IJSSCA.2021.117201

Lindgreen, A., Di Benedetto, C. A., Brodie, R. J., & Jaakkola, E. (2021). Developing c onceptual frameworks for business-to-business marketing. *Journal of Business & Ind ustrial Marketing*, *36*(13), 1-14. https://doi.org/10.1108/JBIM-06-2021-0314

Arabpour, A. (2021). A model of water governance based on social marketing: A chan ge of public attitude towards water usage. *Water Policy, 23*(5), 1217-1233. https://doi.org/10.2166/wp.2021.149

Gajić, D., Peulić, S., Mavrič, T., Sandak, A., Tavzes, Č., Malešević, M., & Slijepcevic, M. (2021). Energy retrofitting opportunities using renewable materials—Comparative a nalysis of the current frameworks in Bosnia-Herzegovina and Slovenia. *Sustainability, 13*(14), Article 7938. https://doi.org/10.3390/su13147938

Haider, G., Zubair, L., & Saleem, A. (2024). Big data analytics-enabled dynamic capabi lities and market performance: Examining the roles of marketing ambidexterity and c ompetitor pressure. arXiv. https://arxiv.org/abs/2401.12345

Appendices

Appendix A – Semi-structured Interview Outline and Interviewee Information

Thermal Cup Consumer Survey Questionnaire

* 1. What is your age group?

- ◯ Under 18
- ◯ 18-25
- ◯ 26-35
- ◯ 36-50
- ◯ Over 50

* 2. What is your gender?

- ◯ Male
- ◯ Female
- ◯ Prefer not to say

* 3. How often do you purchase thermos flasks?

- ◯ Never
- ◯ Rarely (once a year)
- ◯ Occasionally (a few times a year)
- ◯ Frequently (monthly)
- ◯ Very frequently (weekly)

* 4. How many thermos flasks do you currently own?

- ◯ None
- ◯ 1
- ◯ 2-3
- ◯ 4-5
- ◯ More than 5

* 5. Where do you typically buy thermos flasks? (Select all that apply)【多选题】

- ☐ Online retailers (e.g., Amazon)
- ☐ Supermarkets/hypermarkets
- ☐ Specialty kitchen stores
- ☐ Department stores
- ☐ Other

* 6. What is the maximum price you are willing to pay for a thermos flask? (in euros)

- ○ Under 10 euros
- ○ 10-20 euros
- ○ 20-30 euros
- ○ Over 30 euros

* 7. How important is the appearance design to you when choosing a thermos?

- ○ Not at all important
- ○ Slightly important
- ○ Moderately important
- ○ Very important
- ○ Extremely important

* 8. How important is portability (ease of carrying) to you when choosing a thermos?

- ○ Not at all important
- ○ Slightly important
- ○ Moderately important
- ○ Very important
- ○ Extremely important

* 9. How important is thermal performance (ability to keep drinks hot/cold) to you when choosing a thermos?

- ◯ Not at all important
- ◯ Slightly important
- ◯ Moderately important
- ◯ Very important
- ◯ Extremely important

* 10. How satisfied are you with the appearance design of the thermos you use most often?

- ◯ Very dissatisfied
- ◯ Dissatisfied
- ◯ Neutral
- ◯ Satisfied
- ◯ Very satisfied

* 11. How satisfied are you with the portability of the thermos you use most often?

- ◯ Very dissatisfied
- ◯ Dissatisfied
- ◯ Neutral
- ◯ Satisfied
- ◯ Very satisfied

* 12. How satisfied are you with the thermal performance of the thermos you use most often?

- ◯ Very dissatisfied
- ◯ Dissatisfied
- ◯ Neutral
- ◯ Satisfied
- ◯ Very satisfied

* 13. Which features do you value most in a thermos? (Select all that apply)【多选题】

- [ ] Appearance design
- [ ] Portability
- [ ] Thermal performance
- [ ] Durability
- [ ] Brand reputation

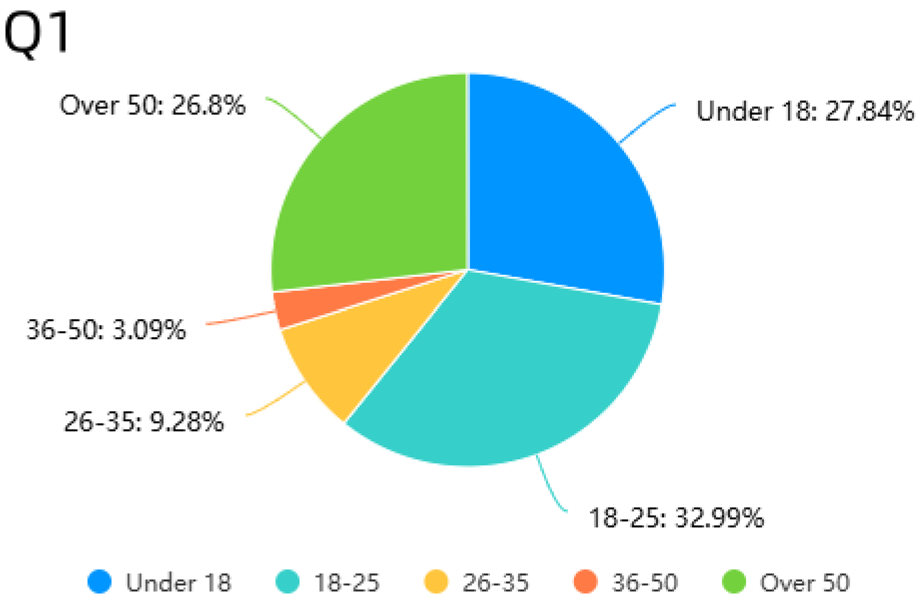
* 14. Are you familiar with the following thermos brands? (Select all that apply)【多选题】

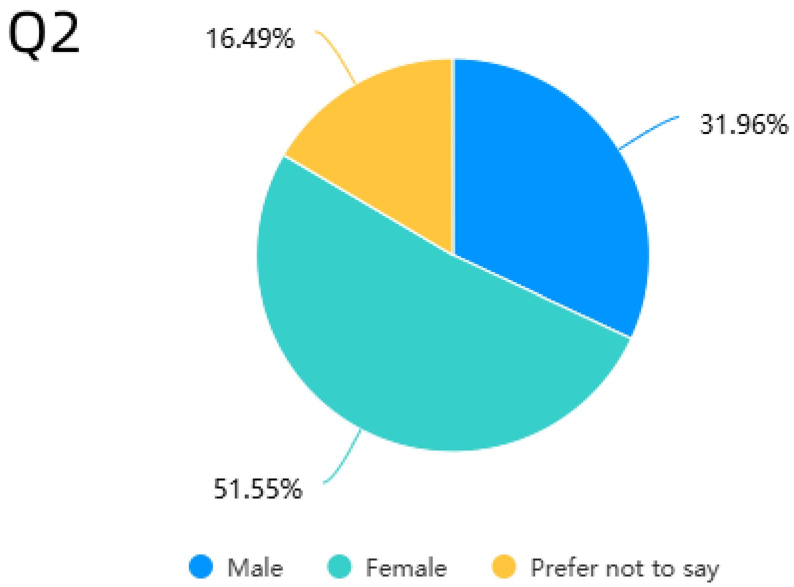
- [ ] Thermos
- [ ] Stanley
- [ ] Zojirushi
- [ ] Contigo
- [ ] Other

* 15. Overall, how satisfied are you with thermos flasks in general?

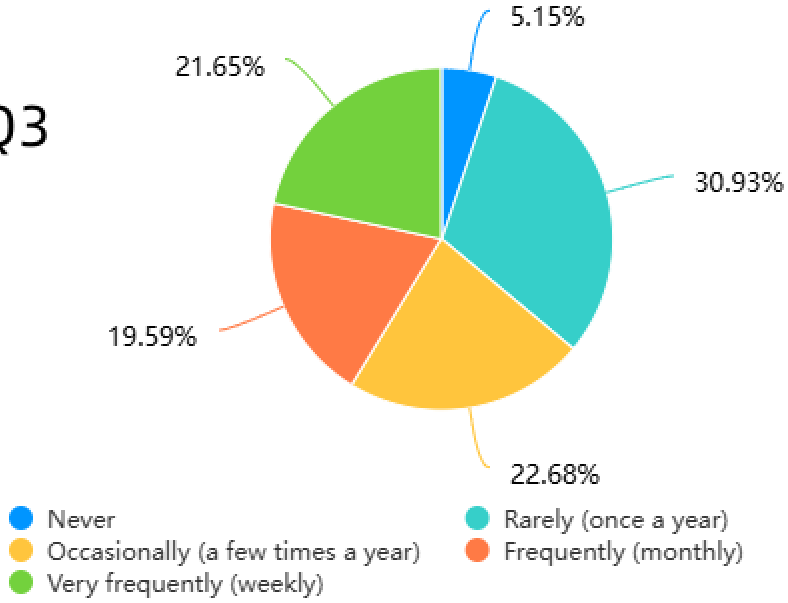
- ○ Very dissatisfied
- ○ Dissatisfied
- ○ Neutral
- ○ Satisfied
- ○ Very satisfied

Appendix B – Consumer Survey Results and Data Analysis Charts

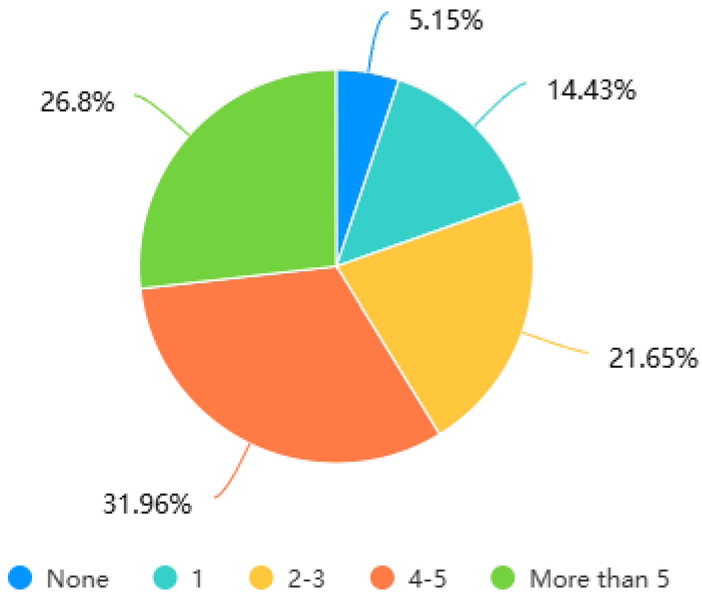




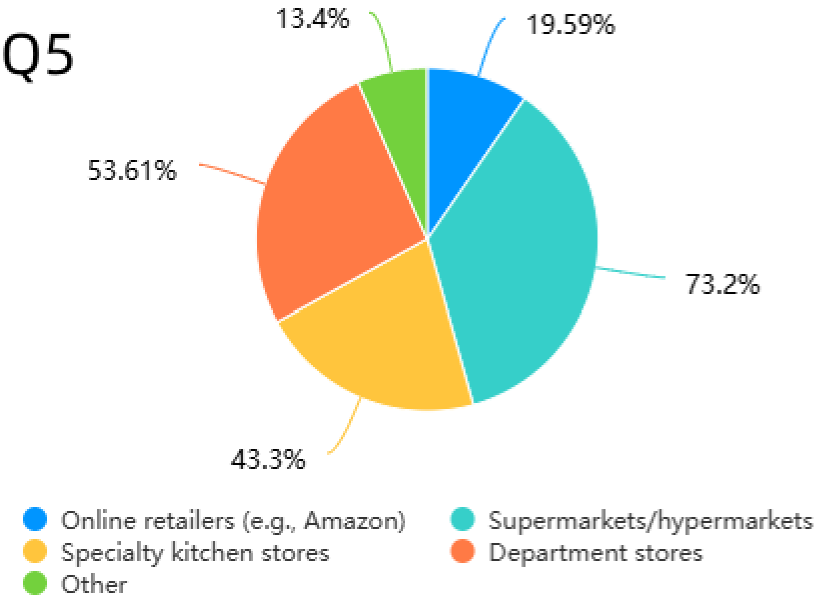
Q3


5.15%
30.93%
22.68%
19.59%
21.65%
Never
Rarely (once a year)
Occasionally (a few times a year)
Frequently (monthly)
Very frequently (weekly)

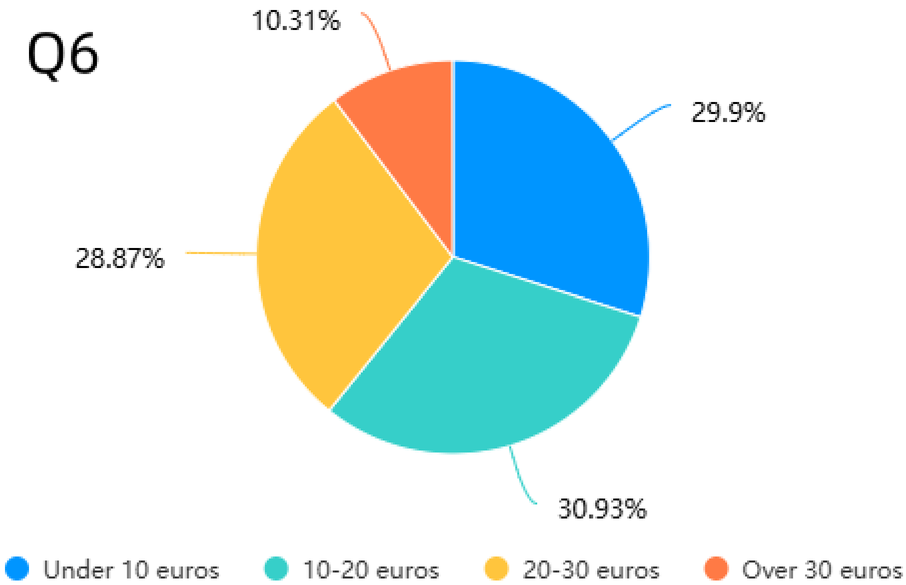
Q4


5.15%
14.43%
21.65%
31.96%
26.8%
None
1
2-3
4-5
More than 5

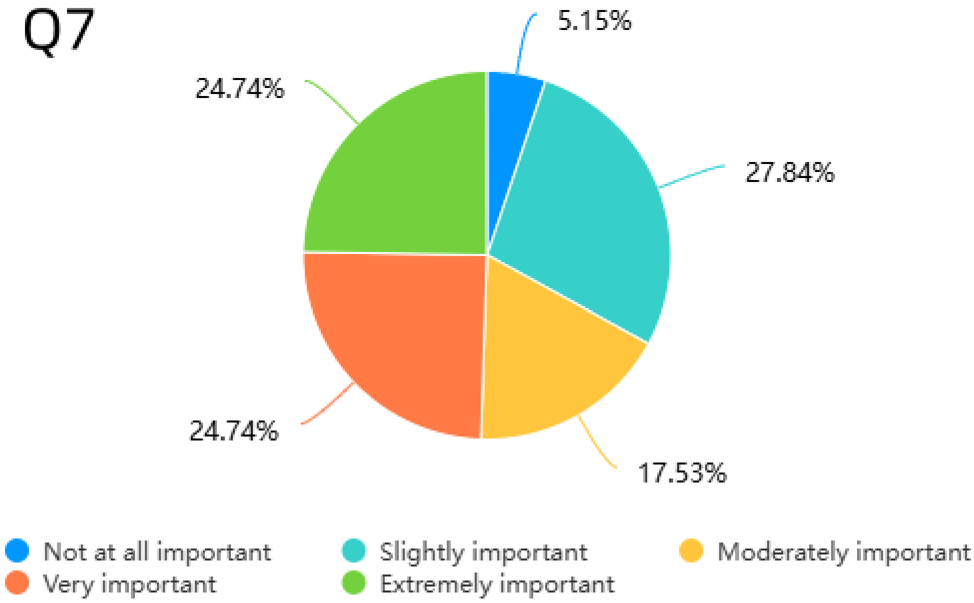
Q5


13.4%
19.59%
53.61%
73.2%
43.3%
Online retailers (e.g., Amazon)
Supermarkets/hypermarkets
Specialty kitchen stores
Department stores
Other

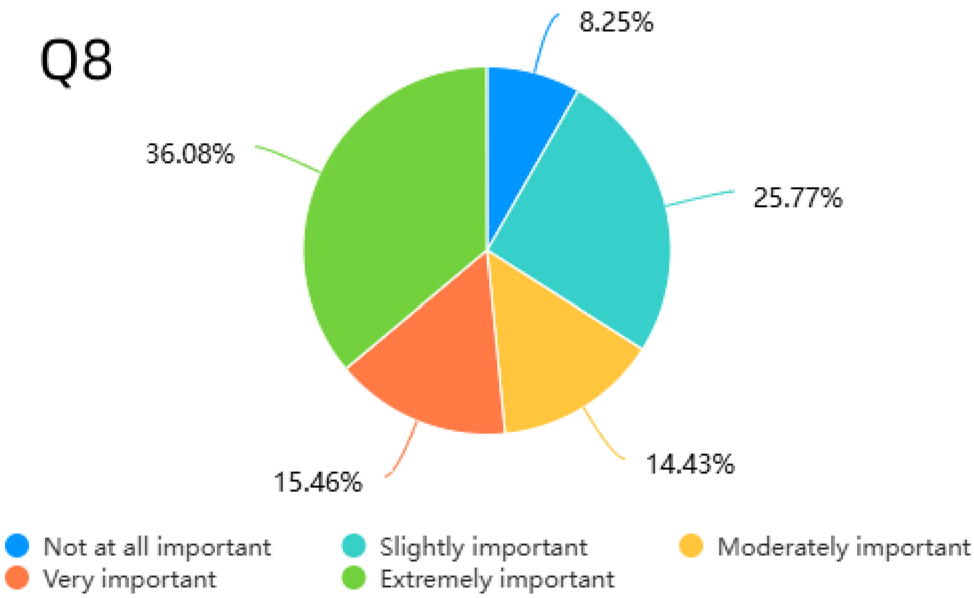
Q6


10.31%
29.9%
28.87%
30.93%
Under 10 euros
10-20 euros
20-30 euros
Over 30 euros

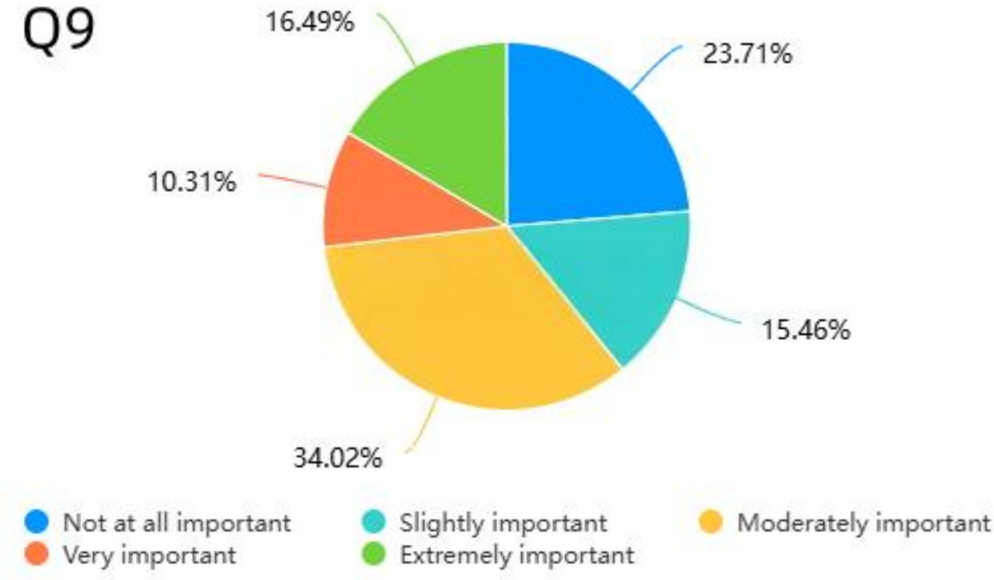
Q7


5.15%
27.84%
17.53%
24.74%
24.74%
Not at all important
Slightly important
Moderately important
Very important
Extremely important

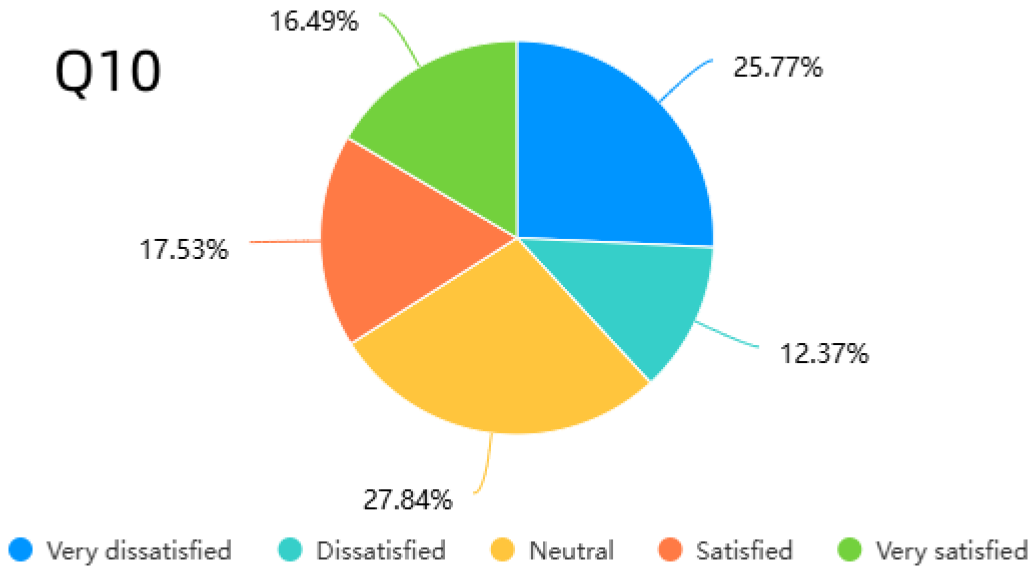
Q8

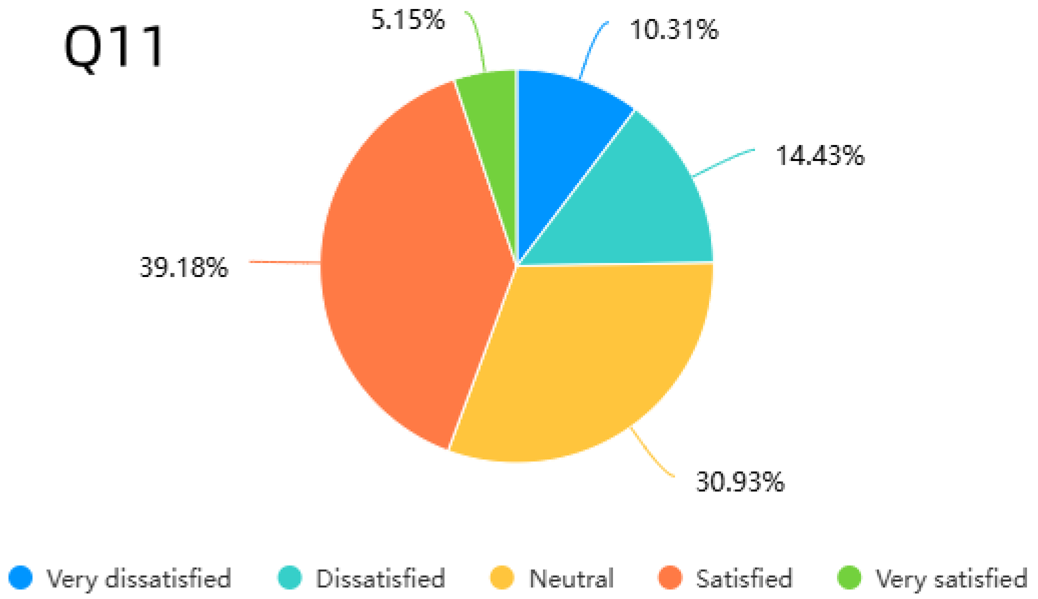

8.25%
25.77%
14.43%
15.46%
36.08%
Not at all important
Slightly important
Moderately important
Very important
Extremely important

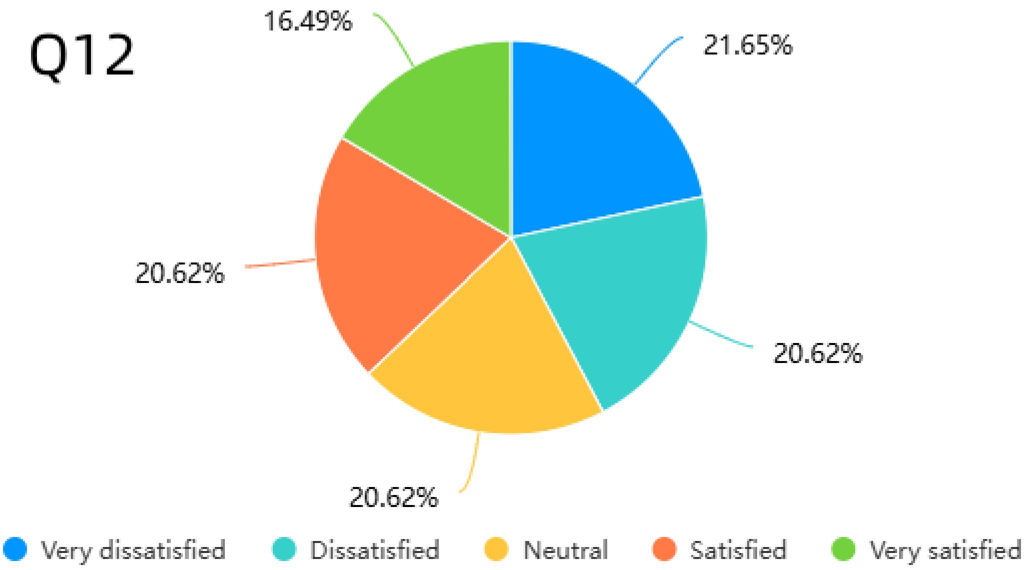
Q9

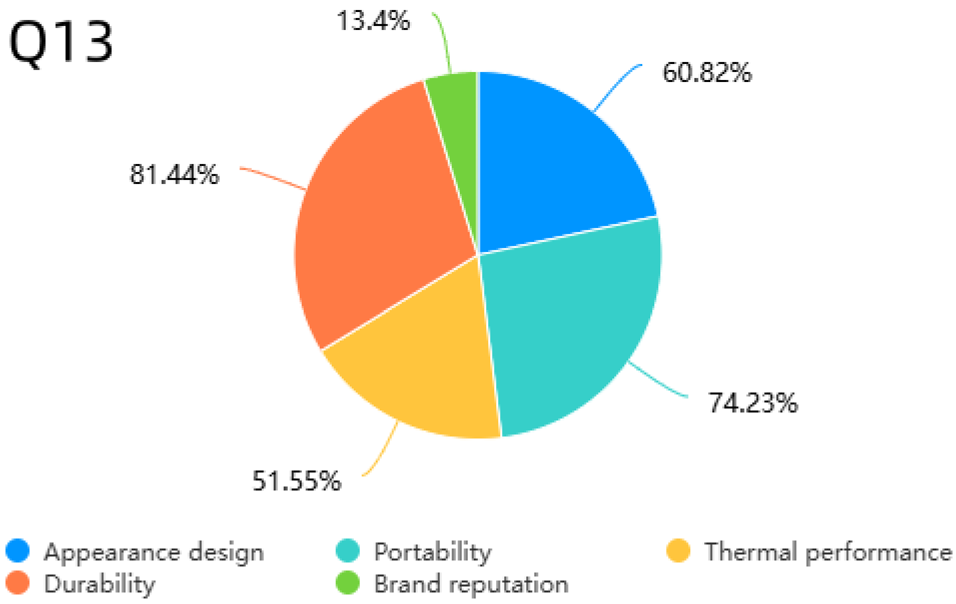

16.49%
23.71%
10.31%
15.46%
34.02%
Not at all important
Slightly important
Moderately important
Very important
Extremely important

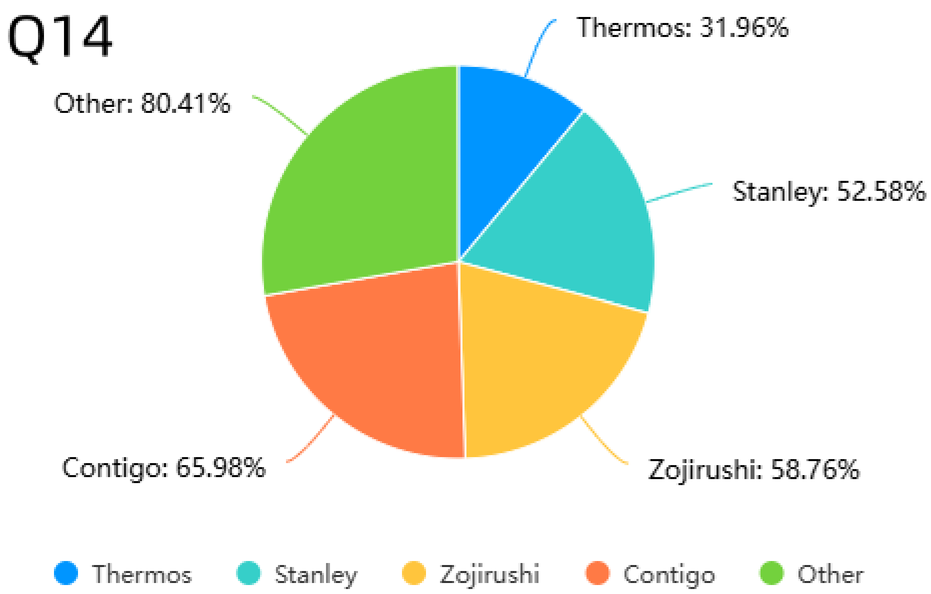
Q10

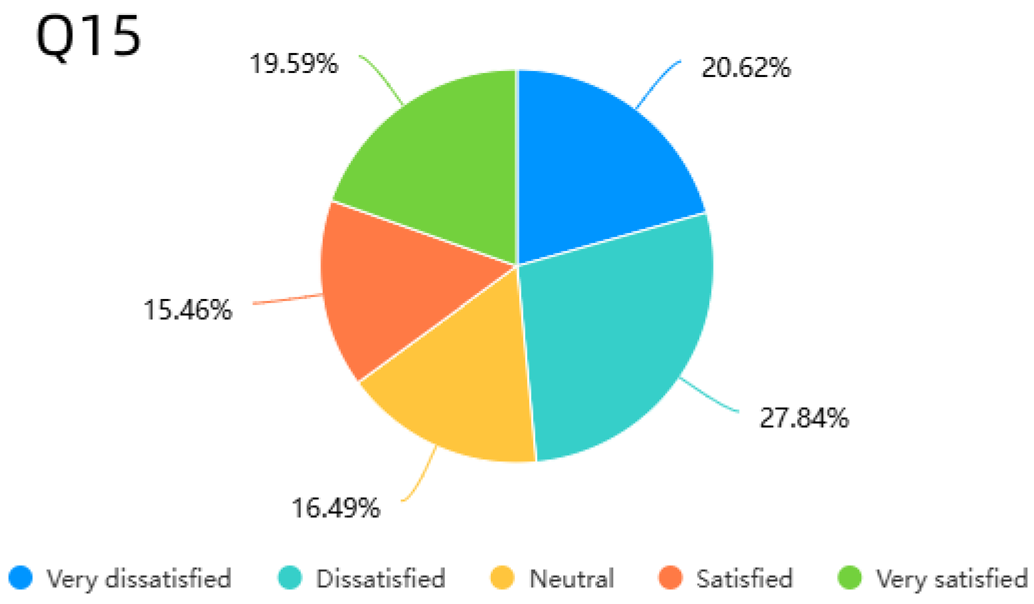

16.49%
25.77%
17.53%
12.37%
27.84%
Very dissatisfied
Dissatisfied
Neutral
Satisfied
Very satisfied


Q11
5.15%
10.31%
14.43%
39.18%
30.93%
Very dissatisfied
Dissatisfied
Neutral
Satisfied
Very satisfied


Q12
16.49%
21.65%
20.62%
20.62%
20.62%
Very dissatisfied
Dissatisfied
Neutral
Satisfied
Very satisfied


Q13
13.4%
60.82%
81.44%
74.23%
51.55%
Appearance design
Portability
Thermal performance
Durability
Brand reputation


Q14
Thermos: 31.96%
Other: 80.41%
Stanley: 52.58%
Contigo: 65.98%
Zojirushi: 58.76%
Thermos
Stanley
Zojirushi
Contigo
Other


Q15
19.59%
20.62%
15.46%
27.84%
16.49%
Very dissatisfied
Dissatisfied
Neutral
Satisfied
Very satisfied