

## A STUDY ON MOBILE PLATFORM OF CHILDREN SHOE ENTERPRISES IN CHINA

**Supot Rattanapun**

International College, Rajamangala University of Technology Krungthep

E-mail: supot.r@rmutk.mail.ac.th

### Abstract

This research is mixed method of quantitative and qualitative research. The objectives are to study the current situational analysis of footwear industry, To analysis startup business of mobile O2O platform and to study feasibility analysis of SMEs footwear industry. This research analyzed the PESTEL, 5 forces analysis, and SWOT analysis. we used the SWOT model to determine the strategic direction of "centralization" and "differentiation" of the platform. Finally, the SWOT model was used to determine the platform's strategic direction of "centralization" and "differentiation" of marketing mode. After determining the strategic positioning of the platform, marketing analysis and STP analysis were conducted to determine that the platform is based in the ecommerce platform and serves small and medium-sized book enterprises whose main business is children's clothing, young people aged 20-30 and special clothing. Based on the above analysis, 4Ps marketing strategy planning was carried out. Then, to implement the strategy and marketing strategy, the platform's organizational structure, manpower investment and operation are analyzed. The future financial data of the platform is forecasted, and a more comprehensive financial analysis is conducted. The analysis yields an initial investment of B350,000 required for the project, a five-year NPV of B1,751,207, and an IRR of 19.66%. Through the arguments in this thesis, the platform is risk-controlled, and the investment is feasible. This business plan is important to explore the profit model and operation mode of mobile Internet era and mobile O2O application service.

**Keywords:** mobile o2o platform, operation model, profit model, strategy research

### INTRODUCTION

The footwear manufacturing industry can be broadly divided into two major segments: organized (which includes major brands such as Bata, Service, Footlib, Hush Puppies, Borjan, and others) and unorganized (which includes labor-intensive units with semi-mechanized manufacturing facilities). This research -feasibility report covers the fundamentals of establishing a semi-mechanized Children Shoes Manufacturing Unit. The venture's main product range includes several types of sleepers, chapals, sandals, fleets, and boots in all sizes for youngsters, ranging from size 03 (European 21) to size 05 (European 38). However, the September 2022 Pre-Feasibility Study Children Shoes Manufacturing Unit 6 The manufacture of various types of shoes will vary according to seasonal demands. For example, demand for closed shoes (such as fleets and boots) is higher in the winter, while demand for open shoes (such as sleepers, chapels, and sandals) is higher in the summer. To keep the project running throughout the year, the production of various types of footwear will be organized according to seasonal trends.

Machinery made in China is widely available in the local market and will be placed in the planned unit. The unit's installed capacity will be 600 pairs of shoes per day (198,000 pairs per year). The open and closed shoe product mix will mostly consist of "A Grade" and "B Grade" pairs of shoes. The planned venture will give direct work opportunities for 12 people, including the owner/manager. To lower initial capital expenditures, it is anticipated that the unit should be constructed near any big city in a rented premise.

## **CURRENT SITUATION ANALYSIS**

### **1. Environment Analysis**

PEST analysis requires a large amount of relevant research data and a deep understanding of the company under analysis, otherwise it is difficult to carry out such analysis. The main economic aspects are the level of economic development, size, growth rate, government revenues and expenditures, inflation rate, etc. Political aspects include political system, government policies, national industrial policies, relevant laws and regulations, etc. Social aspects are population, values, moral level, etc. Technological aspects are high technology, process technology and breakthroughs in basic research<sup>[13]</sup>.

1.1 Environmental analysis, the country has introduced various measures to coordinate planning, accelerate network upgrades, and coordinate the coordinated development of networks for 5G, WLAN, and LTE. It has provided basic network support for the development of mobile interconnection<sup>[14]</sup>.

#### **1.2 Economic analysis**

China's second-largest economy has boosted mobile Internet growth. Mobile users grow rapidly. 2022, China's communications industry to fully implement the spirit of the Party's 20th National Congress, resolutely implement the Party Central Committee and the State Council's important decisions and deployments, fully promote the construction of a strong network and digital China, focus on deepening the integration of the digital economy and the real economy, 5G, gigabit optical network, and other new information infrastructure construction has made new Telecommunications revenue would rise 8% to 1.58 trillion yuan in 2022, according to preliminary estimates. Telecom business rose 21.3% to 1.75 trillion yuan in 2022 [16]. In 2022, fixed Internet broadband access service revenue reached 240.2 billion yuan, up 7.1% from the previous year, while telecom business revenue declined from 15.3% to 15.2%, reducing telecom business revenue growth by 1.1 percentage points. 2022, the completion of Mobile data traffic business revenue of 639.7 billion yuan, a rise of 0.3% over the previous year, in telecommunications business revenue accounted for 43.4% of the previous year decreased to 40.5%, pulling 0.1 percentage points. In 2022, 1.863 billion households gained 3,933 telephone subscribers. The overall number of cell phone users was 1.683 billion, up 40.62 million from the previous year, and the penetration rate<sup>2</sup> was 119.2 per 100 people, up 2.9 from the previous year. 561 million 5G mobile phone users comprised 33.3% of cell phone customers, up 11.7 percentage points from the previous year. The number of fixed-line telephone subscribers dropped 1.286 million to 179 million, and the penetration rate dropped 0.1 per 100 people to 12.7 per 100 [17].

China's online shopping market continues to steadily improve. Data show that in 2021, the national online shopping market size reached 9.19 trillion yuan, up 18.5% year-on-year; among them, the online retail sales of physical goods amounted to 7.50 trillion yuan, up 15.2% year-on-year, accounting for

23.6% of the total retail sales of consumer goods, contributing 22.1% to the total growth of social zero, steadily improving for six consecutive months. The online shopping industry is expected to "remain on a high growth track" in 2022 <sup>[20]</sup>.

### 1.3 Social analysis

(1) User penetration has further increased, and the Internet industry in China has continued to grow in recent years. The Internet continues to create new industry opportunities and is more closely connected to people's lives. Although the growth rate of the number of Internet users in China has slowed down in recent years, the overall penetration level of the Internet in China is high, and the penetration rate will further increase in the future. According to the China Internet Network Information Center (CNNIC), the number of Internet users in China grew from 772 million to 1.032 billion from 2017 to 2021, with an average compound annual growth rate of about 8%. In 2022, the size of Internet users in China is expected to increase further, with the number of users reaching 1.084 billion <sup>[21]</sup>.

### 1.4 Technology analysis, 5G development to promote the layout of mobile Internet

Currently, China has entered a new stage of economic development driven by technological innovation. "The outline of the 14th Five-Year Plan emphasizes the importance of deepening the structural reform on the supply side and leading and creating new demand with innovation-driven, high-quality supply. To ensure high-quality and sustainable economic development, China needs to broaden the economic growth space through frontier technology innovation, and through years of technological catch-up and capital accumulation, China has the ability and foundation to do so <sup>[24]</sup>.

## 2. Five Forces Model

According to Michael Porter's (MichaelPorter) five forces model, the competitive environment of the platform is analyzed. Bargaining power of suppliers, bargaining power of buyers, the ability of potential competitors to enter, the substitution power of substitutes, and the current competitive power of competitors in the industry.

1) Existing competitors in the industry. Several Internet giants are accelerating the pace of building their respective ecosystems. Several giants can be said to be the leaders of the industry, establishing industry rules and actively influencing users to promote the development of the industry. It can be said to be the building period of the industry.

2) Threat of potential entrants: O2O can be said to be the last blue ocean of e-commerce, so there are few companies who want to enter this industry. And as users and companies recognize the O2O model, companies will also increase their investment in O2O and may build their own platforms similar to the platform.

3) The threat of substitutes. As O2O is an emerging industry, it was born along with social development and technological development. Traditional channels and e-commerce can be used as substitutes in one way or another. It can be said that O2O is a subversive innovation to traditional channels.

4) Bargaining power of suppliers. The main purpose of the platform is to provide O2O integration tools, involving mobile terminals, data centers, API interface resources, etc. The suppliers of the platform mainly involve the mainstream e-commerce platforms and social media platforms.

5) Bargaining power of buyers. Mobile O2O is the general trend of social development, and enterprises are inevitably involved in the flood of O2O, so the demand of enterprises in O2O is still very strong, but the initial entry threshold is low, and vicious competition of similar products inevitably occurs, which leads to a certain pressure in the bargaining power of buyers. In response to this consideration, the platform strives to create a niche service industry and enhance its core competitiveness.

### 1.2.3 SWOT Analysis

Strength	Opportunity
<p>The potential partner is conversant with all FMCG categories and has over 1,000 customer resources.</p> <p>The other partner has many years of IT service experience.</p>	<p>1) The rapid growth of China's local life service e-commerce business before O2O e-commerce macro environment study.</p> <p>2) Internet reaches second- and third-tier cities Ariadne reports that China's Internet is expanding to second-and third-tier cities and even rural areas, which will boost the O2O business.</p>
Weakness	Threat
<p>1) Unknown platform the startup platform lacks industry influence. Well, mobile O2O is an embryonic industry with few significant firms, success stories, and entrants still stumbling and exploring business models.</p> <p>2) User products are immature and still in development.</p> <p>3) Due to the platform's low initial investment, the operation team is inexperienced, and partners' industry influence is needed for first marketing.</p>	<p>Tencent's strategic stake in Popular Dianping, Ali's cooperation with Yintai, Tencent's stake in Jingdong and packaging its Pai Pai and QQ Online Shopping to Jingdong, and Ali's acquisition of Gaode signal that O2O is becoming a new hot spot, but they also indicate fierce competition.</p>

### RESEARCH OBJECTIVES

1. To study the current situation of footwear industry.
2. To provide mobile O2O services for regional scattered small and medium-sized footwear enterprises,
3. To explore a feasible O2O operation model and support system.
4. To the study of mobile O2O application scenarios and the attempt to promote O2O on the enterprise.

## **FEASIBILITY**

Online-to-offline (O2O) marketing focuses on connecting consumers with physical storefronts. More businesses on the platform will draw in more customers, and vice versa because of the platform's robust cross-side network effect. The platform's primary goal is to satisfy the requirements of all participants. The key to the growth of O2O platforms is their ability to strike a good balance between the requirements of online shoppers and those of traditional brick-and-mortar stores, thereby adding value for both. In particular, users are interested in receiving recommendations for what to buy, learning about sales and other discounts, finding ways to streamline their purchasing, and rating and discussing their own purchasing experiences. On the other side, retailers have an interest in the O2O platform since it can help them boost sales, cut expenses, build their brand, and study consumer preferences. Based on the results of the platform's market research, it has settled on serving mostly small and medium-sized businesses in the clothing and footwear industries, with a secondary focus on the motherhood and cosmetics industries. Despite their differences in size and focus, large businesses in this market share a number of characteristics, including a large user base, cyclical consumption, a need for offline experience, a plethora of small and medium-sized brand enterprises in the industry, and a shrinking profit space due to increasing competition in the Internet age.

To encourage consumers to buy genuine by offering unified points management, multiple points accumulation channels, and real-time consumer promotions and optimization; Convenience (Convenience), the platform to create online purchase + store experience, store pick-up mode, so that consumers enjoy both online and online convenience, to provide consumers with a variety of purchase methods, online purchase, store Self-pickup, online purchase, express delivery, offline experience, mobile terminal orders, and other combinations of services, convenient for users to choose, reasonable arrangements for shopping pickup time, prov Communication, the platform creates a new information flow by integrating information from mainstream social networking sites and platform companies, and platform-based shopping consumers can share their shopping or use experience, interact with companies and other consumers, and help other consumers buy. Reduce consumer-business distance. Complete zero-distance communication and unlimited buying. It's also marketable.

Organization and finance: Referring to the organizational structure of IT enterprises and B2C enterprises, and combining with the characteristics of O2O, the functional structure chart of this platform was designed. The manpower requirements and salaries of managers and employees were designed according to the platform's organizational structure and the local salary situation. Estimated manpower cost. Organizationally, the platform management philosophy and staff culture nurturing make the project practicable.

All platform financial indicators were budgeted. After a detailed analysis of the platform's initial period of platform construction and hardware network investment, the platform's revenue for the next five years was estimated using data on expected resident enterprises and registered users, customer unit price and conversion rate, etc. Then the platform's cost composition was studied, each cost indicator was estimated based on the number of users at different stages of the platform, and each cost and expense was budgeted. Finally, based on the calculated costs, based on calculated investment and cost expenditures, the platform's five-year income statement, balance sheet, and cash flow statement were drawn.

This pre-feasibility study is based on an installed capacity of manufacturing 600 pairs of shoes per day on one shift basis (i.e. for 8 hours) and will be able to produce 198,000 pair of shoes annually with 330 operational days.

Table 1: Installed and Operational Capacity

Description	Total Production Capacity (Annually)	% Of Total Production	Operational Capacity 40 % (Year 1)	Maximum Operational Capacity 80 % (Year 5)
A-Pairs Production	198,000	95%	75,240	150,480
B-Pairs Production		5%	3,960	7,920
Total		100%	79,200	158,400

This business initiative relies on beautiful designs, high-quality shoes, and reasonable costs. Build solid supplier relationships for affordable, high-quality items. Sales networking with footwear wholesalers/retailers. Knowledge of current industry trends and efficient inventory management. Training salespeople for customer service. Chinese items and related producers are increasing rivalry.

#### Geographic potential

Karachi, Faisalabad, Hyderabad, Sahiwal, Peshawar, and Rawalpindi are footwear hubs. These cities have all shoe factories. Thus, any of the above cities could house a children's shoe factory. These cities also provide raw materials and labor.

#### Target Audience

The proposed programme targets middle- and lower-middle-class children aged one to fourteen. Pakistan has the 7th-largest population. 3.2 million babies are born annually.

43% of our 180 million-plus population is under 15. Pakistan's population is mostly middle- and lower-class. This creates many investment opportunities in this sector.

#### Project Cost Summary

A detailed financial model has been developed to analyze the commercial viability of Children Shoes Manufacturing Unit. Various costs and revenue related assumptions along with results of the analysis are outlined in this section. The projected Income Statement, Cash Flow Statement and Balance Sheet are also attached as annexure. 9.1 Project Economics All the assumptions in this financial model are based upon total installed capacity of 198,000 pairs annually. Whereas, during first year production capacity utilization is targeted at 40%, i.e. 79,200 pairs to be produced while 75,900 pairs (72,105 A-Grade pairs and 3,795 B-Grade pairs) will be sold. The remaining 3,300 pairs (3,135 A-Grade pairs and 165 B-Grade pairs) will be the finished goods inventory for next year.

## MARKETING PLAN

### 1. Segmentation, Target and Positioning

The O2O platform has consumers on one side and offline local merchants on the other side. Both sides of the platform have a strong cross-side network effect, i.e. more merchants will attract more consumers and vice versa. Large enterprises in such markets have the following commonalities, a large user base, circular consumption, the need for offline experience, many small and medium-sized brand enterprises in the industry,



Market target, The above five regions of Guangdong, Zhejiang, Jiangsu, Shandong, Fujian account for more than 80% of the national garment production, and the key regions of the platform are the above five regions. In the early stage, due to the lack of their own, the platform is located in the region of Guangdong, the early focus on digging deeper into Guangdong customers.

For the footwear industry, the target customer market can be roughly subdivided into eight different market segments: 0-4 years old, 5-16 years old, 17-19 years old, 20-25 years old, 26-30 years old, 31-40 years old, 41 years old and above, and special body clothing.

Market positioning, Platform positioning: Integrating mainstream social media and e-commerce, providing small and medium-sized footwear enterprises with easy-to-use products, helping them to attract traffic through the platform's resource integration advantages, while combining their own high-quality products and attractive prices, and repeating the platform's information promotion role for products with real potential to build brand reputation and improve product viscosity.

Consumer positioning: Through the previous market analysis, the target customer group of this platform is young and middle-aged people who widely accept the Internet and mobile Internet, and the main service objects of the platform are children and infant footwear enterprises and footwear enterprises between 20-30 years old in Guangdong region.

## **2. Marketing strategies**

Product, "Concentration, integration, and ease of use" is our product approach. We focus on the shoes and clothes market, which is more established in e-commerce, without scattering resources and concentrating our capabilities to strengthen our core competitiveness. The goods are simple and functional, without unnecessary features. Consider what the user wants and accomplish it comfortably.

Price, Platform services for small and medium-sized apparel enterprises should not be too expensive. The initial consideration is not to charge 100,000 yuan for the operation and maintenance of the enterprise, and later through the platform for the enterprise to bring increased sales and collect a sales commission, expected to be 2%, to achieve a win-win situation.

Place, Platforms like WeChat, Twitter, Jingdong, Taobao, and others build a business-centric ecosystem. Through the large platform to attract traffic, the platform is committed to opening up the enterprise offline entity and online e-commerce channels to integrate them and close the loop to improve enterprise sales. Improve chain efficiency, not channel efficiency. Improve platform services, promote word-of-mouth, and establish a footwear industry reputation. Social network marketing without middlemen.

Promotion, In the initial phase, we'll serve a few high-quality customers and expand the platform's features and usability to match the industry. When the platform's main operations mature, small merchants who fit the platform can adopt a reduced service cost or free strategy, with platform traffic and a percentage of the commission.

## **MANAGEMENT & OPERATION PLAN**

IT and marketing dominate early work. In the early stage, there is no client and platform operation data to build an operation department. Two partners—IT and marketing—funded the initiative. During the initial construction of the project, the IT department is mainly responsible for the product prototype and DEMO production, taking into account cost considerations, we consider partially outsourcing or hiring two R & D personnel, the IT department is fully responsible for one

partner, mainly focusing on the platform's construction, operation, and maintenance, taking into account the platform's information security considerations, the ma Another partner manages the marketing department and promotes platform derivatives.

O2O is a new field that combines e-commerce and offline economy. Innovation and new thinking are needed. A platform's health and competitiveness depend on its innovative corporate culture. Internet technology is competitive and constantly changing. In such a field, constant crisis awareness, innovation, reactivity, and long-term passion for work are essential. The company fosters equality, openness, and collaboration. We encourage innovation and give workers some freedom. Encourage employee innovation and financially compensate them for implementing their ideas. Flat management and equal employee cooperation. Create open, progressive, cooperative, and innovative company ideals. Focus on users' needs and do everything. Recognise market shifts.

## VI. FINANCIAL PROJECTIONS

### NPV, IRR, ROI

Three indicators, net cash flow (NPV), internal rate of return (IRR), and payback period, will be budgeted using the financial data derived from the previous sections.

Table 1 Financial projection

No.	Item	2023	2024	2025	2026	2027	2028
1	EBIT		-249100	398800	2291220	3068062.64	5604060.3
2	Depreciation expense						
3	Income taxes			99700	572805	767015.66	1401015.08
4	Operating cash flow		-249100	299100	1718415	2301046.98	4203045.23
5	Net capital expenditure						
6	Change in NWC	350000	230000	250000	280000	350000	500000
7	Total project cash flows	-350000	-479100	49100	1438415	1951046	3703045
8	Discount rate 0.12						
9	PV			39142.22	1023835.39	1239925.628	2101207.31
10	NPV						1751207.309

Net cash flow projection by the value engineering method: The annual cash flow is discounted at the benchmark rate of return ( $i_c=12$ ) to calculate the net cash flow. See the table above for details:

NPV (12%) = 1,751,207;

IRR = 19.67%;

Payback period  $\approx$  2 years.

**Breakeven point**



the sales revenue in the first year has to reach 284,383.56 yuan for the company to break even, based on the sales revenue in the projected five-year income statement (annual report), the sales revenue of the company in the first year is 935,200 yuan, which obviously reaches the break even. From that perspective, the project is feasible.

## **CONCLUSION AND SUGGESTION**

Mobile O2O will emerge from the mobile Internet conflict. O2O will be the next gold mine and blue ocean for traditional enterprises. Big companies are moving in 2022. Traditional firms still struggle with O2O transformation. This background spawned this platform. It helps traditional SMEs change O2O by fully integrating mainstream social media, e-commerce, and mobile terminals to solve technological issues. This strategy plan analyses the mobile O2O platform's environment, industry, rivals, advantages, marketing, and finances to reach the following conclusions:

Entering mobile O2O now is rare. Traditional businesses and consumers originally accepted O2O, driven by huge Internet companies. The market is promising as many organisations invest in O2O as a new business potential.

Employing a differentiated marketing mix and centralization to specialise. Mobile O2O should apply the product strategy of "innovation, integration, and ease of use" to build a solid reputation and brand influence in the region. Local footwear mobile O2O should be strengthened to build regional brand advantage and influence.

The platform combines its own advantages, avoids the current major platforms and mainstream local life O2O fields, takes traditional enterprises as the entry point and centre, integrates enterprises' online (official e-mall, third-party mall) and offline physical resources, forms enterprises' complete, omnichannel closed-loop shopping experience, and benefits enterprises and consumers.

The investment estimates, funding sources, and a five-year financial forecast and analysis of the platform's operation. The project requires \$350,000, mostly from partner money, with a five-year NPV of 1,751,207 and an IRR of 19.67%, Payback period  $\approx$  2 years, more than the required rate of return. Technology, market, and management risks of the platform are manageable. This platform can be invested in after thorough investigation.

## **SUGGESTION**

O2O platform companies and offline service providers must rethink their partnerships. Communication and dialogue should help both parties understand each other's relevant information, including o2o platform enterprises' field visits to offline merchants' physical stores (location, type of products or services, etc.) and the quality of goods or services, while offline merchants understand o2o platform enterprises' operation mode and joining methods. Dialogue to assess cooperation. After determining cooperation through dialogue, the o2o platform enterprise obtains detailed product or service information from the offline service merchant, builds the merchant's web service provision interface, and ensures effective information transfer. Assess risk duties and decide benefits distribution. Transparency is essential for honest and efficient cooperation.

Business-to-consumer platform, O2O platform firms must focus on customer participation and rethink consumer roles. o2o platform firms must communicate with consumers to understand their service needs, and consumers must share their thoughts for interface functioning with them. O2o

platform firms analyse consumers' needs to locate eligible offline merchants and integrate resources, making it easier for consumers to get relevant services fast. At the same time, since there is a danger of leakage of consumers' registration information and payment security, o2o platform providers should assess and address consumer hazards.

Customers and offline providers, Offline service providers must reassess their customers' experiences. Offline service providers should engage with consumers to learn their service demands and their experience after obtaining the service to summarise client issues and enhance service. Offline service suppliers should also offer easy delivery alternatives like express delivery. Consumers should also consider the hazards of offline service providers, such as bogus good reviews to boost the merchant's credit.

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