B2B Marketing Strategy—How to Build Company Presence in the Chinese Market: Case Study Unigraf Oy

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Abstract

Date

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Report/thesis title	**Number of pages**
B2B Marketing Strategy—How to Build Company Presence in the Chinese Market: Case Study Unigraf	**and appendix pages** 29 + 28

The objective of this project-based thesis was to produce a guidebook for the case company to understand the Chinese market better and eventually build a company presence in China. The guide offers information that is unique about the Chinese market. The focus is on how the case company can induce business growth and tackle certain structural obstacles through the right marketing strategy. The topic was chosen because the author had been working for the case company before starting to write her thesis. Personal interest and language advantage, as well as the fact that it helps her day-to-day work in the case company, made it a natural choice for the author to write the thesis on this topic.

The thesis itself comprises of two main parts: a theoretical framework and an empirical part. The theoretical framework of the thesis aims to support the need and purpose of the guide. It spearheads the content of this project for the readers to obtain a comprehensive understanding of the topic and the concepts related to it. The empirical part of the thesis presents the process of writing the guidebook and the guidebook itself. This section includes the project plan, the structure of the project, and how the final product turned out to be. The last chapter of the thesis, discussion, includes the author's conclusions for the whole thesis project and future development possibilities, as well as presents the author's learning outcome from the writing process.

The guidebook was realized by using Pages (by Apple), later converted to Microsoft Word. The production took place from February 2020 and was finalized in February 2021. The product is a cohesive entity offering standpoints and guidelines to crafting a growth-oriented marketing strategy when dealing with a new market.

Keywords

B2B marketing, marketing mix, online marketing, business market segmentation

Table of contents

1   Introduction

The purpose of this chapter is to inform the readers of the background of the project, project objectives, and project tasks. Furthermore, this chapter will lay out the project scope, international aspect and key concepts explained to the stakeholders. Readers will have a clear picture of the general structure of the following thesis after reading this chapter.

1.1 Background

With China being the second-largest economy in the world, it is impossible to overlook the importance of its huge market while doing international business.

Being one of the BRIC countries, China has attracted a great deal of attention in the recent decade. The economic growth development in China has significantly exceeded growth compared to the world's leading industrialized nations. (Biggemann & Fam 2011, 5) With the Chinese economy on the rise, many foreign companies believe in what Joe Studwell calls the China Dream—large numbers of consumers and potential profits. (March & Wu 2007, 13.) The country has built large manufacturing and service-providing capacity to the extent that China has been called the factory of the world.

Moreover, a recent market study shows that in 2018 China's consumer electronics revenue amounted to approximately 238,480 million U.S. dollars, which is almost two times the number compare to the U.S. which ranks no.2 in the world.
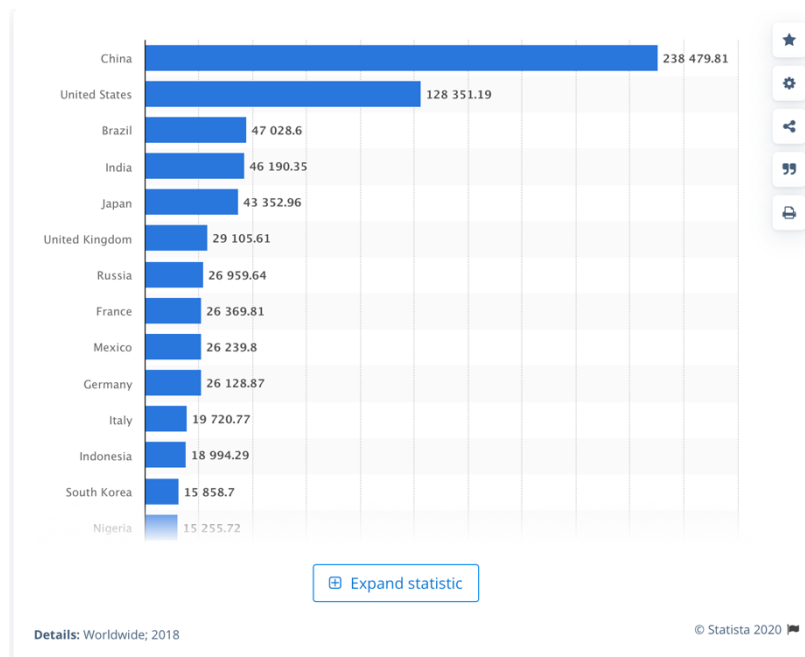

Details: Worldwide; 2018 — © Statista 2020

Figure 1. Revenue of the consumer electronics market worldwide by country in 2018 (in million U.S. dollars)(Statista 2020.)

Here is another study found on Statista. China has great potential on the technical consumer goods market, according to this market share forecast.
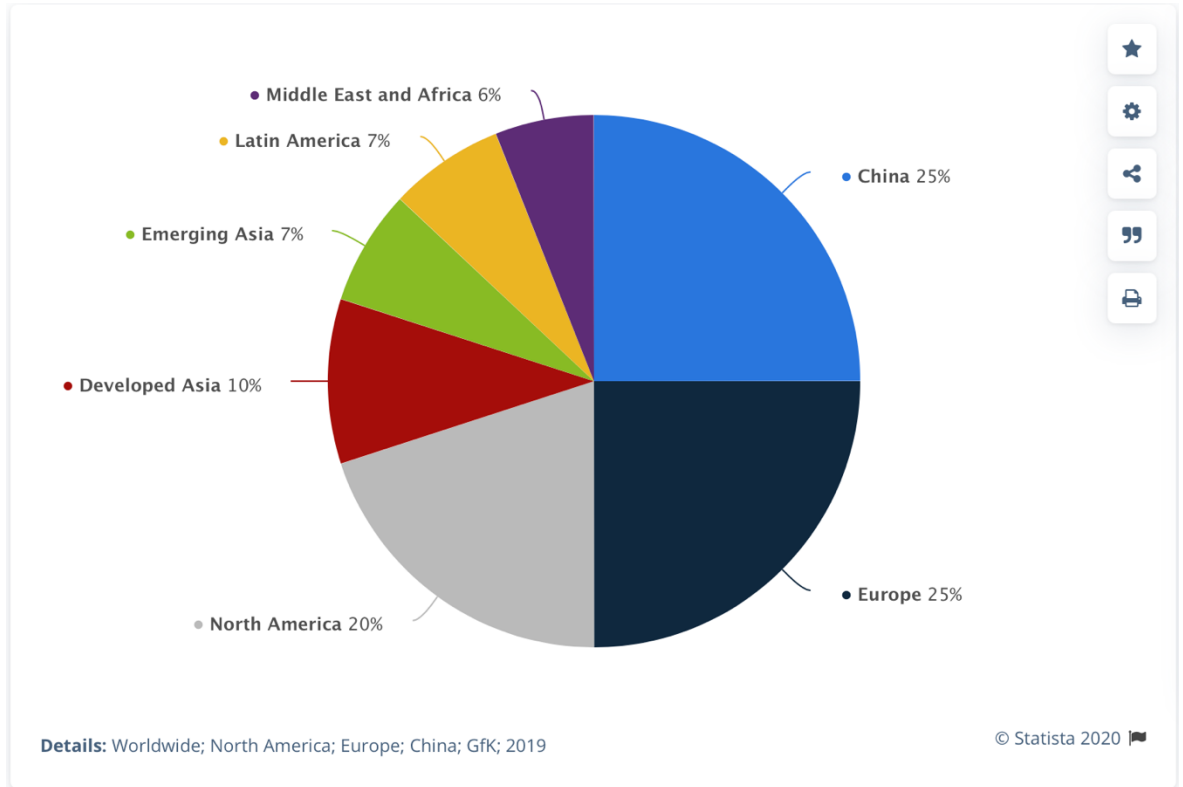
Figure 2. Technical consumer goods market share forecast in 2019, by region (Statista 2020.)

China does not only have great potential on the related product markets our customers could be selling to, more importantly, but many of the products on these markets are also made in China!

The case company has been doing business within the Chinese market for more than two decades, however, the previous internationalization process of the firm did not take full advantage of the business potential the case company has. With the proper marketing strategy, the case company will be able to see growth in revenue from the Chinese market.

1.2 Case Company Introduction—Unigraf

Unigraf is a worldwide leading video electronics testing company based in Espoo, Finland. The company's prime expertise is developing cutting-edge video electronics testing equipment. Over the past years, Unigraf has introduced several ground-breaking technologies to the market, such as the first DisplayPort over USB-C interface test tool and the first HBR3 capable DP 1.4 compliance test device. The devices developed by Unigraf are widely used by the world's leading electronics manufacturers to help develop and test their products.

The company was founded in 1990, by far Unigraf has resellers on three continents and in over twenty countries. The test equipment they develop is widely used by the world's leading electronics manufacturers to test their products such as smartphones, laptops, tablets, monitors, and more. The products can be used not only in compliance testing but also in R&D development and production line testing phases.

Currently, the company has resellers across China. However, a greater potential is seen in this market compared to the sales the company had these years.

1.3 Project Objective

This thesis aims to help case company Unigraf build a presence in the Chinese market, discover the right channels to develop marketing activities.

The project objective (PO) can be worded as **building Unigraf's presence in the Chinese market through marketing activities**

The PO could be divided into the six following project tasks (PTs) :
PT 1. Preparing the theoretical framework.
PT 2. Analyzing the business opportunities and barriers in the Chinese video electronics testing market.
PT 3. Analyzing Unigraf's competitors' marketing activities
PT 4. Creating the new Chinese marketing guide for Unigraf
PT 5. Presenting the new marketing guide to the marketing team and manager at Unigraf and finalize it base on the comment received.
PT 6. Evaluation of the project

Table 1 presents the knowledge base, project management methods, and outcomes for each project task.

Table 1 Overlay matrix

Project tasks	Knowledge base	Project management methods	Outcomes
PT 1. Preparing the theoretical framework	Theories on marketing strategy	Desktop study	Knowledge base to support PT2-5. Chapter 2 Project description. Chapter 3
PT 2. Analyzing the business opportunities and barriers in the Chinese video electronics testing market	PESTLE	Desktop study	Knowledge of the Chinese market. Appendix
PT 3. Analyzing Unigraf's competitors' marketing activities	Competitor analysis and SWOT	Desktop study	Knowledge of the competitors. Appendix
PT 4. Creating the new China marketing guide for Unigraf	Information collected from PT 1-3	Content creation based on the previous desktop studies	Marketing guide for Unigraf. Appendix
PT 5. Presenting the new marketing guide to marketing team and manager at Unigraf and finalize it base on the comment received.	Information collected from PT 3 and PT 4	Presentation to Unigraf	Presentation and finalization of the marketing guide
PT 6. Evaluation of the project	The outcome of PT1-5, feedback from the case company, and personal reflection	Desktop study and personal reflection on PT 1-5	Evaluation of the project

1.4 Project Scope

This project-based thesis will focus on the B2B marketing activities in China. Market entry modes will not be discussed in the following project as the purpose of the project is to identify effective ways of marketing in China. The project will also be focusing on identifying the opportunities and barriers in the video electronics testing market. After benchmarking the competitors, the author will be able to develop more efficient marketing strategies for the case company. The choice of marketing channels and marketing content will be included in this project.

1.5 International Aspect

The case company has resellers in over twenty countries worldwide and ninety-eight percent of the revenue comes from international transactions because most of the companies using Unigraf's equipment to test their products are from abroad. In this study, the author will help the case company build a presence in the Chinese market with the purpose of expanding the customer base.

The case company has been working closely with customers in China and the US. In regards to the China-United States trade war, it could be beneficial for the case company.

1.6 Benefits

The key beneficiaries will be the case company that is seeking to increase the customer base in China. By gaining a deeper understanding of the existing market and what the competitors are doing, the case company is already on the path to success. Moreover, the case company will also be able to avoid unnecessary mistakes from the start.

Secondly, the author herself will benefit significantly from this study as a marketing student who has taken great interest in B2B marketing and online marketing. The author seeks to further her understanding of the use of marketing strategies and the Chinese market trends in this specific industry, this will not only benefit her future career, but it will also help her succeed in her role as a marketing specialist in the case company.

1.7 Key Concepts

B2B marketing— B2B marketing, also known as 'business marketing' or 'industrial marketing', is the practice of individual or organizations marketing products or services to other companies or organizations. The customer in this case is an organization rather than an individual customer or consumer, though the products they purchase may sometimes be similar. (Hall 2017, 1.)

Marketing mix— The marketing mix is a framework for marketers to strategize, plan and execute their marketing activities. The purpose of the marketing mix is to capture all the key variables that need to be considered in marketing strategy, planning and implementation, and to reach an optimum balance between the marketing variables. (Hall 2017, 13.)

Online marketing— Online marketing is a set of tools and methodologies used for promoting products and services through the internet. Online marketing includes a wider

range of marketing elements than traditional business marketing due to the extra channels and marketing mechanisms available on the internet. (Techopedia, 2019.)

Business market segmentation— Segmenting a business market means dividing the market into different homogeneous groups of companies. Some ways to segment business markets are by demographics, buyer behavior, industry classifications, region, and operations variables. (Hall 2017, 5.)

2   Building Company Presence in a New Market

The following chapter will cover the theoretical framework for this thesis. The figure shown below illustrates the overall theoretical framework for the following project.
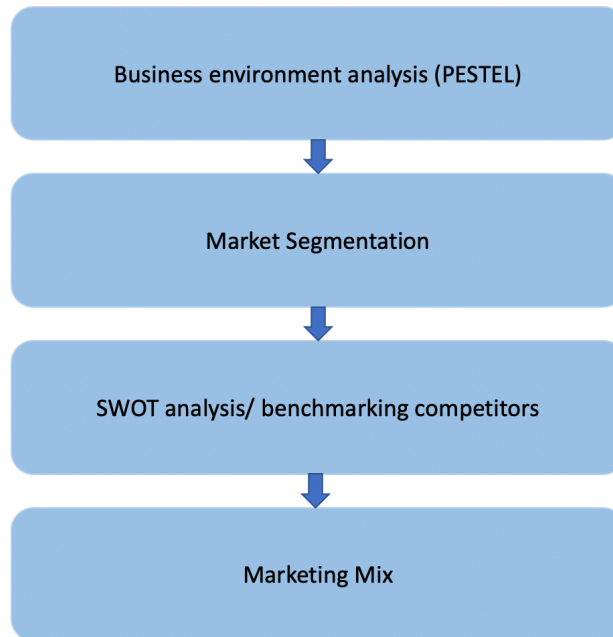
Figure 3 Theoretical framework overview

The author will begin this project by analyzing the Chinese business environment in the targeted industry, then this project will focus on the marketing segmentation studying the After the benchmarking is done, the author will go on and look into the competitors' strengths and weaknesses in marketing activities by doing a SWOT analysis. Finally, apply the market mix to find the best way to reach the right audience. The author will then be able to execute the marketing plan in China for the case company.

2.1 Business Environment Analysis (PESTEL)

A PESTEL analysis helps companies to identify the external forces that could impact their market and business. It is important for the decision-makers in a company to understand the importance of undertaking such an analysis. These identified factors should not only be identified but also assessed. In marketing, before any kind of strategy or tactical plan can be implemented, it is crucial to analyze the macro-environment. Also, this kind of analysis should be done on a regularly (minimum six months interval) to identify constant changes in the business environment. (Oxford college of marketing, 2020.)
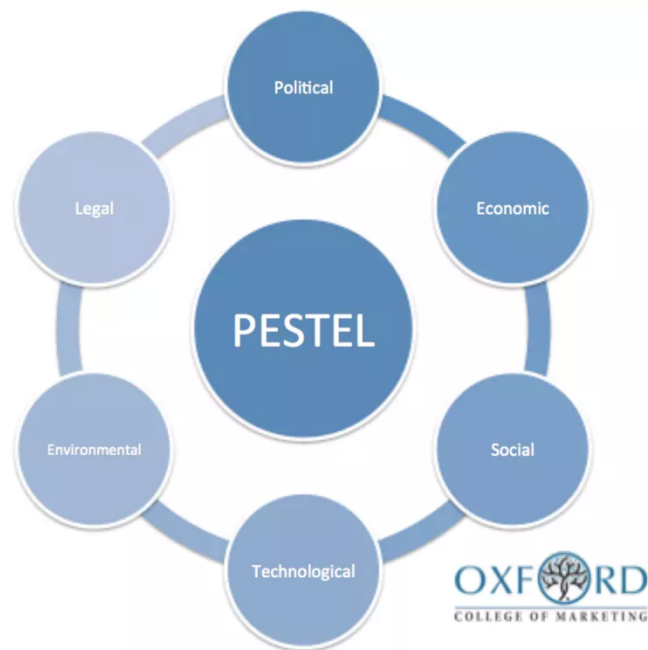
Figure 4. PESTEL analysis (Oxford college of marketing, 2020)

There are six fundamental elements of a PESTEL analysis: (Oxford college of marketing 2020.)

<u>P</u>olitical factors: Pay attention to political policies and stabilities as well as trade, fiscal, and taxation policies too. These may impact a company or a specific industry.

<u>E</u>conomic factors: Factors such as interest rates, employment or unemployment rates, raw material costs, and foreign exchange rates. These factors impact the economy and its performance, they also have direct impacts on the company and its profitability.

Social factors: It is crucial to identify emerging trends in the social environment. This helps a marketer to better understand their customers. Factors include education levels, changing family demographics, cultural trends, attitude changes, and changes in lifestyles.

Technological Factors: These factors including changes in technology development, automation, and research. The rate of technological innovation and development also plays an important role in a market or industry. Companies often focus on developments only in digital technology, but they must also consider, e.g. new methods of distribution, manufacturing, and logistics, etc.

Environmental Factors: With the rise in importance of CSR (Corporate Sustainability Responsibility), it becomes more important to take the influence of the surrounding environment and the impact of ecological aspects into consideration. Factors may include carbon footprint, waste disposal, climate, recycling procedures, and sustainability.

Legal Factors: Any business must understand what is legal within the territories they operate in. They also have to be aware of any changes in legislation and how this will affect their business. These factors actors include employment legislation, consumer law, health and safety, and international trade regulation and restrictions.

Political factors do overlap with legal factors; however, the key difference is that political factors are influenced by government policy, whereas legal factors must be obeyed.

2.2 Who Are Your Customers and Why Do They Buy- Market Segmentation

The purpose of B2B market segmentation is to gather business that is similar to each other in a certain way into groups. This method will help businesses to target, engage and sell. Segmentation usually does not only help the marketing department, it will also benefit other operations such as how the companies go to market, sales structuring, and better tracking business performance. (Hall 2017, 5.)

The complexity of the typical B2B buying process is significantly higher than any B2C buying process. There is usually more than one person involved in the decision-making process. The "buying committee" often includes people from different backgrounds in the firm, such as C-level executives, engineers, finance, etc.

In the B2B market, businesses must first identify the business demographics of the buying committee and then target these specific demographics by understanding their perceptions and emotions and what is appealing to them.

How do companies do this in practice? It's not only important to find out who writes the check to purchase your product, but also to find out who uses your product; it may be different from the person who writes the check. Categorization here is of great importance, categorize the people who use the product and write the check by job title, job level, segment, role in the company, and industry. Last but not least, find out whom the sales team spoke with when they tried to close the deal and do the same categorization, These should be all the people you want to influence.

After establishing the people the business wants to impact, study the products from these people's perspectives, find out what the pain points are and what problem they expect the product to solve. Most importantly, how can the business eliminate any fear they might have in choosing your product. (Leake, Vaccarello & Ginty 2012, 26.)

2.3 SWOT Analysis—Traditional SWOT v.s. New SWOT

The original SWOT analysis was designed to highlight both internal and external factors affecting the business. The Strengths and Weaknesses are internal, whilst Opportunities and Threats are external.

The new SWOT analysis recognizes the threats and opportunities that can come from outside as well as within. And not only your strengths and weaknesses matter but also your competitors. Critically, it acknowledges that the strengths of an organization may pose a threat to it while its weaknesses may present opportunities. (Harvard Business Review 2019.)

Traditional SWOT Analysis

This framework involves identifying your organization's strengths and weaknesses and its external opportunities and threats, and then synthesizing all four factors into a strategic plan.
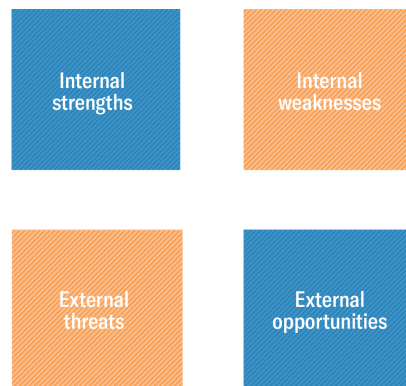
New SWOT Analysis

This framework recognizes that threats and opportunities can be both external and internal, and that they can be shaped by your strengths and weaknesses and the strengths and weaknesses of others.

Source: Adam Brandenburger
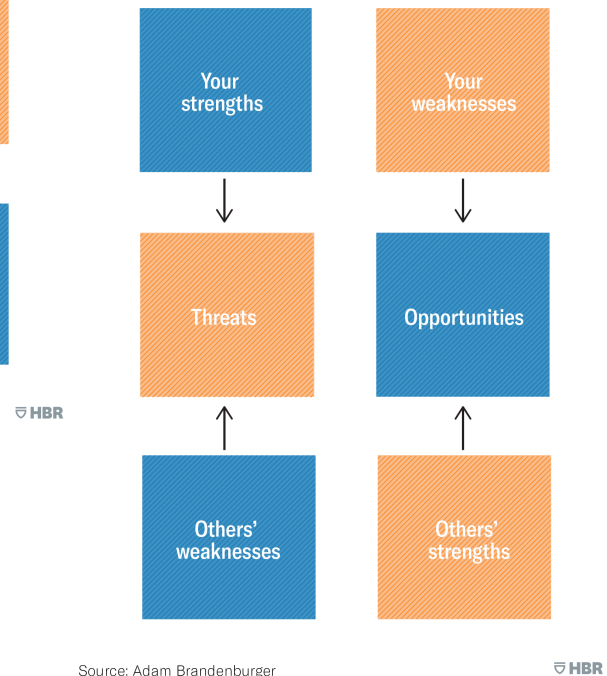
Figure 5 Traditional SWOT and new SWOT (HBR 2019.)

2.4 Competitor Analysis in Marketing

Few steps for benchmarking competitors. (White 2020.)

1. Who are the competitors?
2. What products do they offer?
3. What are their sales tactics and results?
4. How do they market their products?
5. What's their content strategy?
6. Analyze the extent of engagement on your competitor's content.
7. How they promote marketing content?
8. Observe their social media presence, strategies, and go-to platforms
9. Perform a SWOT Analysis to find out their strengths, weaknesses, opportunities, and threats.

2.5 Marketing Content Mapping

Content mapping is the categorization of content formats and requirements according to different stages in the purchasing process. In general, the content is mapped against buyer journey and format. The next step would be to review content according to buyer type. The buyer type can alter the content needs, formats, and the buyer stage to focus on. (Hall 2017, 145.)

Table 2 Content map (Hall, 2017, 145)

Buying stage	Awareness	Evaluate	Compare	Buy and post-purchase
Content stage	Educational con-tent	Research support con-tent	Comparison support content	Usage and optimization
Content types	SEO Videos Infographics Research reports Industry article	Webinars Case studies Testimonial Content syn-dication	Webinars Case studies Testimonial Content syndi-cation Comparison tool Slide share	User forum content Tutorials Forums Blogs

2.6 Innovative Marketing Mix- Rethinking the Four Ps

The idea of a marketing mix originates from the four factors (product, price, promotion, and place) that drive a company's brand image and value proposition. How businesses choose the combination of these factors will depend on the industry, the business size, the function of the product, and the competition. However, the 4P's framework doesn't ide-ally fit into the brand-driven or relational B2B universe. As 4P's was originally a framework for fine-tuning the marketing mix, (price, product, promotion and place), it did not consider the difference between the B2B marketing and B2C marketing. Product-focused strategies that are increasingly at odds with the imperative to deliver products in volume or in the commissioning company's case—deliver complex solutions. (Ettenson, Conrado, & Knowles 2017.) When the bigger cost and longer sales cycle come into play, the relation-ship with a long-term partner and the authority of a given brand create a significantly greater influence on the sense of safety and confidence in the business choice.

In the book *"Innovative B2B Marketing"*, Simon Hall identified several core trends in B2B marketing over the past ten years. These core trends include increased customer-centricity, the rise of digital and content marketing, from single-routes to market to multi-channel marketing, increased pressure to optimize marketing execution. (Hall 2017, 7-8.) It will be beneficial for the case company to consider these trends while forming marketing strategies.

Figure 6 Innovative B2B marketing (Hall, 2017,9)

Over the past few decades, it was felt that the original four Ps need to be more customer-centric. Since 2000, the Internet became a popular buying channel, business customers can have access to a lot more content. This also means more real-time usage, so businesses can engage their customers quicker. (Hall 2017, 14-15.)

All these influences have induced an evolved B2B marketing mix (see figure 7) and five Cs to help B2B marketers.
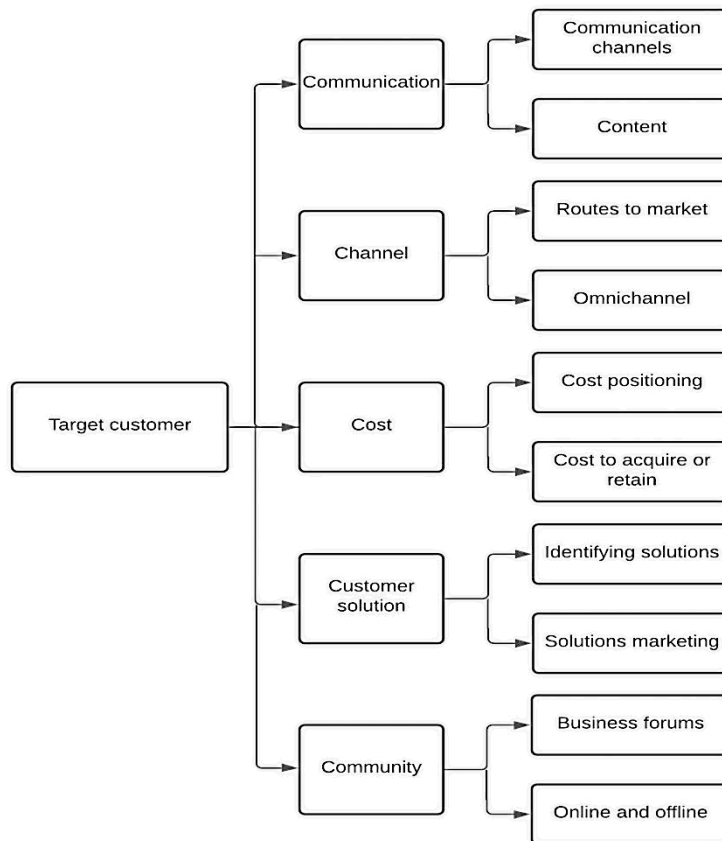
Figure 7 The new marketing mix (Hall 2017, 16.)

The five Cs mentioned above include communication, channel, cost, customer solution, and community. (Hall 2017, 16-17.)

- Communication channels: communication channels have evolved to a higher mix of digital communication since the 1990s. For instance, social media, digital PR and webinars, etc.

- Content: tied to communication channels, the content has increased importance in B2B marketing. The content formats are nowadays more diversified and there is more content overall.

- Channels to market: this has changed to include a digital mix, there are more ways for customers to purchase from the same company. Due to higher transparency in the digital era, customers also demand greater consistency between channel offerings.

- Customer solution marketing: this has evolved because of the commoditization of products, as well as customers who expect more than simple solutions. Thanks to

the digital monitoring tool, companies can track and listen to customers better than come up with more relevant and focused solutions.

- Community: communities are groups of people who share common interests or themes. Social has played a big part in bringing these people together. It is important to take communities into account as a part of the mix. These communities could be associations, social forums, offline groups, or memberships.

A similar concept was also introduced in Harvard business review in 2013. S-A-V-E they called it. (Ettenson & al. 2017.)

- o **Solution** (ex. Product): Instead of focusing on the technical superiority, define your offering by the needs they meet.
- o **Access** (ex. Place): In the digital era, it is beyond necessary to build an integrated cross-channel presence to guide the customers through the entire purchase journey.
- o **Value** (ex. Price): Articulate the benefits of the products with price, instead of production costs, competitors' price, or profit margin.
- o **Education** (ex. Promotion): Rather than relying on advertising, PR, and personal selling, be specific about why the product can help the customer. Teach them about your product!

Both frameworks emphasized being customer-centric in the digital era. Very often B2B buyers are overwhelmed with choices, so the more and relevant the branded experience, the more likely the audience is to respond. Earlier in the chapter, how to divide prospects and customers was discussed. By uniquely addressing the concerns and mindsets of these different individuals, B2B companies can better target their marketing activities to impact a buying decision. (Leake & al. 2012.)

3 Project Description: Unigraf Marketing in China Guidebook

This chapter's objective is to present the process of creating a China marketing guide for the case company Unigraf (Appendix 1). The main purpose of this project is not only to offer guidance in how to do marketing in China but also to provide Unigraf with a deeper insight into the current Chinese market. It can potentially become a valuable asset to Unigra's marketing team. The first half of this chapter will reveal the author's idea behind this project, the motivation and the way this project is planned, why are certain themes discussed, and how the knowledge was gathered. Later on, the author will take you to how this project is structured and present a few ideas on possible future developments. To give a

3.1 Project Plan

The author started to work for the case company in 2019. At the end of 2019, when she started to plan her bachelor thesis, it came to her mind that this type of project could benefit her work and essentially the case company. The Chinese market is unique to other markets with significant cultural differences, social trends that change rapidly, and internet censorship. Moreover, the products offered by the case company is a small niche in the market, with no serious competition. Therefore, the author feels it will be worth our time to dig deeper.
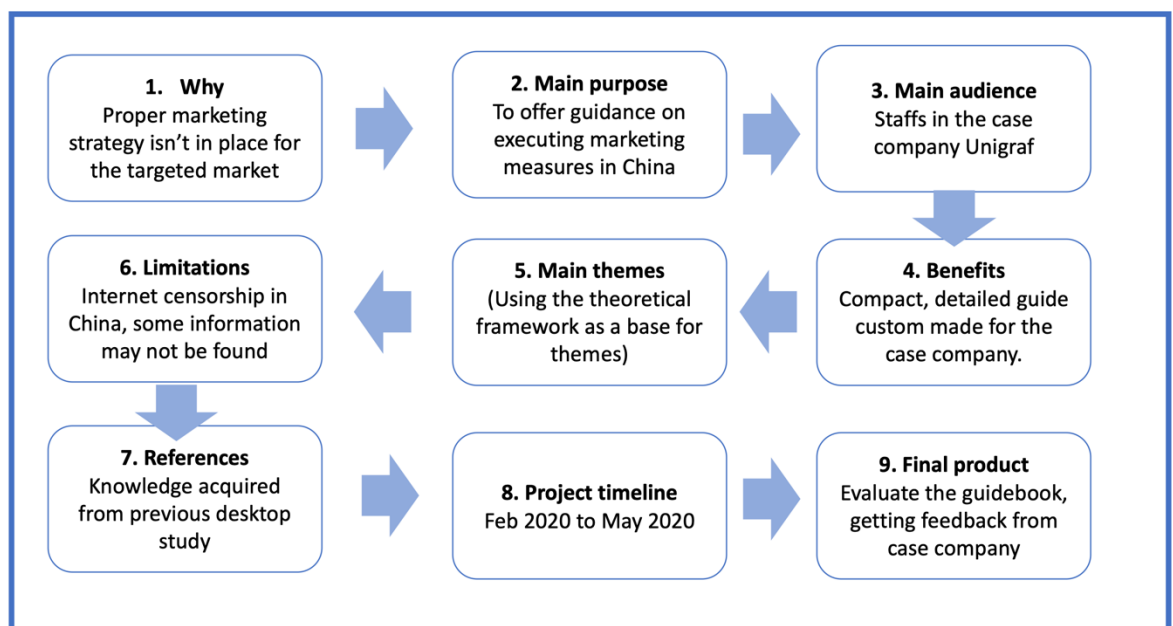

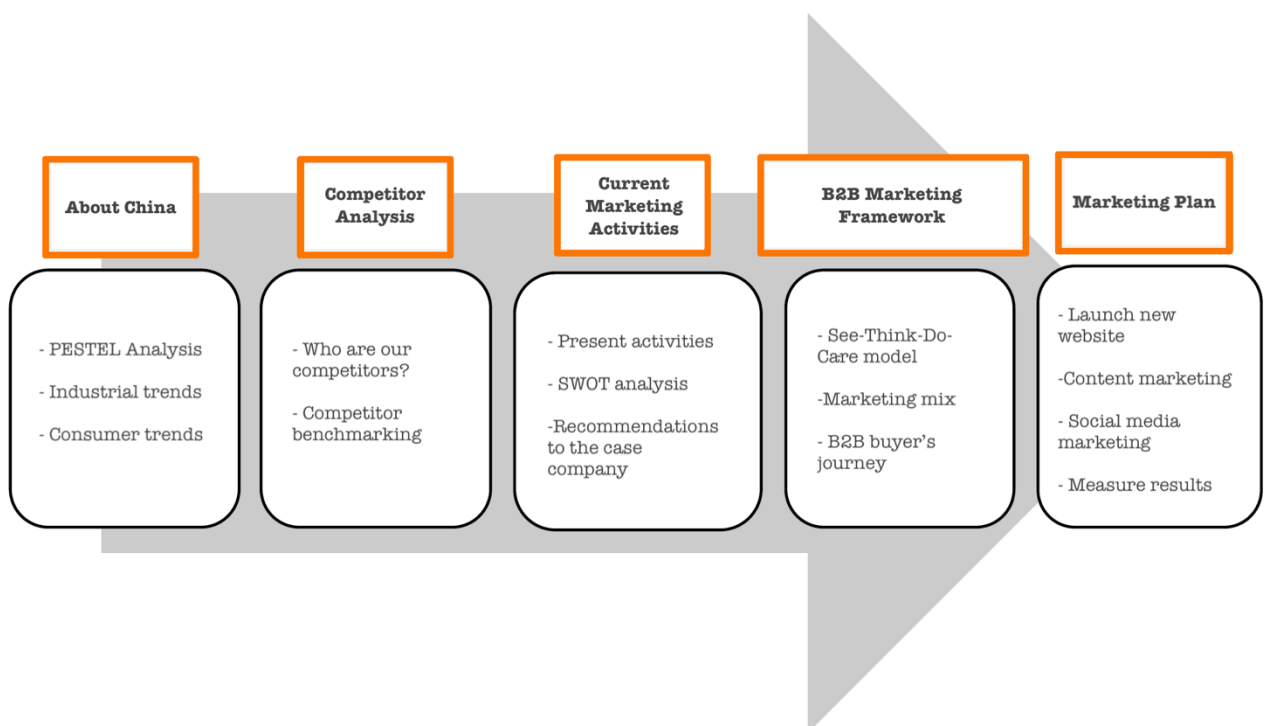*Figure 8. The initial project plan for the marketing guide*

The main themes chosen in this project would be the ones found necessary through theoretical framework study (chapter 2). As most of the references about China will be acquired through the Internet, we have to take censorship into consideration, some information might not be as easy to locate. However, Chinese being the author's mother tongue is a great advantage in this matter, there will be much more information available to the author.

The author aimed to finish this project by the end of May 2020, along with the launch of the new Chinese website. Last but not least, at the end of this project, it is important for the author to get feedback from the case company, making sure that certain expectations are met.

3.2 Project Structure

The final guidebook could be divided into five main themes: preparation, current marketing effort analysis, B2B marketing framework, marketing and communication, and preliminary marketing plan for Unigraf. Each theme will be divided into different subchapters to cover all the topics for each chapter.

This guidebook starts with an introductory chapter to explain the purpose and benefit of its contents. Followed by an about chapter, this chapter is meant to prepare the readers with background knowledge of the targeted market and the industry, as the industry is specific and the market is very unique to others.

About China	Competitor Analysis	Current Marketing Activities	B2B Marketing Framework	Marketing Plan
- PESTEL Analysis - Industrial trends - Consumer trends	- Who are our competitors? - Competitor benchmarking	- Present activities - SWOT analysis -Recommendations to the case company	- See-Think-Do-Care model -Marketing mix - B2B buyer's journey	- Launch new website -Content marketing - Social media marketing - Measure results

In the about China, the author intends to lay a good foundation for the readers to follow the guidebook better later on. Information such as the Chinese market analysis, current industry trends, and consumer trends are essential for the readers before the author can go into more details with the project. This chapter is then followed by the competitor analysis.

The second chapter presents competitor analysis, different kinds of competition will first be identified and categorized. Since the company is a niche player in the market, there are not so many other companies denoting the same products or services that appeal to the same audience. However, there is a considerable amount of potential customers using in-house solutions as an alternative to our products. In the author's opinion, this will be one of the main challenges the case company has to tackle with their marketing strategy.

The next chapter in the project is current marketing activities in the case company. It is important to know where we are before we decide where we want to go, and how do we go there. In this section, the author will present current marketing activities along with a SWOT analysis and suggestions to what improvements could the case company make.

After presenting the current marketing activities, the guide continues to its fourth chapter which takes us back to the B2B marketing framework. It includes the B2B marketing framework that the author feels could benefit the case company. From the author's point of view, some of the elements are missing from a complete marketing mix in the current state. Therefore, it will be beneficial for the reader to understand how to apply these frameworks to the case company before starting to make more concrete action plans.

In the final chapter marketing plan, the author will take the readers through the main aspects in marketing the case company should be focusing on in the near future. After explaining how to master these areas of marketing, the author will discuss with the case company and write an action plan to cover the Chinese marketing team's work for the next six months.

3.3 Final Product

The author used in total about six months to write the guidebook, or in other words product, which included time spent on research and reading, in addition to writing. The project

was started in February 2020 and finished in February 2021, because the writing was interrupted by the global pandemic started in March 2020. As mentioned in the previous chapter, the author researched some parts of the guide at her work, since the topics were relevant to her day-to-day work. The rest of the guide was based on several B2B marketing books and internet references from Chinese websites which included articles and statistics. The author felt that these resources were enough to build the reference base.

The author is rather satisfied with the overall result of the guidebook. In the author's opinion, the guidebook contains the most practical and relevant information that the case company should take into account while starting to appeal to potential customers in the Chinese market. The author would have wanted to make the guide with even more details for the case company, but as the case company just started to build its presence in the Chinese market, she could not add more details in a more practical matter. For this reason, further future development ideas will be presented in the next chapter.

4   Discussion

The purpose of this project-based thesis was to offer guidance to the case company Unigraf on how to build their online presence in China. The theoretical framework serves as the research base and supports the content of the guidebook. This chapter will discuss the author's conclusions of the whole thesis project, and present recommendations for future development. In the last subchapter, the author assesses the whole project and reflects on the learning experiences she gained throughout this thesis project.

4.1 Conclusions

This subchapter will present the author's conclusions based on the thesis project. Besides, the author discusses the goals and expectations of this project and if they were met.

In the digital era, everyone uses the Internet to read, browse, chat and buy. Therefore, digital marketing is having a great impact on 21st-century businesses and online marketing is the most effective way to get in front of your audiences. The goals for most of the marketers here would be to get in front of the audiences before they know your product, while they are searching for your product and when they need after-sales support.

China is the country with the most internet users in the world. Chinese people are very used to browsing and buying things online. Many developed countries in the world are not on the same level as China when it comes to e-commerce. That is why the case company started the marketing strategy by building a purely online presence. This is also the most cost-efficient way to test how the market responds to the products before the case company invests more and eventually builds a local branch in China.

4.2 Suggestion for Future Development

Even though the significance of the internet and electronic transactions will grow to even larger proportions in the future. As suggested in subchapter 2.2, due to the high cost of the case company's products and long sales cycle, the B2B marketers need to have a different mind-set. Trust is the number one factor whenever the business is trying to convince the prospects that they are the best choice. In China, a lot of trusts is built on the foundation of "guanxi" which sort of means relationship if you translate it directly. Most of the relationship in business is built offline in China. For the sake of the business growth, it

will be beneficial to have someone who works directly for the case company who speaks the local language in China working to build this relationship with prospects.

With the current marketing status, the author is not able to write a more detailed plan. The case company is in the phase of changing the resellers in China and starting a new marketing strategy. B2B marketing in China turns to be quite pricy because most of the channels such as Baidu, WeChat are controlled by the government, and there are no other competitors in the market. The consumers do not have the bargaining power as there are no alternatives. With a limited budget for marketing, the options of channels for reaching the right audiences in China are quite limited. Currently, the marketing team is working on getting more materials translated to mandarin for the website, resellers, and customers to use. The main touchpoints now are the company website, email lists, ads on the Baidu search engine, and WeChat official account posts. After more content is produced and a larger amount of followers are acquired on WeChat, the case company can consider more ways to do paid advertising, e.g. paid ads in WeChat groups.

4.3 Learning Experience

This thesis project was done to help the case company build an online presence in the Chinese market, which the case company has not yet fully comprehend and develop. As a marketing student who speaks Chinese, the author felt that she can exploit the language advantage and help the company do more research.

Even though the author's mother tongue is Chinese, she is from Taiwan. The targeted market was not at all familiar to her. She learned a great deal about consumer behavior, industry trends, and how relevant political issues affect the businesses in the Chinese market.

In the process of building a theoretical framework, the author had to go through a large amount of text only to find out there is a lot less text written about B2B marketing compared to B2C marketing. Let along books written specifically for B2B online marketing. This was one of the challenging parts of this project. Therefore, the author started with writing the guidebook itself. After she started to write the guide and build the structure, what should be included in the theoretical framework became clearer to her. During this research process, the author also learned that the marketing mix for B2B and B2C marketers should be fundamentally different, there is a lot of differences that should not be overlooked.

The timeline of this project turns out to be problematic. This project was supposed to be started in February 2020 and finished by May 2020. However, the author became quite ill towards the end of February, meanwhile, the global pandemic corona started in March. The author's family worried very much about her, so she took a flight back to Taiwan and was not able to return to Finland until the end of 2020. Even though most of the guidebook was written before May 2020, the author is only able to finalize the thesis at the beginning of 2021.

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Appendix 1. Preliminary TOC of the guidebook

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Appendix 2. The guidebook

CHINESE MARKET GROWTH

A MARKETING GUIDEBOOK

FOR UNIGRAF

FEB 2021

Ting Jen Jou

THE PURPOSE AND BENEFIT OF THIS GUIDEBOOK

This book is intended for the marketing team and managers in Unigraf. With seemingly so many companies making big sales on the Chinese market, the challenge of China market entry has become an increasingly important one of Western companies of all shapes and sizes.

While it is easy to think that an accomplished and innovative product can attract a lot of attention, a complex and dynamic business environment can tell us otherwise. It requires excellent preparedness and strategic ability to make the business successful.

This book builds on the argument that it is time for innovative companies such as Unigraf to rethink the traditional 4P's of marketing for today's B2B reality. In the 21st century, more and more companies embrace customer-centric marketing in order to succeed. As you shift your mindset from products to solutions, place to access, price to value, and promotion to education, you will be able to maximize the benefit for both your customers and you.

ABOUT CHINA
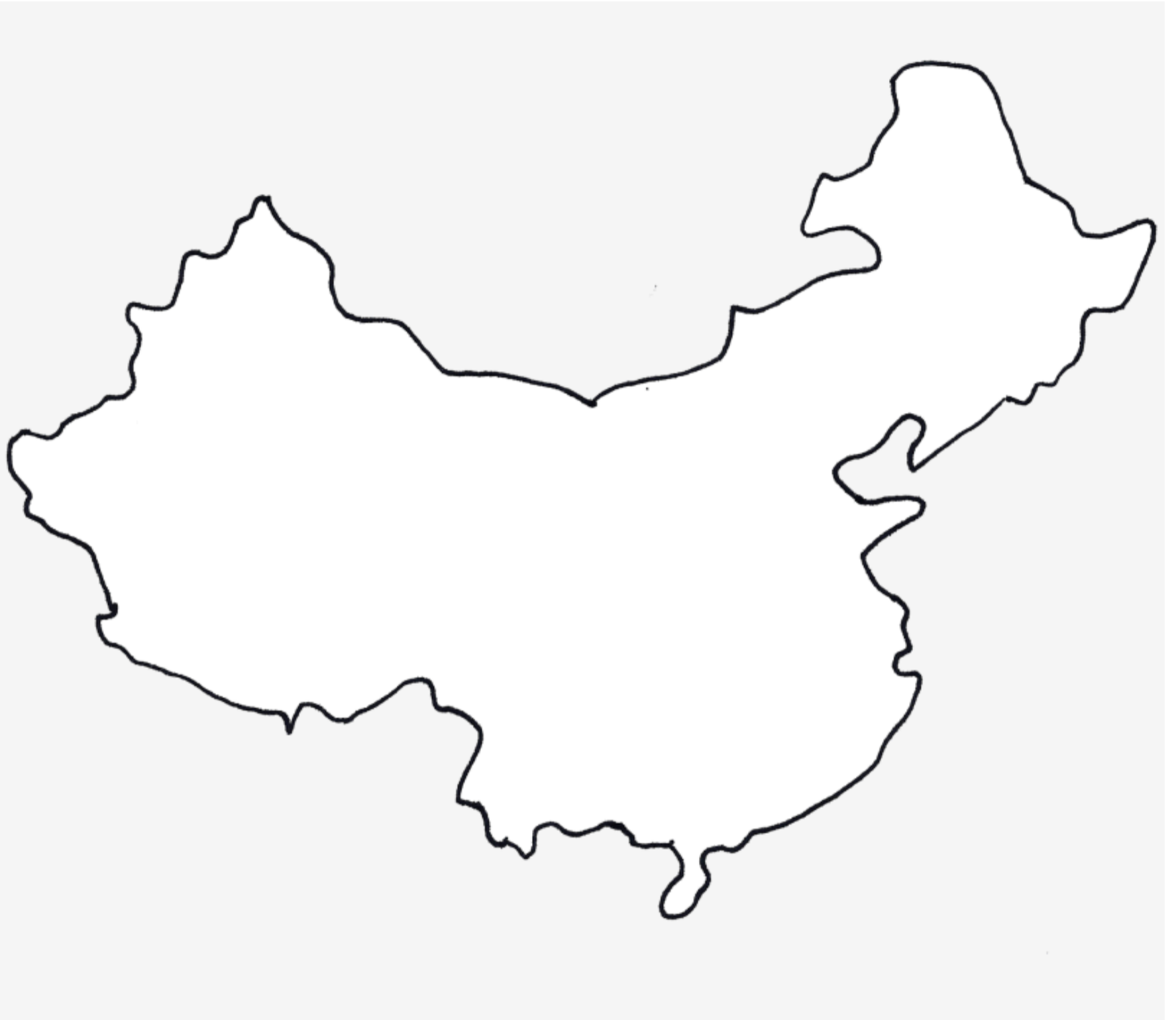
CHINESE MARKET PESTEL ANALYSIS (VIDEO ELECTRONICS INDUSTRY)

<u>Political factors</u>— The government regulations and the Chinese market had become inextricably intertwined. The socialist Chinese government is known for changing policies overnight and this affects both the Chinese and foreign traders. As a result, having a long-term marketing plans becomes almost an impossible concept in China.

The strong presence of the Communist Party is also another factor that all businesses must take into consideration. If any product or service or any of its segments are suspected to be against the ideals of the Communist Party, then it will be strictly banned. Hence, all advertising materials and marketing strategies need to be revised carefully when dealing with the Chinese market.

The last political factor that affects the Chinese market is the government's international trading policies. The recent trade war with USA had deepened the impacts on the Chinese market and the American traders who operate in that scope.

In recent years, the country has been pushing a number of projects and policy such as "Made in China 2025", "Special Action for the Innovation and Development of the Smart Hardware Industry (2016-2018)", and " Chinese Robot Industry Development Plan". The government has provided great support towards specializing and streamlining the development of the video electronics and information technology manufacturing industry. Therefore, the video electronics and information technology manufacturing industry has gradually become the industry field that various manufacturing companies compete for.

<u>Economical factors</u>— Before the Coronavirus outbreak, the Chinese economy was performing at an all-time high and with the recent GDP rate it was predicted to soon surpass the U.S. economy. The consumer purchasing power is continually increasing and meanwhile the labor costs are some of the lowest in the world. Subsequently, the economy attracts more foreign brands to invest. Foreign brands profit from hiring Chinese workers as much as selling to Chinese consumers.The urbanisation process in China is also helping expand its economy to become a more consumer friendly one

The two primary factors that can slow down the Chinese economic growth are its current inflation situation and the rise in property rates. There seems to be no effective measure being taken to control the inflation as of now, although there is a notice from the central banks asking other banks to lend less money. As a result, there is a steady growth in interest rates which is not helpful towards the growth of small and medium enterprises.

Trade policies is another major factor that affects the Chinese economy. Many large companies find it difficult to enter the Chinese market due to its high import duties and some of them are only able to penetrate the market recently.

In recent years, the per capita disposable income of residents in China has grown rapidly, and the consumption structure of residents is changing from the consumption of survival demand to spiritual consumption. Under this premise, combined with the gradual improvement of a series of social factors such as science and technology and culture, residents' consumption has gradually shifted to spiritual consumption products that focus on technology and culture. A typical example is the mobile Internet services and software

industries driven by hardware products such as tablets and mobile phones. As a result, it also provides a huge potential for the development of the electronic information manufacturing industry.

At the same time, Internet giants, technology giants, traditional hardware companies, etc. have also deployed the smart hardware market, driven by industry giants, the market has gradually matured.

Social factors— Cultural values account for a big share of the social trends in China. Factors such as population growth and family size, dictate how the market operates, thus it also ensures that social values are kept in line with the cultural needs. The Chinese literacy rate is over 90% and a huge portion of the population has access to the internet. Meanwhile, consumer behavior is quite different than the rest of the world.

Chinese culture is profoundly tied in with its Communist political setting. This means that goods are often regulated by the government. The current wave of urbanization in China is also affecting the social behavior of China and economists claim that there will be a strong surge towards internet-based buying in the near future.

Generation Y and Z from the 90s and 00s have gradually become the main consumer groups. Internet elements have also been integrated into all aspects of our lives, e.g. home furnishing, travel, etc., which is conducive to the development of smart hardware; user consumption habits are also moving towards high-quality, better-serviced products.

Technological factors— The biggest technological factor benefiting the Chinese market is its internet usage. There are around 883 million internet users in China as of 2019, and this dictates their purchasing pattern. E-commerce is another important factor that has increased the Chinese population's purchasing power. The website Taobao is China's biggest e-commerce store and a huge percent of the population accesses all their goods from this platform.(Farooq, 2019)

With the advancement of a series of technologies such as artificial intelligence, sensors, the Internet, cloud computing, and big data, smart hardware will become more perfect in human-computer interaction mode and intelligent performance.

Environmental factors— China is one of the most polluted countries in the 21st century. Therefore, many industries have to spend extra on securing environmental standards for production. This, in turn, raises the assembly cost and reduces profit margins. So, China's immediate concern should be with breaking up systems that negatively affect their environment. (Farooq, 2019)

Apart from this China is aiming to enter the electric vehicles market which will also help reduce the pollution levels in their urban areas. Environmental factors need to be kept in mind by all countries operating within China and globally as well.(Farooq, 2019)

<u>Legal factors</u>— The pressing legal issue relating to the Chinese economy is the formation of e-commerce legislation and its various segments such as tax policies, intellectual property rights, consumer rights, etc. E-commerce is still a fairly new sector in China and the development of its legality will largely impact the current developmental model that the economy is following.(Farooq, 2019)

Another relevant issue is trade-related legalities. This is under constant change and is usually poised towards prohibiting the establishment of a neoliberal economy. However, it is expected that the import tax will be reduced once the economy reaches its full capabilities. (Farooq, 2019)

KNOW YOUR PLAYFIELD 1- RECENT TRENDS IN THE VIDEO ELECTRONICS INDUSTRY

Artificial intelligence hardware equipment will become a hot spot for development

On the one hand, with the development of artificial intelligence, especially after the human-machine war of Google AlphaGo, the popularity of artificial intelligence continues to rise, and society and people gradually understand artificial intelligence. On the other hand, based on the country's long-term investment in "Internet +" and artificial intelligence, and R & D in science and technology, the future of artificial intelligence in the manufacturing and software industries is very promising in the next few years.

VR / AR market is growing

With the rapid development of 3D information acquisition, calculation, processing and output technologies, virtual reality, augmented reality, mixed reality industries and consumer trends are spreading around the world. Although there is still a large development gap in the content design of VR / AR, it has affected the popularity of VR / AR. However, research agency ABI Research predicts that VR mobile device shipments are expected to exceed 50 million units in 2020, with an annual growth rate of 84.5%. The immersive

experience provided by VR / AR is currently not available on smartphones. If the technology is mature, the energy is immeasurable.

Industrial integration will promote the rapid development of electronic information manufacturing

Over the years, the Chinese government has been promoting "Made in China + Internet", building several platforms for manufacturing with innovation on the national level, implemented a number of smart manufacturing demonstration projects, and started major projects such as building strong industrial foundation to improve the manufacturing quality and efficiency, environmentally conscious manufacturing, and high-end manufacturing. In the process of integrated development of manufacturing and the Internet, the big data and integrated circuit industry has ushered in a period of industrial development opportunities.

With the above-mentioned trends in the relevant industry, it will be a good time for Unigraf to build a strong brand in the Chinese market.

KNOW YOUR PLAYFIELD 2— 2020 CHINESE CONSUMER TRENDS

[2017-2019: three years of consumption transformation](#)

Looking back from 2017 to 2019, China's consumption pattern is constantly changing. From the "upgrade and renewal" in 2017, to the "new refinement and new smart" in 2018, to the "retrospection and return to trueness" in 2019, we can see that Chinese consumers are constantly adjusting their consumption structure, and the consumption concept is undergoing profound changes, from conspicuous and symbolic consumption to self-seeking consumption, from "need" to "necessary", from function-oriented to focusing on culture and experience. Today's Chinese consumer market is at the intersection of traditional consumption and new consumption, the diversification of consumption, and the release of personalization.

[2020: tension and evolution](#)

In 2020, Chinese consumers are feeling more optimistic about expected consumption. However, recent consumption and life planning tend to be more realistic and pragmatic, people are more focusing on investing in self-spiritual learning and other aspects. After seeing the growth in the buying power and pursuit of better life quality, Chinese consumers are still evolving and condensing new consumption tensions.

In the mean time, there is ten important consumption trends observed on the market:

1. Full-scenario intelligence: With the development of 5G, we will depend more and more on intelligent technology it will change our lives significantly.

2. Smarter consumers: Almost everyone can look up information anytime on their phones, most of the consumers will dig into many aspects before they decide to make the purchase.

3. Tendency to buy local brands: From advocating international brands to trusting Chinese local brands.

4. Open innovation and crowdsourcing: Nowadays, consumers use brands to express their attitude towards life and they want to get inspired by the vision and the story of the brand. Many brands listen to the crowd for innovation, create a product that is very attractive for a certain segment of the market.

5. Strong brand image is key: With the information people received every day, it is crucial for a brand to deliver a strong message in a short period of time.

6. Focusing on regimen: People are paying more attention to health and well-being.

7. Virtual idols become popular: Y and Z generation are gradually becoming the main consumer group on the market, deeply influenced by Otaku and ACGN, the potential market of virtual idols is growing. For example, LV had successfully launched a campaign using one of the famous virtual idols.

8. Gaming market is growing rapidly: the e-sport industry is gradually maturing. The number of e-sport users in China reached 440 million in 2019. As the influence of e-sports has increased, more and more brands have begun to add e-sports to their marketing strategies, and "e-sports commerce" is emerging with vitality.

9. Time to put our minds at ease: People either look for alone time for spiritual relaxation or change of a scenario to interact with a new space.

10. The elderly's new consumption trends: The elderly population (over 60 years old) in China has reached 250 million, which accounts for about 18 percent of the population. With the popularity of the internet, consumer behaviour among the elderly has become younger.

In 2020, consumers' pursuit of a better life will rise to an even higher level with the 5G wave. From these major trends, we can observe a significant surge in quality requirements

How many hours people spend on e-sport in a day

- 🟡 Less than 1 hour
- 🟠 Less than 2 hours
- 🟠 Lessthan 3 hours
- 🔴 More than 3 hours

1 %
6 %
41,9 %
51 %
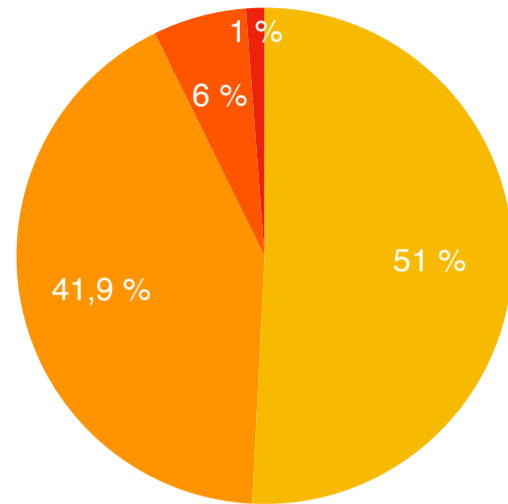
and consumption of video electronics products from the Chinese consumers. This highlights a great timing for Unigraf to develop its presence on the market.

COMPETITOR ANALYSIS

KNOW YOUR COMPETITORS— WHO ARE THEY?

Competitor categories

- <u>In house solutions</u>: In order for their products to meet the standards, and save seemingly quite a big amount of costs to buy certified test equipments, many small to medium size Chinese companies tend to come up with a test solution of their own, appropriate or not. And it is believed to be the most common form of competition in China.

- <u>Local small companies</u>: There are some local companies which also make somehow similar testing equipments as us, as expected, the prices are much lower. However, the quality and completeness of the product is also far behind us.

- <u>Global companies</u>: Another form of competition is global companies that produce even wider range of testing equipments. These companies are more product-oriented than solution-oriented. For this form of competition, we are able to provide more flexible solutions to customers than they do.

COMPETITOR MARKETING ANALYSIS

How do they market their products?

<u>Website:</u> Most of the companies display information about their products on the website. However, the SEO rankings of these companies might not be as good as us when relevant keywords are searched on Baidu. (China's most popular search engine)

<u>Social media presence:</u> In China, they use their own social media, the most used social media is QQ, Wechat, Gaga and Weibo. Teledyne Le Croy has Wechat and Weibo accounts. Astro design has Wechat public account. Most of the global competitors are using these channels for distributing information. Moreover, there are some articles about Keysight's products available on Wechat (search engine: Sogo wechat).

<u>Email marketing:</u> Unknown.

Content marketing (information found on Baidu in Chinese): Not a lot of contents found, except from one of Keysight's resellers' web page. They provide comprehensive product info and pain point testing failure cases.

Local marketing partner: Most of the main competitors have resellers in China just like we do.

CURRENT MARKETING ACTIVITIES

PRESENT SITUATION

Available communication opportunities

- Unigraf website: Web page is Unigraf's main marketing channel, we are recently launching a new one to deliver the messages to our customers in a more effective way. The birth of new Unigraf website also includes an ambitious content marketing strategy.

- Resellers: Unigraf does not sell directly in China, we sell through only resellers. Resellers also have their marketing strategies in place. However, it is felt that the evaluation of this area from Unigraf is not yet in place. And the communication between Unigraf and resellers has room for improvement.

- Email Marketing: Customers can contact us through Emails and we also send out newsletters though Constant Contact (E-mail marketing tool).

- Social media: We currently post regularly on WeChat. Since we have only created the account few months ago, more content is needed to attract a larger numbers of followers. We also post on LinkedIn,

Current SEO efforts (Baidu)

After launching our new website, we will measure our effort according to the following steps:

- Visibility: How do we rank on Baidu? What is our average position in SERP (search engine result page)?

- URL and meta descriptions: Shorten URLs and meta descriptions to include primary and secondary keywords.

- Title and headings: Attention-grabbing titles and always include SEO keywords. Try to find a long-tail keyword that is a little less competitive to help ranking high on SERP.

- Backlinks: Other sites link back to Unigraf, it is a suggestion to the search engine that we are a trustworthy website.

- Spam score: Remove bad backlinks from low-authority websites. Either ask them to remove or disavow the link.

- Check for broken links: Broken links are bad for SEO, be on the constant lookout for those.

- Internal links: Adding internal links to other relevant web pages.

- Website content: Check for any duplicate contents which is a SEO red flag and de-index if needed.

- Auditing the images: Write good Alt text and compress the image to improve load speed. (Tool: ImageOptim)

- Page speed: page speed will affect SEO and overall user experience. (Tool: Chinaz)

Reseller skills matrix　(continuous evaluation)

	How well do you know the product (0-5)	How to improve
UCD-500		
UCD-400		
UCD-340		
UCD-240		

Marketing efforts from resellers in China　(continuous evaluation)

	Product info on company website	SEO ranking on Baidu	Customer visit frequency	Feedback from customers
ESE				
SYMHTEC				
Souzhou Podar				
Full Wise				

HOW DID WE PERFORM— SWOT ANALYSIS

Strengths	Weakness
• Run a better Chinese website than most of the competitors. • Have strong technical capability to produce educational materials • Recent acquired capable reseller in China	• Current communication routine with resellers. • Lack of marketing result reporting system. • Unable to know the market trends change as fast without local partner.
Opportunities	**Threats**
• The competition isn't exploring new content delivery methodology (blogging, ultimate guides, etc.) • Most of our competitors don't rank very well on baidu and Sogo Wechat. • We have better chance to rank high on Sogo Wechat as it is less concerned.	• Our competition outranks with domain authority + many search results we'd like to own. (Chroma) • Our competitor's reseller is doing a better job on their website (e.g.Keysight)

RECOMMENDATIONS FOR IMPROVEMENT

• SEO: SEO is currently very competitive on Baidu, especially for common keywords. Luckily, our keywords are quite unpopular. We have a much better chance to rank high on Baidu than other type of companies. However, SEO on Wechat search (Sogo) isn't as concerned by most companies as on Baidu, this can be a great opportunity for Unigraf. It will be good for Unigraf to acquire a public Wechat account, for people, a public account means more trustworthy source and it also ranks better.

- Social Media: Consider using QQ Wechat or Weibo. Develop LinkedIn profile with Chinese contents.

- Reporting: Create a marketing result reporting guideline to get feedback from the team regularly.

- Marketing partner: Getting a Chinese B2B marketing partner to help with managing different accounts in China and contact relevant magazines to post articles, and help getting our videos on the major video platforms. Report marketing results to Unigraf.

- Influencer marketing: explore future possibilities.

With our current budget and resources, online marketing is the most suitable option. Official social media accounts can help companies build a good image and have a voice on the market; community channels can help companies to carry out cluster bombing against core target user groups to create hot spots and form phenomenal events.

I am advocating the use of online marketing to continuously output content, building the relationship between our company, our products, and our users, using videos, pictures, and text to elaborate from different aspects, to bring the company and users closer, and to shape the image and reputation of the company.

B2B MARKETING FRAMEWORK

UNIGRAF'S MARKETING MIX

Solution (Product)

Instead of telling how amazing our products are, we need to tell the story of how we solve one problem after another. Unlike some of the global companies, Unigraf is able to be more flexible with the solutions we provide to our customers. We are able to create solutions tailored just for our customers' products.

Access (Place)

In China, we sell through resellers, it is not only important to build an integrated cross-channel presence for Unigraf but also for resellers. Customer should have access to information about our products through many channels. For now we have a Chinese website, and official WeChat account.

Value (Price)

Connect the price with the value of the product, instead of competitors' price or profit margins. This aspect will be important to our business, since our products are of high quality and with relatively higher price.
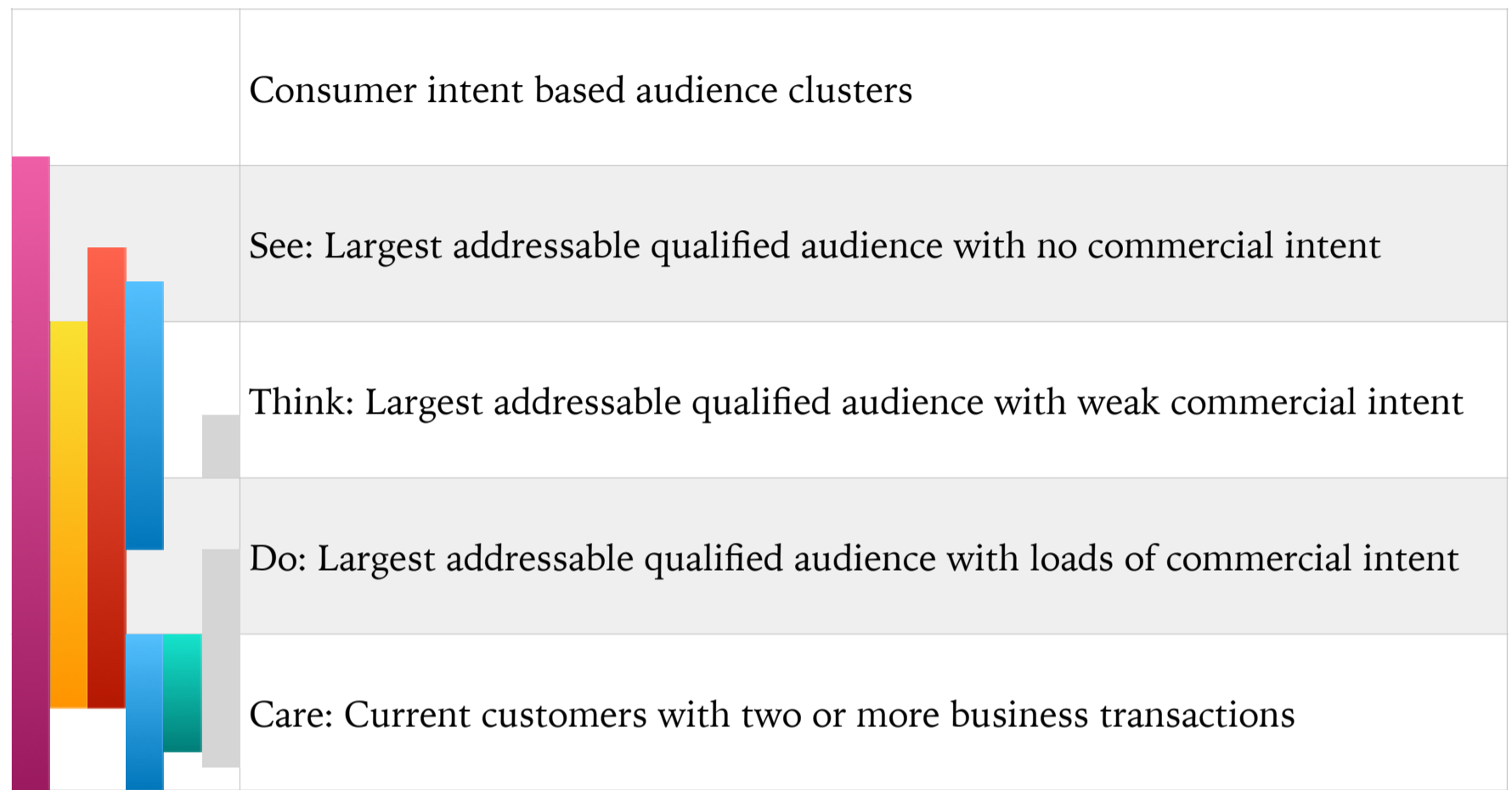
Education (Promotion)

Our current marketing strategy will focus one providing information specific to customers' needs at each stage of the buyer journey.

With this marketing mix mentioned, it is important to encourage a solution mindset throughout the organization. Many B2B companies with a technology or engineering focus find it difficult to move beyond thinking in terms of "technical superiority" and take a customer perspective instead.

AVINASH KAUSHIK'S SEE-THINK-DO-CARE MODEL

Intent-specific digital marketing channels

	Consumer intent based audience clusters
	See: Largest addressable qualified audience with no commercial intent
	Think: Largest addressable qualified audience with weak commercial intent
	Do: Largest addressable qualified audience with loads of commercial intent
	Care: Current customers with two or more business transactions

Webpage PPC SEO Video Social Media Email   Source: www.Kaushik.net

In the different stages of the purchasing decisions, the buyers have very specific information and interaction needs.

The audience targeted in the SEE stage probably don't even know our product yet, but they can totally be interested in topics related to our products.

https://www.more-fire.com/en/about-us/see-think-do-care/

The old marketing funnel

Source: Wikimedia Commons

In the old marketing funnel, typically there is an interested buyer, then he follows a controlled, predictable, path. As of 2020, these tactics aren't as effective as before, for four main reasons:

- Half of these buyers are now millennials, cold calls simply don't work.

- Modern buyers do their own online research. They make an average of 12 searches before getting in contact with a vendor. Even in industrial and manufacturing industries, 67% of purchases are influenced by E-commerce. (Blue Corona, 2019)

- More people are now involved in B2B purchase decisions, a typical buying group nowadays includes about 6-10 people, even though usually C-suite executives have the final sign off, most of the time the non-C-suiters also have a say.

- 90% of B2B buyers now go back and forth through the sales funnel, looping back and repeating at least one or more task in the buyer's journey

The modern B2B buyer's journey

Source: bluecorona.com
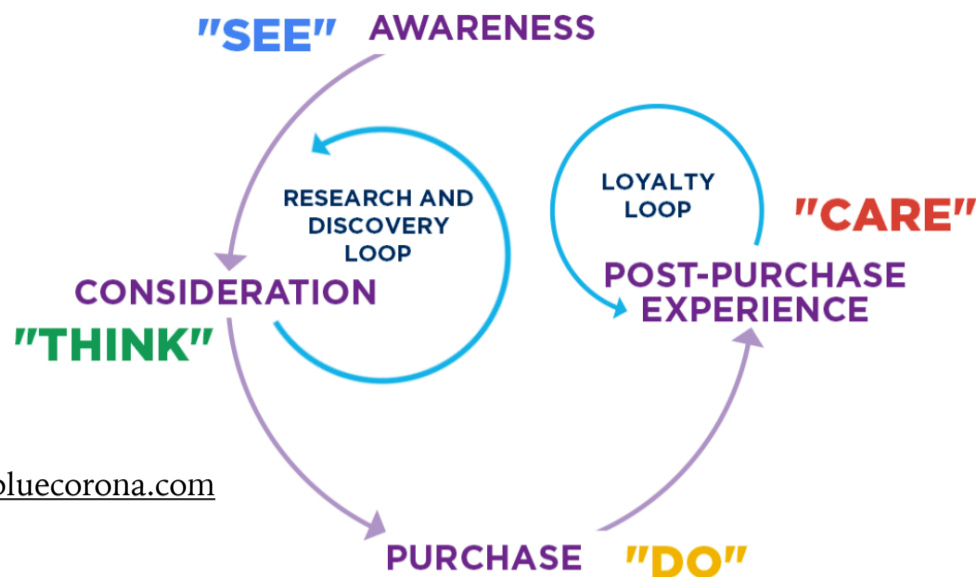
Here we can easily build the See-Think-Do-Care model into the modern buyer loop.

There is usually more than one person involved in the decision-making process. The "buying committee" often includes people from different backgrounds in the firm, such as C-level executives, engineers, finance, etc.

You can split the buying committee into four main groups: (Leake et al., 2012)

- The change agent is the main point of contact. This person is leading the project and evaluating suppliers. The biggest concern for the change agent is our product's success, because the person's reputation is on the line. This is why we need to establish a strong level of trust with branding, so the change agent will feel comfortable with choosing us.

- The executive sponsor has the ultimate veto power. If he is not happy about your product, the purchase will never go through. Trust is also the key factor when we deal with executive sponsor. The bigger the company is, the more the executive sponsor will want to work with an established brand.

- The check signer may be in a sourcing or procurement role. This person will make sure the pricing lines up with the perceived value and all the requirements are met. The check signer is usually risk-adverse. Trust here remains a key factor, this group wants to know that our business is stable, and we will be around after the company makes the purchase. This group is also vey value-driven, they want to feel the product is worth every penny they pay.

- The influencers don't have the veto power, but they can influence the decision if they don't think our products meet their needs. The influencers mostly want to feel well-informed, so the message here should be more product-focused and tactical. They want to know how our products can make their job easier. If we can get the influencer to be excited about all

the benefits our products can bring them, they can surely influence the buying decision in a positive way.

After dividing the prospects into groups and understanding their pain points, we can build the message to convince each group our product is the best choice.

MARKETING PLAN

LAUNCHING NEW WEBSITE— OUR 24-HOUR SALES REP

Unigraf has launched a new global website in April 2020, the Chinese version is expected to go online latest in June.

Since Unigraf is doing business in a more established market, most of our content on the website is product-centric. However, we are working towards a more hybrid approach (produce both product-centric content and educational content for the industry) to appeal to our audiences as the industry leader.

A professional B2B website is the best marketing strategy for any stage of the marketing funnel. A sales-driving website needs to be fast, secure, mobile friendly, actionable, and professionally designed.

Fast: Should take no longer than 3 seconds to load.

Mobile friendly: People browse information on their phones very often, especially the Chinese! More than 50% of their lives happen on WeChat. There is no telling when and where the potential customers will find our information, we must be prepared.

Actionable: Responsive buttons, clear call to action, engaging contact forms.

Professionally designed: Great navigation and visual experience can encourage revisit.

CONTENT MARKETING— WHAT CONTENT AND WHEN?

There are about 6 tasks a B2B buyer has to go through before any B2B purchase: (Blue Corona, 2019)

1. Problem identification

2. Solution exploration

3. Requirements building

4. Supplier selection

5. Validation

6. Consensus creation

To guide the target audience through the buyers stages, our B2B marketing plan should create a customer experience that solves for each task. What we could do for the first three tasks (demand generation) are content marketing, video marketing and SEO. We can target the last three tasks (lead generation) through PPC search ads, remarking, affiliates, testimonials, partnership, content marketing and SEO.

We need to first understand the specific task buyers need to go through on the purchase journey, while keeping in mind which group of the buying committee are we speaking to. Then we can provide information and tools specifically for the task through their preferred channels.

Content for demand generation:

- Blog posts ("why you should…")

- Infographics

- Webinars

- E-books

- How-to videos and blog videos (video marketing)

Content for lead generation

- Blogs that show your expertise in the industry (think: "how-to " , and "ultimate guide" blogs)

- Customer testimonials and reviews

- Tutorial videos about the products/services and how they benefit your target audience

- Press coverage

- News releases

- Awards and partnerships

- Case studies

- White papers

What buyers want in a nutshell: customer/peer examples, content from credible sources, and short, digestible content.

It's a great way to help our existing customer base stay aware of new products, insights, and deals/savings from Unigraf.

- Monthly newsletters

- Blog newsletters

- Webinar notifications

- New service offering notifications

- Thank-you and culture-building emails

- Webinar announcements and reminders

- New e-book announcements

SOCIAL MEDIA MARKETING IN CHINA- WECHAT

How to grow followers for WeChat official account

- Be active on various relevant platforms

  - Zhihu: a platform for everyone to ask questions, you will get more followers when you have an answer that is very helpful.

  - Little red book: a popular blogging platform in China.

- Promote posts for other accounts in exchange for them to promote our posts. (In this case we could do it with resellers' accounts)

- Use paid advertising. Pay existing popular official accounts to promote us or pay existing professional group chat to advertise in the group. This is the most expensive option.

- High quality content, here are some tips for WeChat articles

  - Font size.

- In terms of paragraph, each paragraph should be as short as possible.

- At the end of each article, attach copyright information.

- Try to post pitures and tell a story instead of just posting text.

- The picture should be of high quality.

- Write only one sentence of summary below every picture .

- The title of each article must be attractive.

- Build a website specifically for archiving historical articles.

- Position yourself in the industry, find out where you are with the audience.

- Less people are reading on the weekends. Do not post articles on weekends.

- Gather more materials for posting whenever possible.

- Insist on writing every day.

- Pay attention to the flow of pictures.

- Be careful with typos.

- Be sure to interact with readers.

- Make good use of WeChat's self-defining chatbot.

- Post at the peak time.

- With the help of Sina Weibo referrals. According to Google statistics, Sina Weibo's referral sources are more than twice as high as Tencent Weibo.

- Every article on WeChat is reviewed by a real person. (No political keywords allowed)

TRACK, TEST, TWEAK, REPEAT

Track our marketing campaigns, test new strategies, tweak the campaigns based on the results, and repeat the process.

- Dragon metrics

- Screaming frog

- Baidu web admin platform

- 5118 keyword analysis

- Baidu statistics

Regular evaluations (can also be used for competitive analysis)

- Website evaluation (speed, mobile-friendliness, crawlability, sitemaps, etc.)

- Search engine real estate evaluation, including current search results rankings, content authority, and search opportunities

- Marketing content evaluation (white papers, e-books, email newsletters, etc.)

- Product, service, and value proposition evaluation, including what sales funnel you and your competitors are encouraging potential customers down (to identify ways to nurture more opportunities and leads into sales)

- Online advertising evaluation across PPC and social media sites

- Customer and employee satisfaction evaluation, including online reputation gauging

Action plan

Short-term: lead generation, forward potential customers to resellers (business social media platform)

- Arrange trainings for resellers about our products

- Comb through registered users on the current website, reach out to them through E-mail.

- Involve resellers to do proactive prospecting

Content for lead generation is not as effective for our business in producing high-yield lead acquisition, our call to action would be webinars, demos and meetings, because customers would have to provide confidential information before we can give a proper demo.

<u>Long-term: demand generation, blog post on Wechat</u>

• Monitoring Baidu SEO

• Translation of existing e-learning articles to be posted on Wechat

• Product tutorial videos with Chinese audio.

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