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## **DEVELOPMENT ON B2B CUSTOMER RELATIONSHIP OF ADVERTISING COMPANY**

A case study of Heshi interactive advertising media company

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A case study of Heshi interactive advertising media company

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Bachelor thesis  
Autumn 2022  
Degree program in International  
Business  
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## ABSTRACT

Oulu University of Applied Sciences  
Degree Programme in International Business

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Title of the thesis: Development on B2B customer relationship of advertising company: a case study of Heshi interactive advertising media company

Supervisor(s): Jyrki Holappa

Term and year of thesis completion: Autumn 2022

Number of pages: 43 + 2 appendice

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The purpose of this thesis was to develop the B2B customer relationship of Heshi interactive advertising media company by improving its customer satisfaction and loyalty.

The thesis was designed in two-part. The first part was the theoretical part, which consisted of a literature review from previous studies and sources to understand CRM's concept and importance and the outcome of building CRM in the advertising industry. Then went through the organizational buying behavior in the advertising industry to discover the reasons that affect consumer decision-making when choosing an advertising agency.

The empirical part of this thesis adopted qualitative and quantitative methods in the research process. Primary data were collected through the questionnaire survey and sent to the existing customers of Heshi company. The questionnaire was designed based on the theoretical framework.

The research results showed that the company should always focus on customer needs and expectations. The results also proved the need to build the CRM system and the importance of service quality and customer satisfaction for Heshi company. This thesis also recommended how to improve the service quality and customer relationships for the future development of Heshi company.

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Keywords: customer satisfaction, customer relationship management, organizational buying behavior, advertising industry.

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# 1 INTRODUCTION

With the rapid economic growth, China's advertising media industry has entered a period of rapid development. Both the number of new companies and the market share have shown a trend of rapid growth, with the improvement of internet technology, especially the rapid growth of the internet, the innovation of information technology, the rise of many new media, such as WeChat, TikTok, Little Red Book, Weibo, etc. The entire advertising media industry has undergone tremendous changes. Traditional media like TV, newspapers, and radio no longer exist alone. New media have diversified and integrated.

In recent years, China has successively issued a series of policies to support and encourage the development of the Internet advertising industry. For example, "the National Development and Reform Commission" announced the "Guidelines for Key Products and Services of Strategic Emerging Industries," pointing out that new generation information "1.2.2 Internet+" application services in the technology industry are key products and services of strategic emerging industries in China. (Li 2018.)

Due to the diversification of media forms, the comprehensive service demand is upgraded, the substitutability is increased, and the advertising market has gradually changed from a seller's product market to a buyer's value market. Therefore, with the development of information and technology, also the acceleration of information transmission, the market is further inclined to the buyer's value market. All industries are facing drastic changes in the external environment of the market. Diversifying customer needs, increasing competitors, and standardization of traditional services businesses provide in the early stage are no longer suitable for market needs. Businesses must quickly keep pace with the times, adjust, and provide customized, diverse, and comprehensive services to adapt to market changes and trends. The products provided by the company and its product-derived services need to be recognized by customers, and it is possible to achieve progress in customer satisfaction. (Saul, Bill & Karen 2010, 1-3.)

Since the core advantage of the company's competition has changed from product competition to customer relationship and market resource competition, marketing strategies are also gradually inclined to gain customer recognition and improve customer experience satisfaction. Therefore, the business's discussion and analysis of customer relationship management have become the

key element of business development. Maintaining a good relationship with customers, effectively analyzing customer resources, and mining the potential value of customers have become necessary elements for business development and survival.

This thesis aims to discover customer needs when choosing an advertising agency, how to get better customer satisfaction and improve the B2B customer relationship between clients and the company itself. Then analyze the organizational buying behavior of the advertising industry in order to know the reason that brands or businesses choose to cooperate with an advertising media company. Finally, help the Heshi interactive media advertising company make a suitable plan to improve the relationship with their customers.

Based on the objective of the thesis, the main research question of this thesis is “How to get better customer satisfaction for Heshi interactive media advertising company?”

There are two sub-questions to consider as:

- What does the brand or business need when they choose an advertising agency?
- What reasons affect customers' choice to cooperate with Heshi interactive advertising media company?

To be able to answer these questions, there will be research on organizational buying behavior targeting the area of the advertising industry. Firstly, It is essential to define customer and marketing needs. Then knowing the factor that contributes to customer relationships management. Therefore, a questionnaire will be conducted to discover if the customers are satisfied with the current service of Heshi company or not, what kind of opinion they have, and how it can contribute to the development of the Heshi company's service.

The structure of this thesis is divided into seven chapters. The first chapter will start with the introduction, which includes the research background, thesis objectives, research questions, and structure. Then comes the second chapter, the introduction of the case company. It explained the basic information about the company and its service. The third chapter discusses the relevant theories of customer relationship management by elaborating on basic concepts. Then the problems and recommendations for customer relationship management in the advertising industry. The fourth chapter is about the key factors and the types of buying situations that affect the organization's buying behavior of the advertising company. The third and fourth chapters

provide theoretical support for the countermeasures and suggestions to solve the current customer relationship management problems of Heshi advertising company. After that is the fifth chapter, research methodology, a qualitative and quantitative research approach will be used for this thesis. The questionnaire was designed as a list of questions related to customer relationships and organizational buying behavior to improve the customer satisfaction of Heshi Company. The sixth chapter is the conclusion and recommendation. It is the summary of the study and recommendation for the case company on how they can improve their service in the future. Finally, the last chapter is the discussion. It points out the limitations of the research results of this thesis, and make relevant predictions and prospects for future development.

## 2 CASE COMPANY

Heshi interactive advertising media company is a start-up company founded in 2021 and located in Xi'an city, China. The company focuses on new media marketing on TikTok and Little red book specifically. The company's main customers are brands and businesses that want to do new media marketing promotions on TikTok and Little red book. They aim to provide customers with customized new media marketing services through better resources, more efficient connections, better content output, and higher cost performance.

Heshi company uses a large number of high-quality cooperative internet celebrities and a large number of KOCs (key opinion consumers) and amateurs as a core. They cooperate with 5000+ internet celebrities who are involved in different fields, such as beauty, makeup, fashion, travel, etc. These internet celebrities have a large number of fans in each field, and the company uses internet celebrities' fan effect to carry out publicity and development, aiming not only to retain loyal users but also to develop potential new users. This will quickly increase the brand's popularity so more people know about this brand. In order to spread the brand value to users on applications and rapidly enhance users' awareness of the brand.

Heshi company integrates the resources of the network, analyzes the data of resources gathered, improves the quality of the content, and solves the existing problems of the brand from a marketing perspective. However, there is some difference between TikTok promotion and Little red book promotion. They will analyze the customer needs and market needs to make a cost-effective, customized promotion plan for the customer, which can be on TikTok, Little red book, or both. It will depend on the customer's budget.

### *TikTok promotion*

TikTok is a self-media platform with enormous traffic in China, with 600 million traffic. It is also the easiest to detonate and the most cost-effective delivery platform. According to statistics, the proportion of users on TikTok who are under the age of 24 years old accounts for 84%. These young user groups have become the main force of consumption and are distributed in China's main cities, such as Beijing, Shanghai, Guangzhou, etc. They have sufficient consumption capacity and consumption concept. Heshi company uses impulse marketing to gain the attention of these young users and then to make the purchase. In addition, the TikTok platform will quickly



spread brand value to target user groups at a certain period and rapidly enhance users' awareness of the brand.

Heshi company divided the TikTok launch into four processes based on the logic. The first process is to focus on content. Creating high-quality content and image display is the core of detonating the promotion of TikTok, using a beautiful slogan as the main focus to improve the video content. The second process is to use fans as a reference and plan different content for bloggers of different levels based on the content to enhance the final marketing effect. The third process is to use the shopping cart, use good discounts to reveal the logic of the core products, and guide fans to achieve consumer awareness and recommended products. Finally, based on the comprehensive data of TikTok accumulated within a week, the Heshi company would suggest reinvestment in some bloggers according to the actual delivery effect.

#### *Little red book promotion*

The little red book is the most popular lifestyle platform in China. It has 200 million active users every month, and 70% are under 30 years old. Half of these users are located in main cities in China, and their monthly consumption has reached over 500 euros. 60% of Little red book users prefer to be recommended products when browsing information, and the remaining 40% prefer to use search to assist decision-making. According to statistics, 81% of Little red book users desire to buy after browsing products or services on the application. Therefore, Little red book, as the central platform for launching brands, is more conducive to corresponding fan communication, increasing the brand's market share and influence.

The brand launch logic on the Little red book platform is divided into four steps by Heshi company. First, the launch of the new brand needs to rely on a large number of users to gradually increase the brand's content accumulation on the Little red book platform and increase the brand's market share. Second, during the brand promotion period, it is necessary to maintain the continuous precipitation output in Little red book and increase the launch of some KOCs to improve the overall brand quality. The third step is to continue to output KOC during the period of the brand explosion. At the same time, increase high-quality bloggers, increase the operation space of trendy articles, and detonate brand output. Finally, re-invest in bloggers with high-quality historical data during the brand precipitation period to enhance brand influence.

Since the company focuses on service for the brand or business, they use customer needs as the core, offering efficient execution based on the customer's different choice of TikTok and Little red book promotion plans described above to give customers the perfect execution result. They also provide customer feedback at the end of the service. They will analyze the data, which includes reviews on different applications after execution, and how many sales those reviews bring to the customer.

Heshi company has cooperated with many different brands and businesses. Here are some examples: Jordan, Bliw, family fresh, Midea, Huawei, etc. However, the company is also working as third-party outsourcing of larger companies. Because they offer efficient service at lower cost, they have cooperated with some other bigger advertising companies in China. They also cooperated with local businesses or new brands, for example, local cafes, restaurants, bars, etc.

### **3 B2B CUSTOMER RELATIONSHIP MANAGEMENT**

Customer Relationship Management (CRM) is a strategy for managing the relationships and interactions between a company and its customers and prospects, which can help the company improve profitability. CRM is both a strategy and a set of software and technologies. It is a helpful tool for contact management, sales management, workflow processing, and productivity. (Payne & Frow 2004, 527.) CRM enables the business to focus on the organization's relationships with individuals, whether customers, service users, colleagues, or suppliers. CRM is not just for sales; integrating into every aspect of a business, from personnel to customer service to supply chain management, goes beyond just a sales and marketing tool to maximize productivity. (Haythink 2018.)

Secondly, CRM is also a development strategy to enhance a company's competitiveness. CRM is a marketing strategy that improves the company's performance by cultivating a more positive preference for the company in every employee, supplier, or customer, retaining them and thereby improving the company's performance. The differentiation of customers leads to the differentiation of customer needs, and the differentiation of customer needs leads to the differentiation of the products or services provided by the enterprise. How to provide products and services according to the differentiated needs of customers must implement CRM strategies and keep alongside changes in customer needs, thereby enhancing the competitiveness of enterprises. (Carlson Marketing Group.)

According to different types of customers, CRM can be divided into business-to-business CRM and business-to-consumer CRM. The customers managed in B2B CRM are corporate, while those handled by B2C CRM are individual customers. The B2B CRM required by companies that sell and service enterprise products is the content of most CRMs on the market. Businesses that provide personal and household consumption need a B2C CRM. The advertising agency business is based entirely on B2B marketing relationships. Compared to B2C business, the number of corporate advertisers in a given period is much smaller than the number of mass consumers who purchase the product. It is also because of this fact that it requires advertising. The company needs a clearer understanding of customer information and needs. For a motivated advertising company, new and constant customer resources are always needed for an organization to become a successful long-term supply. In particular, after becoming a listed

company, it has become even more urgent to continuously acquire new customers and new transactions. (Zhiheng 2014.)

### **3.1 Building B2B customer relationships**

#### *Customer needs*

Many companies use various research approaches to get insight into the need of their customers and to develop new products successfully. Indeed, there is persuasive evidence proving it is possible to understand customer needs, and this insight can be used in the innovation process. Instead of ignoring customers but trying to fulfill their needs, it is company's responsibility to develop a new product or service. (Scott 2019.) Furthermore, the key to building value for the customer is understanding what the customer wants and solving it. One key to building profitable relationships is understanding how customers differ in terms of their needs and how these needs-based differences relate to customer values. (Bill & David 2014, 187.) There is an important reason why many companies are ahead of other companies because they understand customers better, they know what kind of services they provide to customers, and they know how to get more customers. Thus, the company needs to put customer needs first. By analyzing customers' potential needs and expectations, the company can provide comprehensive services to customers and continuously meet or exceed customer expectations, thereby increasing the company's profits and consolidating customer loyalty.

Statistics show that 62% of consumers have terminated business with a company because of poor customer service. That is because businesses rely on product-centric engagement tactics to build customer loyalty. Another research also found that 59% of consumers rated their experiences as just "Ok," while 23% rated them as "poor" or "very poor." It shows the need to company transform its business model from offering products to offering the product's value as a service. (Taascom, 2020) Therefore, building a customer-centric marketing strategy is an inevitable choice for media advertising management. The company should realize a product-centric business model now that it has transformed into a customer-centric business model. In addition, the product marketing, service process, and operation and maintenance of the advertising industry should be carried out with customers first to meet their personalized and high-quality needs of customers. From the perspective of customer needs, new media is developing rapidly nowadays. There are many forms of advertisements, and the effect of

advertisements is also immediate. Consumers have numerous choices since new advertisements emerge in an endless stream. If the agency has been stagnant, it will be abandoned by the market. The advertising industry must continuously improve service quality and advertising effects to meet customer needs and enhance satisfaction. (Shuishen, 2020)

As an advertising company, it has to face both competition in the industry and threats from potential rival companies. This leads to a lot of choices for customers, and some companies can provide good services with low prices and good communication effects. Customer service needs are gradually becoming more diversified and personalized, and the variety of choices makes the risk of customer churn higher and higher. Therefore, it should be suitable for consideration around customer value. Companies should adjust their strategies as much as possible to survive. Therefore, focusing on customers, developing new products, launching new services, and meeting their needs as much as possible can attract new customers and retain old customers. (Shuishen, 2020)

#### *Customer satisfaction*

Philip Kotler defined “customer satisfaction as a person’s feeling of pleasure or disappointment, which resulted from comparing a product’s perceived performance or outcome against his/her expectations.” Customer satisfaction is the customer’s understanding that his or her expectations have been met or exceeded. (Gerson 1993, 5)

As can be seen from the above definition, the satisfaction level is a function of the difference between the perceived effect and the expected value. If the results are lower than expected, the customer will be dissatisfied. If the perceived effect matches expectations, the customer is satisfied. The customer is highly satisfied and happy if the perceived effect exceeds expectations.

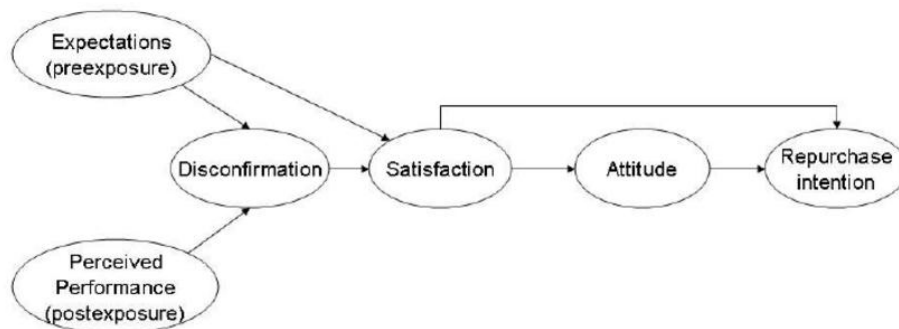


FIGURE 1. Expectation Disconfirmation Theory (Xin & Keng 2005, 2949)

Expectation disconfirmation Theory (Figure 1) originated in the marketing field and was proposed by Oliver in 1980. It is widely used in the area of consumer behavior to study consumer satisfaction and post-purchase behavior, such as repurchasing and complaining (Oliver 1980, 460). EDT has been applied by many researchers in different fields for the understanding of customer expectations and requirements better, for example, marketing, information technology, psychology, repurchase behavior, retention, etc.

This model can be divided into four elements: expectations, performance, confirmation/disconfirmation, and satisfaction. (Naeime & Aryati 2012, 3)

- Expectation means the consumer has an expectation before purchasing a product or service.
- Performance means that after the experience of purchasing, the consumer has recognition of the product's performance.
- Confirmation/disconfirmation means the consumer will compare their experience and expectation, which can be positive, negative, or satisfactory.
- Satisfaction means positive disconfirmation can lead to customer satisfaction, and negative disconfirmation means product performances can not attract customer satisfaction.

According to this EDT model, satisfying customers is not limited to the expectation of products or services. Rather than these factors, satisfying customer from perceived information is the first step that can attract customers' trust to offered products and services by the business. If they realize that perceived information about a product or service satisfies their initial expectations, then positive disconfirmation leads to satisfaction. Negative disconfirmation leads to dissatisfaction if the perceived information of products or services does not match their initial satisfaction. (Naeime & Aryati 2012, 5.) Customer satisfaction is conducive to gaining customer recognition and creating customer loyalty. At the same time, the high satisfaction and pleasure of customers create an emotional resonance with the product brand, not just a rational preference. This resonance due to satisfaction creates a high degree of customer loyalty to the product brand.

For customer-centric companies, customer satisfaction is both a goal and a marketing strategy because a high customer satisfaction rate is the most convincing propaganda for a business. Customer satisfaction not only determines the customer's behavior but also spreads his feelings to others, thereby marketing the behavior of others. So one satisfied customer is worth more than

ten sales, which is one of the main reasons companies take customer satisfaction as the core content of marketing management.

Customer satisfaction can also make companies realize that customers are always dominant. When the company makes decisions, it can communicate with customers and solicit their opinions to achieve customer satisfaction, which is conducive to enhancing corporate competitiveness and improving corporate management. In addition, a high level of customer satisfaction will also result in the customer trying to buy new products of the company and making positive publicity for the company and its products. (Wukong, 2019)

#### *Customer loyalty*

Customer satisfaction is related to customer loyalty, which in turn is related to profitability. (Heskett, Jones, Loveman, Sasser & Schlesinger 1994, 105) Loyal customers will help provide advice and spread positive word of mouth. This is the company's best advertisement. (Raman, 1999) Loyal customers increase sales by purchasing more products and buying more frequently. They can also reduce service costs because they understand the product and need less information. Therefore, loyal customers need less information and serve as a source of information for other customers.

It is complicated to understand what generates customer loyalty. Additionally, analyzing the main effects of certain predictor variables would help explain customer loyalty in the B2B context. Compared to B2C customer loyalty, B2B customer loyalty is more driven by relationships, long buying processes, sales cycles, and rational buying decisions based on business value. As B2B buying outcomes are riskier, making the wrong decision would affect the finance of the company and all employees, suppliers, and other people involved. So instead of making impulsive decisions, companies need to think carefully about their purchases. The B2B sales cycle is longer, and more people are involved. This leads to learning as much as possible about a product or service before making the purchase. The customer would gain more information by staying in closer contact with the sales team. B2B online marketing campaigns can be used to allow customers to know more about the company's product or service in a better way. On the other hand, B2B customer loyalty is also likely to last longer, and many companies have cooperated with the same supplier for several years or even decades. So, if a company can create true B2B customer loyalty, it has the potential to reap the rewards over a long time. Such as customer referrals, increasing brand awareness, acquiring new customers, and more sales opportunities.

Thus, the company needs to consider individuals to make a different business model by making personalized and value-based customer loyalty plans. The company can start encouraging customers to make loyal customer plans by rewarding their employees by offering loyal customers better prices or other incentives to get more sales for the company. Also, the company can organize regular client events to maintain a long-term relationship with its customers. For example, online activities completing specific training product demonstrations make customers understand business-related issues and provide incentive mechanisms to increase loyalty. Alternatively, holding offline events also provides an excellent opportunity for the company to get to know its customers, strengthen relationships, and observe its product experiences. Since the relationships with B2B sales are long-lasting, the company needs to keep their customer excited with regular campaigns. (Jingdigital, 2022)

#### *Customer retention*

Numerous publications have considered satisfaction as the necessary premise for customer retention. Therefore, it has moved to the forefront of relational marketing approaches. (Rust & Zahorik 1993, 195) As an overall assessment of prior performance, customer satisfaction may be less relevant for retention predictions when faced with situational triggers. Likewise, because customers under reactive triggers are actively solving problems, the customer may focus on current or future performance. Waiting to see how the company resolves issues, these customers may focus less on previous performance, as measured by overall customer satisfaction. (Sackitey 2011, 24.) Therefore, the key to customer retention is customer satisfaction. The company needs to maintain customers who have purchased the company's products or services in the past and make sure they make repeat purchases. Customer retention occurs when a customer ends up with a company's specific product or service, expresses a long-term commitment, and refuses to buy from a competitor company. However, good customer retention is not only giving customers what they expect. Having a brand loyalty customer means over customer expectations. Building customer retention puts customer value, not maximizing the profit or value of shareholders, at the center of business strategy. In order to be competitive, the company needs to continue providing high-standard service to its customers. Thus, customer retention is an important goal of customer success. Maintaining customer retention is not only about its product or service but also includes how existing customers are served, the value customers feel after using the solution, and the reputation it creates in the marketplace. (Sackitey 2011, 27-29.)



According to Reichheld, not every customer is willing for a long-term relationship. Customers who do not want stable long-term relationships cost more, pay more time, and require less service. In order to retain customers, Reichheld builds a combination of strategies. For instance, the company should consider the measurement of customer retention based on the different business contexts. And not only focus on getting more customers but on finding the "right" customer. The company can be flexible in finding different channels of distribution. Being creative can reverse the customer's choice. Rewarding the salespeople in the company is another way to keep the customer. Providing discounts for re-buy customers can also be effective in keeping the customer. Etc. (Reichheld 1996, 5.)

Customer retention is also a favorable predictor of the company's financial success. For example, they were using accounting and stock market indicators. However, measurements of customer retention should differentiate between behavioral intentions and actual customer behavior. The use of behavioral intent as an indicator of customer retention is based on the premise that intent is a strong predictor of future behavior. For example, customers who express a stronger intention to repurchase a brand or company also show a more substantial response behavior. Customer repurchase and retention behavior can be measured in various ways. (Lingxi 2011.)

### **3.2 Customer relationship management in advertising industry**

Zhiheng Li conducted a case study of a local advertising agency CRM in China. He mentioned that nowadays, the problem in the majority of local advertising companies still exists, many of which are top members of the industry or listed companies. The customer management problem of advertising companies can be divided into three levels to explore:

#### *Customer sources*

Most local advertising agencies still need more confidence in bringing in employees with the right attitude and strong learning ability, supplemented by professional processes and tools to improve performance. These companies want to be able to recruit salespeople with their custom resources. This has resulted in candidates exaggerating during interviews and referring to clients who have never been in contact with them as their client resources. However, in the company's operation, many employees leave a blank space for the company after leaving, and it is not easy to know what he has done in the past and what customers he has contacted. Everything has to

start from the beginning for the new staff. Companies need a scientific system and tools to identify customers. No matter how the sales team changes. The company should always have a scientific system that tells salespeople how to develop customers. (Zhiheng 2014, 1.)

#### *Acquire customer*

Only customers who sign up and pay are actual customers. Advertising companies need to work closely with the team to acquire a customer. It would take much effort from the early stage of data collection, data analysis, plan writing, and repeated revisions. The energy of the company's employees (media and planning departments) is often limited. If the company does not correctly control this link, it will cause resource abuse. The salesperson must prove they are working hard to develop customers and ensure that every employee in the company is in the position where it is most needed. Avoiding sales staff spamming work orders is one way to increase customer transaction rates. In the customer acquisition process, the price is another link that needs attention, which is significant for media agency-type advertising companies. In some companies, due to the lack of control of this link, some sales staff stated conditions that deviated from the company's price policy in negotiating with customers and then came back to arguing about the price to the company after obtaining the customer's clear intention. This action creates trouble and risk for the company.

#### *Maintain customer*

Signing a contract with a customer is a new starting point, and there may be more problems after signing a contract, especially for the advertising company of a media agency, where the media resources are not their own. It is essential to know what service a company can offer to its customers. So what customers buy is the intensive mental work paid by advertising companies, including but not only market analysis, competitor analysis, media data analysis, demonstration of new delivery plans and communication strategies, etc. Moreover, this work must have a visible form of presentation, so to a certain extent, what customers buy is many research reports, plans, media schedules, etc. Delivering these outputs to clients must create a continuous and systematic perception of the agency's services. (Zhiheng 2014, 2.)

After explained the existing problems that some advertising companies have in customer management. In order to solve these problems, there are the following three suggestions:

Firstly, solving the problem of customer relationship management starts with understanding the process. the organization should set standards for work at each stage. The company must specify the format and information for each customer to collect and make a tough decision. Some CRM software claims to be able to solve these problems because most CRM software is based on industry management needs. However, it is not the case because most CRM software needs to understand the advertising industry deeply. Companies should hold the right to tool development and continuous optimization in their own hands, and qualified advertising companies should have professional technical teams as soon as possible. Today, it is more familiar with the popularization of technology in the advertising industry. Companies that need more budget should also consider cooperating with software development companies to form long-term cooperative relationships, customize management tools according to their needs, and continue optimizing them during use.

Secondly, once the system, process, standard, and customer relationship management tool are established. It involves the transformation of the entire workforce of the company. Such a change will bring discomfort to the company members, and it is more important to note that the benefits of such discomfort cannot be effective in the short term. The problem to be solved now is the human problem, which requires the company's top management to use strong leadership to guide employees. It is not just about straightening out the agency's customer relationship management. Leadership is the ultimate and most potent guarantee when any company initiates change.

However, there needs to be a unified standard for enhancing customer relationship management and process standards. It can be a fit system suitable for the company's management needs and help it achieve better and more cost-effective business purposes. Therefore it is a gradual process, and a company cannot hope that having purchased a set of CRM software at some point in the past, the company's customer relationship management would be fine. The company should take building a high-quality customer relationship management system as a long-term investment. The tools or software developed at the beginning can only solve a few straightforward problems. After the operation is mature, the company should gradually improve on this basis and continuously extend to new fields. Adjustments and trial and error can cause some frustration, but the company is already ahead of its rivals, considering those competitors who have done nothing. (Zhiheng 2014, 2.)

## **4 ORGANIZATIONAL BUYING BEHAVIOR IN ADVERTISING INDUSTRY**

Organizational buying behavior is the term that covers purchasing activities in all types of organizations. These organizations buy to satisfy organizational goals rather than individual and personal goals, which are associated with consumer and group buying. Organizations may have private, public, or state-owned commercial or social goals. It is essential to know the thing concerning the customers. Which involves buying, decision making, the types of decisions, the center of the decision making, and individual influence person are involved in the buying process and to what extent, and how they handle this situation and why. It involves a complicated process in which attention is focused, especially on individual and group behavior, and requires contributions from various behavioral disciplines, particularly psychology and sociology. (Roy & Terry 1977, 6.)

### **4.1 Key factor affecting advertiser purchasing behavior**

Webster and Wind developed the model of organizational purchasing behavior. They defined four main dimensions and mechanisms for the implementation of corporate purchases. Which are individual influences, interpersonal influences, organizational influences, and environmental influences. (Webster & Wind 1996, 53.) These four buying factors also apply to analyzing the main factors influencing B2B advertiser buying behavior.

#### *Environmental factors*

The economic environment is the main factor among the many factors that influence an organization's buying behavior. When the organization is severely affected by the current, and expected economic situation, such as when the economy is sluggish, or the outlook is not good, these companies will reduce investment and reduce procurement, inventory, and compressed raw materials. For media products, it is not excluded the possibility that due to the increase in sales pressure, the organization will move against the trend and increase investment in media promotion. In addition, organizations' purchasing decisions are also influenced by technological, political, and competitive developments. B2B media business marketers should pay close attention to the role of these environmental factors and try to turn problems into opportunities.

### *Organizational factors*

Every business purchasing department will have its own goals, policies, work procedures, and organizational structure. The advertising marketer of B2B media should understand and grasp the position of the media buying department within the advertiser inside the company, such as a general staff department or a professional, functional department, whether their purchasing decision-making power is centralized or decentralized. In deciding to buy, those involved in the final decision, etc. Only by being aware of these issues can make marketing be targeted.

### *Interpersonal factors*

It is a factor of personnel relations within the enterprise. Decisions about B2B media advertising or sponsorship buying are made by media buying teams organized by people from every department and at every level of the company. The members of the team are composed of the marketing department, sales department, finance department, and other related personnel. These members have different positions, different strengths, and different persuasive powers. Their relationship is also different, and they play different roles in the final decision of advertising buying, thus presenting a more complicated interpersonal relationship in the buying decision. B2B media advertising and marketing members must understand the leading members of users' purchasing decisions, their decision-making methods, evaluation criteria, and the degree of mutual influence among members of the decision-making center to take effective marketing measures and obtain customers' choices. (Li 2009, 28-29.)

### *Individual factors*

Although the purchase behavior of B2B media advertising is a rational activity, it is still a specific person who participates in the purchase decision. Everyone is inevitably affected by factors such as age, income, education, position, personal characteristics, and assumption of risk when making decisions and taking action. Therefore, media advertising marketers should understand the individual circumstances of their clients' corporate media buyers to take individualized marketing measures. (Li 2009, 29.)

However, these factors have put higher requirements for B2B media product salespeople. They must not only have a complete understanding of the industry structure and provide consulting services for advertisers but also help customers reasonably analyze their needs to customize the product. In order to make an effective program that meets its promotion goals.

## 4.2 Purchase type of advertiser buying situations

There are three main buying situations: straight rebuy, which means reordering the same product in the same quantity that one purchased the last time, and modified rebuy, which is reordering from the same company but with slight modifications. The last one is a new buy, which means a company is placing an order with a certain supplier for the first time. (Build, 2022)

Since the advertising purchases are organizational purchases. Organizational purchase behavior is a marketing activity between organizations types can be divided into three types:

### *Straight rebuy*

This is a purchase type that purchases previously purchased products under the condition that the media product supplier, purchase object, and purchase method remain unchanged. Most of these types of purchases are low-value consumables, which require less workforce and do not require joint procurement. Faced with this purchase, the original supplier can avoid repeating the promotion but should strive to maintain a certain product quality and service level, reduce the buyer's time, and strive for a stable relationship.

### *Modified rebuy*

Modified rebuy refers to buyers who want to change product specifications, prices, delivery conditions, etc. which need to adjust or revise the procurement plan, including increasing or adjusting the number of decision-makers. For this purchase, the original supplier should be aware of the challenges faced, improve product specifications and service quality, increase productivity and reduce costs to retain existing customers. New suppliers should seize the opportunity, actively explore, and strive for more business.

### *New buy*

New buy refers to the first purchase of a product or service by an advertiser. Since it is their first time buying, buyers have many considerations about the newly purchased products, so they need to collect more information before making a purchase decision. Because of the longer it takes to make a decision. The greater the cost of the first purchase, the greater the risk and the greater the number of people involved in purchasing decisions. New buys allow marketers to take action and have a central task in influencing decision-making. They should seek truth from facts through publicity and introduction, so buyers understand this product. In order to achieve this goal, the

company should form a marketing team with the best salespeople and use dedicated account managers to provide services to individual key customers to win the trust and action of buyers. (Li 2009, 30.)

According to the above analysis, it is not difficult to conclude that Heshi company should strengthen the brand building and media product or service quality on the one hand and continuously expand its influence in different industries based on maintaining the existing customer base. Truly grasp target customers' long-term focus, so every penny advertisers invest can get due returns. A product portfolio that can meet its promotion requirements maximizes customer value, which is fundamental and necessary for stabilizing the existing customer base and developing new customers.

## **5 RESEARCH METHODOLOGY**

### **5.1 Research approach**

Good research needs a systematic and rigorous approach to designing and conducting studies, collecting and analyzing data, and interpreting and reporting results. However, a specific method alone is insufficient to ensure the study's quality. Evaluation criteria must be consistent with the philosophical stance and aim to inform the research methodology. (Ellie, Carol, Fiona, & Larry, 2002) There are two basic approaches used for research, which are qualitative research and quantitative research. Qualitative research can be used to identify specific deductive hypotheses. Moreover, quantitative studies tend to be confirmatory and deductive, and they can be classified as exploratory research. In order to solve different types of research problems, qualitative and quantitative research can be used differently or combined together.

Qualitative research focuses on the process, not the product or outcome. Qualitative researchers aim to find out how people make sense of their lives, experiences, and their structures of the world. Researchers are tools for data collection and analysis. These data are collected not through inventories, questionnaires, or machines but through human instruments. Researchers have to physically visit people or institutions and document the behavior of those people in their natural environment. Researchers need to participate in all processes to understand better what is under the process. The process is inductive, as researchers need to build concepts and theories from the details. (Ochieng, 2009)

Quantitative research requires typical research designs that focus on describing, explaining, or predicting phenomena, use probabilistic sampling, and rely on larger sample sizes than qualitative research designs (Cooper & Schindler, 2006). The difference between quantitative and qualitative research is that qualitative research converts human experience into words, while quantitative research converts human experience into numbers. In quantitative research, the data can be quantified. Because the number of samples is generally large and considered representative of the population, the results are taken as if they constituted a general and sufficiently comprehensive view of the whole population. (Martin & Bridgmon, 2012)



In this case, the authors used both qualitative and quantitative research approaches. To achieve the purpose of the research, the author is conducting a customer satisfaction questionnaire for Heshi's customers. According to the research questions and research objectives of the study, which is to discover customer experience, the questions were designed to gain an understanding of the needs and expectations of customers, their perception of the company's services, and their level of satisfaction with the company. Based on these elements, this research would help Heshi company better understand customer satisfaction in different dimensions.

## **5.2 Data collection**

At the beginning of the research process, the author wanted to conduct the interview. Since most clients did not have enough time to do the interview, the author decided to use questionnaires instead of interviews. According to Leung (2001), questionnaires are widely used to gather information such as an individual's or an organization's level of knowledge, attitudes, personality, beliefs, or preferences. A well-designed survey is highly structured and can collect the same information from many organizations, and data are analyzed qualitatively and systematically in the same way. It is best used to collect factual data, and a good survey design is essential to getting valid responses to the questions. Thus in this research, the data is collected by questionnaire survey. The questionnaire was completed online through the WeChat online mini-program tool because WeChat is the most commonly used mobile phone communication tool in China.

Due to the fact that Heshi company's primary customers are all from China, they speak Chinese as their native language. Accordingly, the questionnaire is designed in Chinese. Furthermore, the questionnaire will be sent in Chinese to clients as well. Due to the purpose of this thesis, the author will translate it into English after collecting the data. Both English and Chinese questionnaires can be found in the appendices at the end of the thesis.

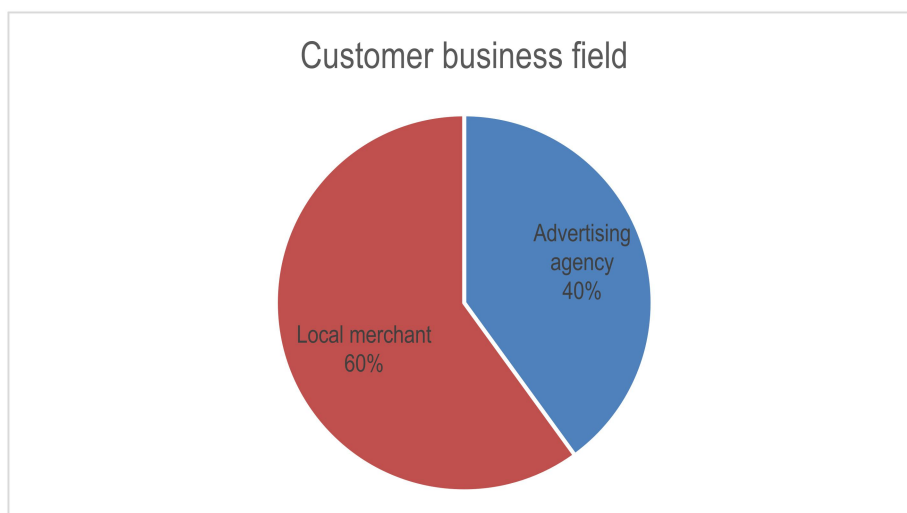
The research data were the answers from the target groups. Heshi company provided a list of the target customer, which are those companies or businesses who have cooperated with Heshi company in 2022. The list consists of the contact information of 20 end customers. All the customers are companies from China. Some of them are from different cities in China, but most of the customers are from Xi'an city. However, There are 8 customers from the advertising

industry and 12 from the hospitality industry, such as Local restaurants, cafes, bars, etc. The questionnaire was sent on the 17th of November and was available for at least one week.

Because Heshi company was founded in 2021, there is not a massive number of clients, so the target group is considered small. Mixed research methods were used in the questionnaire using quantitative and qualitative methods. The questionnaire included fifteen questions: seven were close-ended, and eight were open-ended. Clients can give suggestions and feedback to improve the service quality of Heshi company. The answers to seven closed-ended questions were analyzed by quantitative method, and the answers to the eight open-ended questions were analyzed by qualitative method. Results are reported as a combination of analytical information.

### 5.3 Survey analysis and results

The questionnaire link was sent to 20 end customers of Heshi company, out of which 10 customers decided to take the questionnaire and give their comments about their experience with the company. Another 10 customers did not have time to answer the questionnaire for personal reasons. Consequently, the response rate of the questionnaire was 50%. The goal of this research is to get honest feedback from the customers to find out the existing problems of the Heshi company in order to improve the customer relationship and satisfaction for the company.



*FIGURES 2. Percentage of customer business field*

The first main point of the questionnaire survey was about the business field and the people's position inside the company. Figure 2 shows the percentage of customer business fields. These

ten customers are working in different business fields. Four of the respondents are from other advertising companies, with their position in the media department. Six of the respondents are from local merchants in Xi'an city, three in a sales manager position and the rest business owners. This means Heshi company's clients are either from bigger advertising agencies or local businesses from Xi'an city in China.

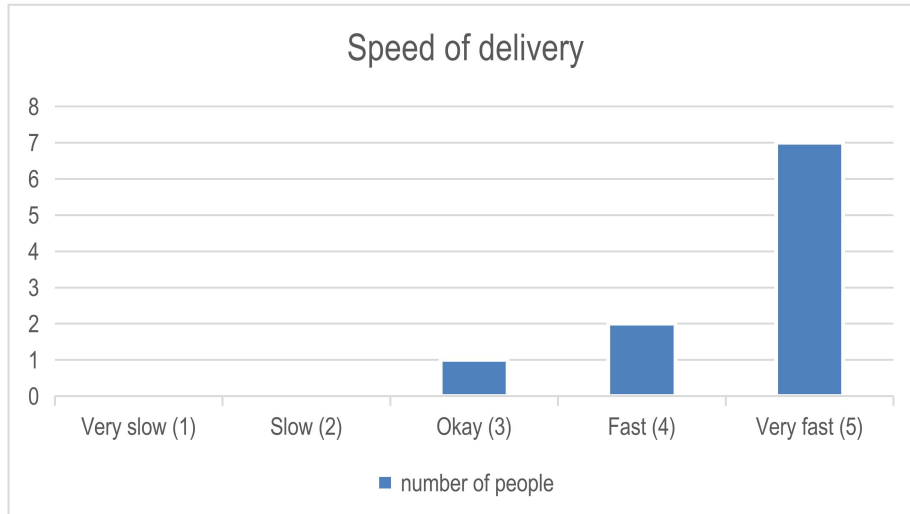
The third question aimed to get data regarding from which channels the customers found the Heshi Company. The data collected from the survey shows that all the customers of Heshi are from friends' recommendations. The customer can not search for Heshi company online or through other channels. It is because Heshi company currently does not have a web page. Also, the company does not advertise through different channels. The reason behind this is that Heshi company does not have enough funds to invest in advertisements in the market.

*TABLE 1. The reasons for choosing Heshi company & The most important things when choosing an advertising agency*

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
<b>The reasons to choose cooperating with Heshi company</b>	Moderately priced	professional, efficient, and the promotion content is comprehensive	Inexpensive	High reliability	Pleasant and fast cooperation, relative high income
<b>The most important thing when choosing an advertising agency</b>	Fair price and good service quality	Already have promotion plans and results	Efficiency, fair price, and promotional effectiveness	Accurate positioning and comprehensive coverage	Good promotion plan and cheap price
	Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
<b>The reasons to choose cooperating with Heshi company</b>	Cheap price	High traffic	Good resources and cheaper price	Good service and fair price	Optimistic about Heshi
<b>The most important thing when choosing an advertising agency</b>	Increase sales	Bring relatively high income	How much income can it bring	Increasing traffic and revenue	Quality of whole promotion process

All the answers from respondents were collected in table 1. It can be seen there are 50% of customers chose to cooperate with Heshi company because of the fair price. The second reason was the company's service quality, which included comprehensive promotion content, enough resources, good communication, and fast delivery speed. Another critical factor was that Heshi company could bring actual benefits to customers. For example, it increases revenue and gets more traffic.

Based on the answers of respondents shown in table 1, the most important things when choosing an advertising agency are comprehensive service and fair price. 30% of respondents mentioned they were more into service rather than the price. It is because they are also working in advertising agencies, and what is essential for them is the quality of the promotion plan and process. The rest of 70% of the answers mainly relate to the price. It is because most of them are business owners and sales managers. They intend to bring more traffic and sales for their business at lower prices. That was the reason they thought the most critical factor was the price. Overall, based on the different customer needs, the quality of service is always important for each customer when choosing an advertising agency.



*FIGURE 3. Speed of delivery*

Figure 3 represents that most customers answered that the delivery speed offered by Heshi company was fast. Seven clients out of ten commented that the speed of delivery is very fast. Two customers said the service speed was fast, and only one responded that the delivery speed was okay. This person commented that the delivery speed was okay because the process took

longer than he thought. However, this result shows that the Heshi company's overall delivery speed is admirable.

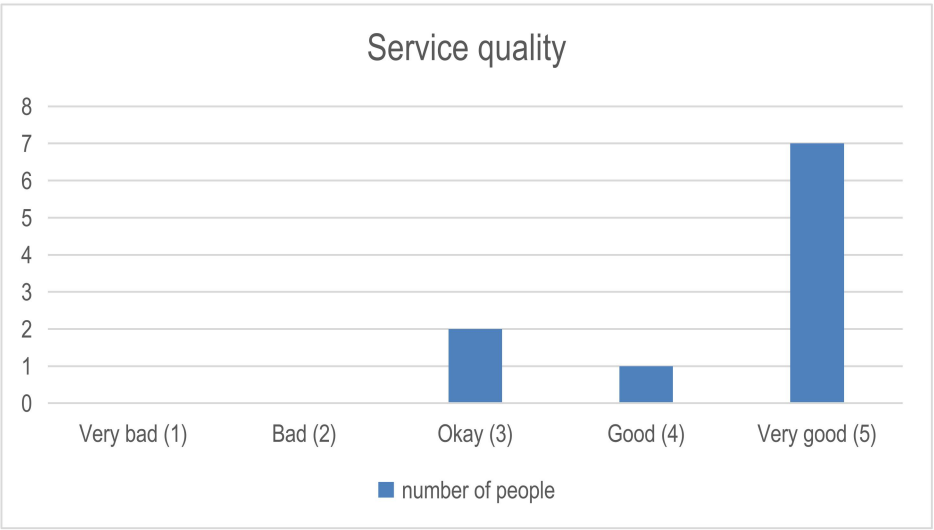


FIGURE 4. Service quality

Figure 4 shows no customer responses for the service quality being bad or very bad. Two people said that service quality was okay, and one said the service was good. The rest of the participants said the quality of service was very good. This demonstrates that Heshi company's overall service quality is excellent.

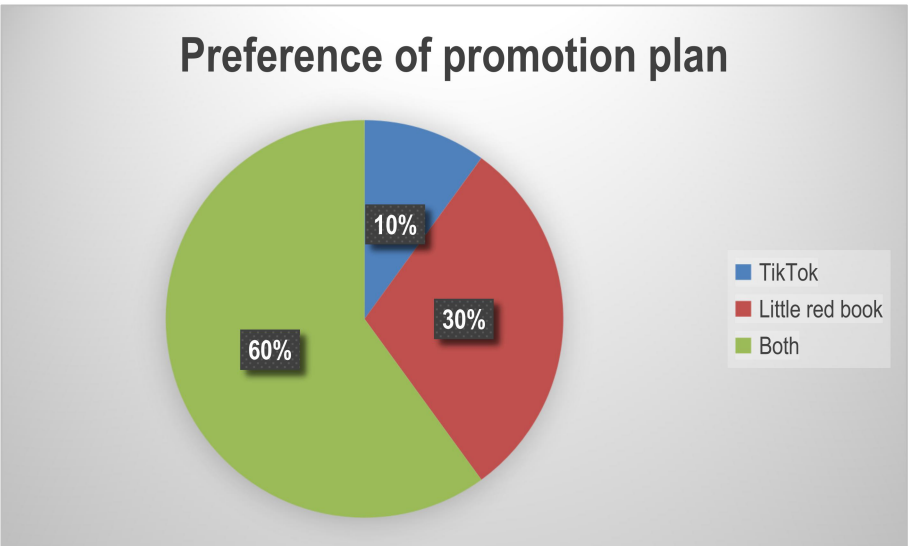


FIGURE 5. Preference of promotion plan

Heshi company offered three options for the promotion plan to its customers, which are TikTok, Little red book, or both. The result shown in Figure 5 says that 60% of customers chose the

combination of TikTok and Little red book to promote their product or service. Moreover, depending on their different needs and customer segments, only one person preferred the TikTok promotion plan, which can be seen as 10%. Furthermore, the rest of the participants were more into the Little red book promotion plan, accounting for 30%.



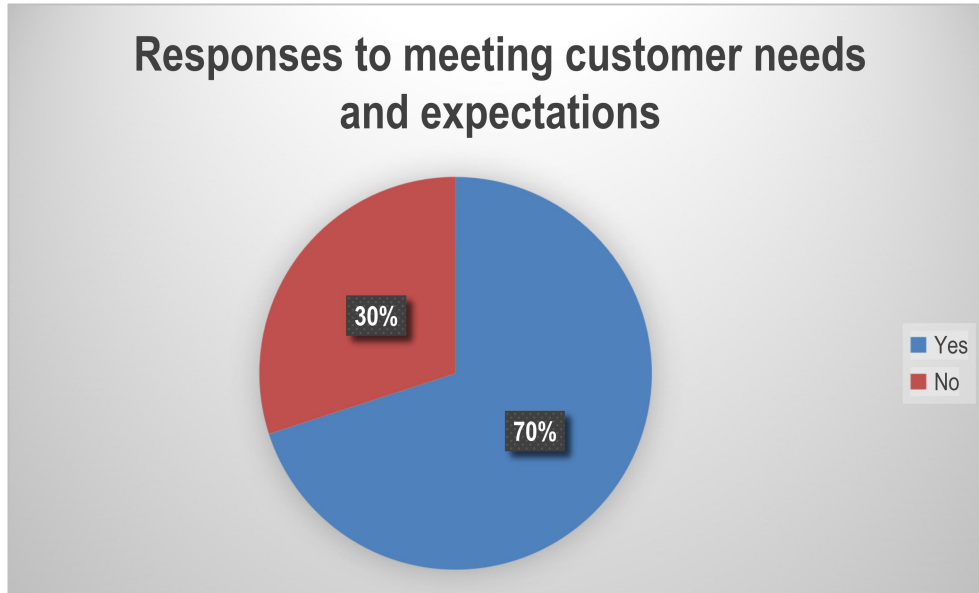
FIGURE 6. Satisfaction level

Figure 6 presents the customer satisfaction level of the Heshi company. The result shows that five customers were satisfied with the service received during the last interaction with the company. Two people were very satisfied. One person commented that it was okay. Furthermore, two people were dissatisfied with the previous time service. There were no customers who said they were very dissatisfied.

While there are some dissatisfied customers, most customers have a positive attitude toward the company's customer satisfaction. The respondents made some comments of satisfaction, especially about the Sulwhasoo project. They mentioned that the communication was smooth, the staff responded quickly, and the pictures and content of the bloggers were of high quality, so the overall service was excellent. Furthermore, the company was able to find the target customer groups in time for the clients and achieve their expected promotion effectively.

However, there were still 20% of customers dissatisfied with Heshi company. It is essential to know what factors make customers disappointed so the company can improve its service in the future. The biggest reason they were unsatisfied was that they paid for the promotion but did not get the specific traffic they wanted, which led to dissatisfaction. Customers expected more traffic

that Heshi company could bring to their companies, and they suggested that Heshi company should have clearer customer segmentation groups. They should do a better job in the promotion process.



*FIGURE 7. responses to meeting customer needs and expectations*

According to figure 7, most customers commented that Heshi company had met their needs and expectations since seven of the ten customers commented positively on this topic. However, another three people said the company did not meet their needs and expectations.

Knowing the customer's needs and expectations is always important for the company. In this case, it is necessary to know Heshi's customers' needs and expectations. According to their answers, 70% of the customers said that company had met their needs and expectations because Heshi company kept following up the process and was able to solve existing problems in time, and brought a certain amount of traffic, even increasing the revenue for their company. 30% of the customers thought of their needs and expectations for two main reasons. One was that they did not receive the revenue they expected. Another was that the promotion platforms that Heshi company provides are limited. One customer mentioned specifically that Heshi company should have TikTok and Little red book platforms and other platforms such as bilibili.



FIGURE 8. Willingness to cooperate with Heshi company again

Figure 8 shows that 80% of customers want to cooperate with Heshi again because the overall experience is good and the communication is smooth. They look forward to working with Heshi again. Additionally, only 10% of customers said they would not work with the company in the future. The remaining 10% of customers indicated they might work with the company again. However, the participants did not comment on why they no longer cooperated with Heshi.

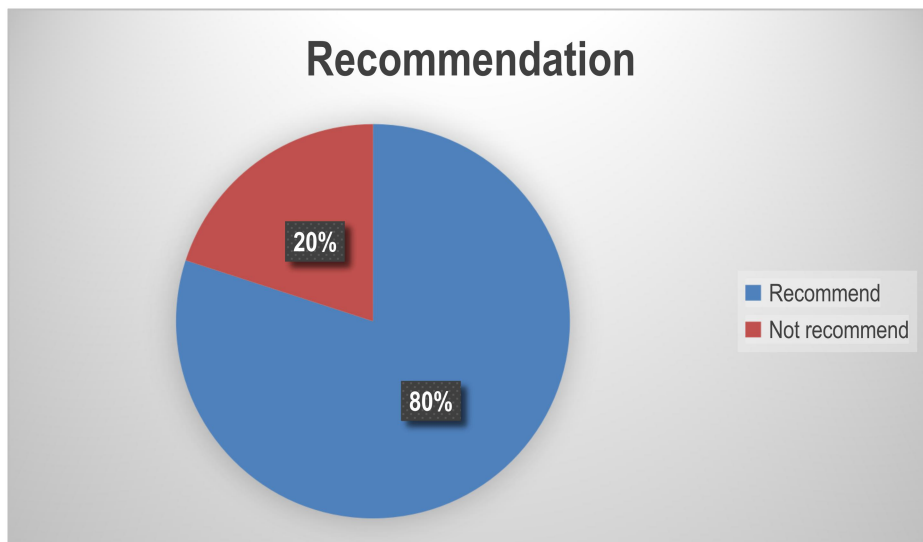


FIGURE 9. Recommend Heshi company to your friends



Figure 9 indicates that 80% of the customers are satisfied and willing to recommend the company to their friends or business partners, whereas 20% said they would not recommend Heshi company to others. However, none of the participants explained the reason behind their answers.

Regarding the benefits Heshi company could bring to their customers, most respondents emphasized the help they received from Heshi company in bringing more customers and more traffic to their company by using good resources and matching suitable bloggers, which can lead to increased revenue and exposure, even brand awareness. One customer said Heshi company helped her reduce work pressure and has always been a good partner. This customer works in another advertising company and has cooperated with the Heshi company several times. However, even though most of the comments were positive, there were still some comments that Heshi company could have done better. For instance, although Heshi company had brought more customers and a certain amount of traffic to their customers, this traffic did not transform into a higher turnover rate and exposure.

*TABLE 2. Problems and suggestions*

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
<b>Problems</b>	No problem	Company size is small	The company size is small, can not take bigger project	No problem	Average service and slow delivery
<b>Suggestions</b>	No comment	More blogger resources, lowest price, and improve efficiency	Expand company size, so Heshi can undertake relatively larger projects	No comment	No comment
	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9
<b>Problems</b>	Average service and slow delivery	Did not meet expectation	No problem	No problem at the moment	Limited promotion plan choices
<b>Suggestions</b>	No comment	Accurate precision ad by customer groups	No comment	Improve service quality	Increase the selection of promotion platforms and improve service quality

Table 2 shows the combination of problems and suggestions given by the respondents. It can be seen from the table that not everyone shared the comments. Nevertheless, more participants were willing to give their opinions to the Heshi company. 40% of the participants were happy about the current service of Heshi company. However, 60% of the customers still said there were some problems that Heshi had. One existing problem was the company size. Two customers

thought Heshi could not handle the bigger project because the company size was not big enough. The second problem of Heshi company has limited promotion plan choices. Indeed, Heshi company now only offers two promotion plans: TikTok and Little red book promotion. The third problem was the company's service, and there was one customer who complained the delivery speed was slow and overall service was average. The last problem was confirmed by a customer that Heshi company did not meet his expectations.

According to each problem, respondents also give specific suggestions for the Heshi company's improvement. Besides, 40% of the customers did not provide any comments, and 60% of customers gave their recommendations. Respondents said that Heshi company should expand its size to handle the more extensive project in the future. Then customers also suggest that Heshi should have more options for the promotion platforms, such as Meituan, Dianping, Bilibili, etc. Significantly, Heshi should also improve the service quality. For example, the company should have more bloggers resources, improve efficiency, and accurate precision advertising by customer segment.

## 6 CONCLUSION AND RECOMMENDATION

To sum up, the main research purpose of this thesis is to help Heshi interactive media advertising company improve the B2B customer relationships. First of all, by understanding customers' needs when choosing an advertising company, find out the reasons behind choosing to cooperate with Heshi company, and analyze customers' purchasing behavior to achieve customer satisfaction, loyalty, and even customer retention to enhance the customer relationship of the company better.

When choosing an advertising company, It is necessary to examine whether the resources of the advertising company can be selected and matched with the *advertiser's needs*, target groups, and consumption scenarios to find a suitable placement. Advertisers also need to check whether the advertising company is experienced enough. Because experienced advertising companies can effectively reduce errors, accurately understand customers' needs, have standardized operating procedures, and save time handling the project. Indeed, the business level of the advertising company is an important condition that needs to be considered because excellent planning and creativity are the souls of advertising and the key elements for the success of advertising, and promotion execution is an indispensable supplement. Cost-effectiveness is an issue that advertisers must consider when choosing an advertising company. Generally, advertisers with larger budgets tend to find large companies to advertise with. On the contrary, advertisers with small budgets tend to find small companies to do advertising. Finally, the advertiser also needs to check whether the advertising company is familiar enough with the promotion, not only the performance and characteristics of the product, the focus on customer needs, but also the overall situation of the product in the industry and the situation of major competitors. The more familiar with the product, the better the advertising company can complete the advertising work. Overall, advertising is mainly based on the company's development needs. Choosing the most cost-effective, creative, and effective advertising company is necessary for advertisers to consider when choosing an advertising company.

According to the questionnaire survey, the customers of Heshi company are mainly divided into two categories. One is local businesses, and another is other large advertising agencies. However, the reasons why these two types of customers choose to cooperate with Heshi company are different. *The reason why local companies choose to cooperate with Heshi* is that

Heshi is a fair price and can bring actual benefits to the company. Other large advertising companies choose to cooperate with Heshi because the company has sufficient resources, comprehensive promotion plans, good ideas, and good execution capabilities to help save their time and work pressure. In general, Heshi customers choose to cooperate with Heshi because the company's price is reasonable and the overall service quality is good. It could bring them practical benefits, such as increasing sales, bringing more traffic, and even enhancing brand awareness.

Customer relationship management is about maximizing customer satisfaction and building trust with customers. *Building good relationship management* can meet customer needs, satisfy customers, gain loyal customers, and even retain customers. It would help to improve the company's profitability and competitiveness. First, Heshi company needs to put customers at the center, listen to customers' ideas, understand customers' actual needs, and respond quickly to changing customer expectations. The most important is that the company needs to provide excellent customer service, maintain good communication, and solve potential problems on time. Satisfying customers can turn them into loyal customers of the company because loyal customers are more likely to cooperate with Heshi again, recommend them to friends or business partners around them, and increase the company's popularity.

Through the questionnaire survey, some *problems* exist in the Heshi company at the present stage. For example, the company did not meet the needs and expectations of every customer, the promotion platform provided by the company is limited, the company is too small to undertake large-scale business, and the quality of customer service received varies, etc.

In this case, Heshi company must solve these problems on time to satisfy customers. The company needs to expand blogger resources, improve the service quality and speed of the promotion process, have a clearly customer segmentation before the promotion process. The company must also consider providing multi-platform promotion, not limited to TikTok and Little red book platform promotion. Since all the customers of Heshi were friend recommended, it is recommend that the company design its own web pages to attract more potential customers. Then according to customer suggestions, Heshi should also expand its promotion platforms, such as Bilibili, Meituan, Meituan, Dianping, and other platforms.

TABLE 3. Problems and recommendations for Heshi company

Problems	Recommendations
Did not meet every customer needs and expectation	Have a clear customer segmentation before the promotion process
Company size is small to undertake bigger project	Expand blogger resources
The quality of customer service received varies	Improve service quality & speed of delivery; Build CRM system
Did not have its own webpage	Begin its own webpage
Limited platforms & promotion plans	provide multi-platform & promotion plans

The further suggestions for Heshi company are as follows: focusing on customers, building a customer relationship management system, and improving customer relationship is recommended. Secondly, Heshi company should improve its business processes and service quality. Finally, through further optimization and segmentation of customers, customer relationship maintenance is incorporated into the company's assessment system to ensure customer satisfaction and enhance customer loyalty to retain customers. Solve current problems related to customer relationship management in Heshi company from multiple perspectives at all positions.

## 7 DISCUSSION

As an employee who has been an intern at Heshi company, I hope to solve the practical problems encountered by the company on time through what I have learned and contribute to the company's development. Due to the limitations of my ability and research conditions, the research results of this thesis and there are some shortages in research experience. First of all, although this thesis adopts a combination of qualitative and quantitative methods and puts forward some suggestions for the customer relationship problems existing in Heshi company, because of the lack of theoretical experience, it only summarizes a set of theoretical knowledge. Reasonable responses still need time to verify before evaluating the actual implementation effect. Second, the questionnaire survey designed in this thesis only targets some of the customers that Heshi company has cooperated with. Although the data has been analyzed and studied, the samples are not big enough. Finally, the suggestions put forward in this thesis are all from the author. The participation of managers from similar companies has certain limitations in overall thinking and perspective.

This thesis studies Heshi's customer relationship management, hoping to play a positive and improving role in Heshi's customer relationship management when it is implemented so that the company can maintain a sustainable competitive advantage in the market competition and develop rapidly and stably. The results and experience of this research can also serve as a reference and inspiration for the entire advertising industry, especially for advertising companies in the same type and stage. However, due to market changes, the external and internal environments in which enterprises live are also constantly changing. The opinions and suggestions put forward in this thesis for the current situation of customer relationship management in Heshi Company also need to keep pace with the times. In order to ensure sustainable competitive advantage, appropriate adjustments must be made accordingly.

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1. What business area are you working in?
2. What position you are working in the company?
3. Where do you find Heshi company?
  - a) Recommend from friends
  - b) Online channel
  - c) Other
4. What are the reasons you decide to cooperating with Heshi company?
5. What do you think is the most important things in choosing an advertising company?
6. How will you rate the speed of the delivery offered by Heshi company? ( Scale of 1-5 )
7. How will you rate the quality of the services offered by Heshi company? ( Scale of 1-5 )
8. Which promotion plan do you find more effective?
  - a) TikTok
  - b) Little Red Book
  - c) Both
9. Are you satisfied with the service you received for the last time? Why? (If not, what can be improved in your opinion?)
10. Do you think Heshi company has met your needs and expectations?why? (If not, can you explain why it didn't meet your needs and expectations?)
11. What benefit does Heshi company bring to your company?
12. Will you choose to cooperate with Heshi company again? (Or why you will not choose to cooperate with Heshi company again?)
13. Will you recommend Heshi company to your friends or business partners? (Or why you won't recommend Heshi company to your friends or business partners?)
14. What problems do you think Heshi company has?
15. What suggestion you can give to help Heshi company to improve customer service?

- 1.您在哪个业务领域工作?
- 2.您在公司担任什么职位?
- 3.您在哪里找到禾诗公司?
  - a) 朋友推荐
  - b) 网上
  - c) 其它方式
- 4.您决定与禾诗公司合作的原因是什么?
- 5.您认为选择广告公司最重要的因素是什么?
- 6.您如何评价禾诗公司的交货速度? (等级 1-5 星)
- 7.您如何评价禾诗公司的服务质量? (等级 1-5 星)
- 8.您更倾向于做哪一类型的平台推广?
  - a) 抖音
  - b) 小红书
  - c) 抖音+小红书
- 9.您对上次的服务满意吗? 为什么? (如果没有, 您认为有哪些地方可以改进? )
- 10.您认为禾诗公司满足了您的需求和期望吗? 为什么? (如果没有, 你能解释一下为什么没达到你的需求和期望吗? )
- 11.禾诗公司给贵公司带来什么好处?
- 12.您会选择再次与禾诗公司合作吗? (为什么不会再选择与禾诗公司合作? )
- 13.您会向您的朋友或商业伙伴推荐禾诗公司吗? (为什么你不会向你的朋友或商业伙伴推荐禾诗公司? )
- 14.您认为禾诗公司存在哪些问题?
- 15.您有什么建议可以帮助禾诗公司改善客户服务?