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Marketing Plan of Company C for 2024

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Master in Applied Management

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ISCTE-IUL

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BUSINESS
SCHOOL

Department of Marketing, Operations and General
Management

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If going from university to society is a test of one's life, then going from society to it again is a further quest for life's direction and goals. The past year of studying has raised the height of my future life.

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Abstract

Company C is an independent third-party wealth management company in China that provides comprehensive financial planning services to high-net-worth individuals with investment needs.

The company has a number of long-term old clients, which are the main source of the company's performance. Moreover, it has gained a number of new clients through various client activities and referrals from old clients, which has also improved the company's performance. However, with the fierce competition in the market, the old customers have been gradually lost, and it is difficult to obtain new customers, and the company's performance is gradually reduced. company C needs to develop an effective marketing plan to improve customer relationships, retain old customers, increase new customers, increase revenue and other objectives.

In order to achieve the objectives, after analysis the external situation, internal situation and SWOT, a marketing plan was developed for 2024. By analysis the internal data of the company, the customers were stratified. Company C conducted a survey from 26th June to 28th June to collect the information related to customers' satisfaction with the products, promotions, prices, channels and customer relationships.

Keywords: Company C, Marketing, Wealth Management, HINWI, Customer Relationships

JEL Classification: G20, M30

Resumo

A empresa C é uma empresa independente de gestão de património de terceiros na China, que presta serviços completos de planeamento financeiro a pessoas com elevado património líquido e necessidades de investimento.

A empresa tem um conjunto de clientes de longa data, que são a principal fonte de receita da empresa. Além disso, conquistou um certo número de novos clientes através de várias actividades e de referências de clientes antigos, o que também melhorou o desempenho da empresa. No entanto, com a concorrência feroz no mercado, os clientes antigos têm vindo a perde-se gradualmente e é difícil obter novos clientes e o desempenho da empresa diminui gradualmente. A empresa C precisa de desenvolver um plano de marketing eficaz para melhorar as relações com os clientes, reter os clientes antigos, aumentar o número de novos clientes, aumentar as receitas e outros objectivos.

Para atingir os objectivos, depois de analisar a situação externa, a situação interna e a análise SWOT, foi desenvolvido um plano de marketing para 2024 para a empresa. A empresa C realizou um inquérito entre 26 a 28 de junho para recolher informações sobre a satisfação dos clientes com os produtos, as promoções, os preços, os canais de distribuição e a relação com os clientes.

Palavras-Chave: Empresa C, Marketing, Gestão de património, Indivíduos com elevado património líquido, relação com o consumidor

JEL Classification: G20, M30

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Glossary

CBIRC - China Banking and Insurance Regulatory Commission

Company C - Wealth Management Company C

CRM – Customer Relationship Management

FIP - Fixed income products

HNWI - High-net-worth individuals

IOP - Insurance and other products

PBC - The People's Bank of China

PEP - Private equity products

PSP - Private secondary products

Third-party companies - Third-party wealth management companies

1. Introduction

Company C is an independent third-party wealth management company in China dedicated to the wealth management business. The company provides comprehensive financial planning services to financial clients with investment needs and HNWI, orientated to the needs of the clients.

Company C has a core group of customers, with good products and customer service, and has also attracted some new customers, and the company's overall profit has grown is very fast. With the fierce market competition and internal problems, Company C did not make corresponding changes in a timely manner, resulting in the gradual loss of the company's customers, failing to meet the needs of customers, failing to establish long-term relationships with customers, which has resulted on a gradual decline in overall revenue.

Therefore, Company C needs to develop a marketing plan to improve the relationship between the company and its customers, acquire new customers, retain old customers, and improve the company's revenue.

An external and internal environment analysis as well as a SWOT analysis were conducted. A customer survey was also conducted between 26th June and 28th June and 41 valid responses were obtained to collect information related to customer satisfaction with products, promotions, prices, channels, and customer relationships.

This project is divided into five chapters. The first chapter is the introduction, which presents a brief background, problem, objectives, and methodology used on the project. The second chapter is the literature review, which defines the customer relationship theory and marketing concepts in detail. Chapter 3 is the methodology, which describes the methods used in this project. Chapter 4 presents the data analysis and situation diagnosis, which is divided into several sub-chapters. These subchapters include an analysis of the external and internal situation of the company, as well as the marketing plan. The last chapter is the conclusion.

2. Literature Review

2.1. Marketing

According to the American Marketing Association (2017), “marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large”.

According to Webster (1992), marketing should change from a traditional sales function to an integrated activity with strategic orientation and cross-functional cooperation. The role of marketing was not only to understand market demand and customer needs, but also to anticipate market trends, develop market strategies and integrate them into the strategic planning of the organization. Hunt (2010) also mentions the importance of marketing, discussing how to identify target markets, differentiate products and services, pricing strategies, and promotional activities. The author also calls for a greater focus on sustainable and environmentally friendly marketing practices. Kevin et al. (2006) emphasis the importance of value creation and stakeholder satisfaction. The purpose of marketing is to achieve market objectives and to achieve organization structure goals by meeting customer needs, providing value and building relationships (Baines, 2017)

2.2. Marketing Plan

According to Kotler and Keller (2016), a marketing plan is an action plan adopted by an organization structure to achieve marketing objectives and achieve alignment with overall organization structure goals. The marketing plan is prepared to provide a clear guidance and a roadmap to help the organization to compete in the market and achieve the desired marketing objectives.

Wilson (2011) argued that a marketing plan is a detailed guided plan developed by an organization to achieve its objectives, which includes analysis the market, developing a marketing strategy, identifying the target audience and setting a budget. The author also emphasis that a marketing plan intends to make the whole team coordinate and work together.

Brassington and Pettitt (2017) state that a marketing plan provides clear guidance and a framework that helps marketers to understand the target market, consumer needs and the competitive environment, and how to effectively promote and sell their products or services.

2.3. Structure of a Marketing Plan

Leppard (2017) argues that the marketing plan is structured in such a way that service marketing is the focus of attention, through customer relationship management, thus enhancing market competitiveness and performance.

According to Wilson (2011), the marketing plan has the following key elements of content.

- Market analysis: research and analysis of the market environment, competitive landscape and customer needs. It is to understand the market situation in depth and provide a basis for further development of market plans.

- Target market: It is a specific market segment chosen by the enterprise in which the product or service can meet customer needs and has potential profit opportunities.

- Market Positioning: It involves determining the differentiation and unique market position of a product or service in the target market and positioning it in the market by means of marketing communications and brand management.

- Market strategy: It involves various aspects such as product strategy, price strategy, channel strategy and promotion strategy. Ultimately, it can satisfy customer needs and achieve performance growth.

- Implementation and control: It involves translating the marketing plan into concrete action steps and monitoring and evaluating its implementation performance.

2.4. Customer Relationship Management

According to Eggert (2017) customer relationship management is a customer-centric management approach that emphasizes the value and importance of customers.

It is possible to develop a customer-oriented marketing strategy by utilizing the collection and analysis of customer data to maintain relationships, and corresponding technologies and tools (Dhrubajyoti & Subkul 2016).

After decades of development, customer relationship management has gradually matured and become a very important part of enterprise management.

2.5. What is a Relationship

Singh et al. (2002) studied the manifestation of customer value in relationship communication and the impact of different types of customers on customer relationships.

Gronroos (2014) explored the origin and influence of relationship marketing theory and pointed out that it originated in the field of service marketing in the 1970s, emphasizing the concepts of relationships, interaction, and long-term value.

2.6. The Importance of Customer Relationship Management

Payne and Frow (2014) argue that customer relationship management plays a very important role in enterprise strategy execution, internal management, technology application, and customer feedback. All of these can help enterprises better serve customers and stay ahead in market competition.

Customers are the most important asset of an enterprise. Effective customer relationship management can improve enterprise resources and customer experience, achieve common value for both the enterprise and customers, and also allows to achieve success (Rust et al., 2004).

Adil and Khan (2015) pointed out that good customer relationship management plays a crucial role in customer loyalty and satisfaction, which greatly contributes to the growth of enterprise profits and value. Enterprises need to consider customer loyalty as their core competitiveness and establish long-term relationships with customers.

According to Viana et al. (2008), establishing personalized relationships and service models has a positive impact on customers' repurchase and can introduce more new customers.

2.7. Customer Experience

According to Srivastava and Kaul (2016), customer experience is crucial for a company's success. It is not only the foundation for serving customers, but also a key factor in establishing good brand assets.

Meyer (2007) analyzed the basic elements of customer experience, which they divided into emotional experience, interactive experience, and value experience.

Table 2.1 - The basic elements of customer experience

Emotional Experience	Interactive Experience	Value Experience
Promote loyalty and trust in the enterprise, thereby driving sales and revenue growth.	Build relationships with businesses through interaction. Enterprises must provide customers with consistent and high-quality interactive experiences through the channels.	Customers receive products and services of comparable value, and receive corresponding rewards, feeling their own value.

Source: Meyer (2007)

2.8. How to Implement Customer Relationship Management

When implementing CRM strategies, relationship marketing should be an important aspect of strategic consideration (Rowley, 2005)

Chen and Popovich (2003) identified three key factors in the customer relationship management implementation: people, processes, and technology. People refer to employees of a company, who need to identify and understand their customers and categorize them. Process refers to the interactive process between enterprises and customers. Technology refers to the technical facilities that support these processes and human resources. Only with the joint support of these factors, enterprises can effectively manage customer relationships.

According to Boulding et al. (2005), it is recommended to segment and analyze customers, customize marketing strategies, and construct effective customer feedback mechanisms to implement customer relationship management. However, in the implementation process, it is

necessary to pay attention to potential issues and challenges, and determine appropriate customer relationship management strategies based on the company's own situation.

Customer relationship management requires the use of modern information technology, through effective data management, analysis, and application, to achieve understanding of customer needs and personalized services. In addition, customer relationship management also needs to focus on managing internal employee training and other aspects of the organization (Ryals, 2001).

3. Methodology

The objectives of this project are to increase the number of new customers, retain old customers, increase customer satisfaction, improve customer relations and increase revenue. The following three main methods were used: literature review, analysis of the external and internal environment, and a survey and its data analysis.

The external and internal environment of Company C was analysed, along with a SWOT analysis, and a marketing plan was developed. For this purpose, research was carried out and various information and data were collected. Customer satisfaction questionnaire was conducted from 26th June to 28th June 2023 and 41 valid answers were collected to understand the information about the customers in terms of marketing and customer relationship (see appendix A).

By analysing these data, the market was segmented, which in turn led to the identification of market objectives and the development of a marketing plan.

4. Data Analysis and Diagnosis of the Situation

4.1 External Situational Analysis

4.1.1. PEST Analysis

Political context

The independent wealth management industry of China started late compared to foreign countries, but is developing rapidly. The Chinese government has formulated a series of regulatory policies to supervise and manage the market, allowing the industry to develop smoothly and ensuring the interests of the majority of investors.

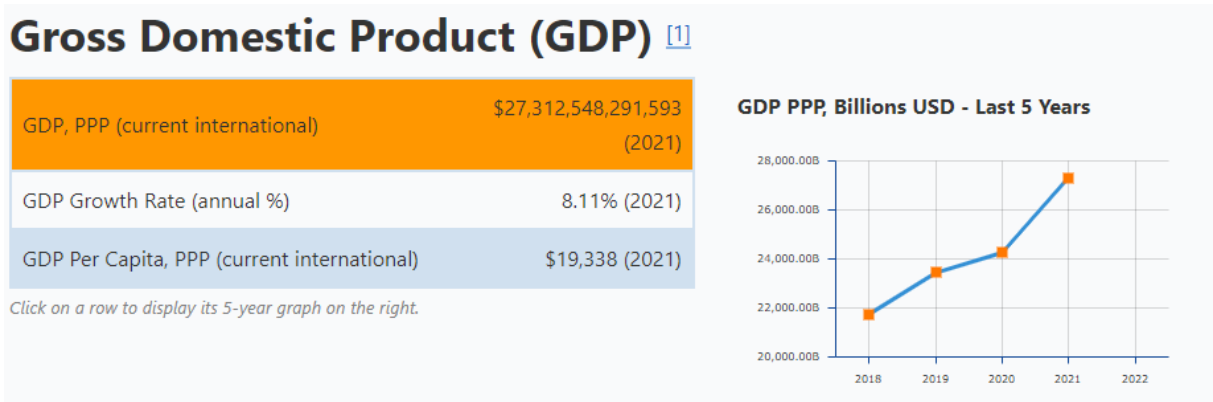
In response to the market development of third-party wealth management organizations, the China Banking and Insurance Regulatory Commission has taken the lead in forming a comprehensive regulatory body for third-party wealth management organizations.

In 2018, the CBIRC issued the “Guiding Opinions on Regulating the Asset Management Business of Financial Institutions”, which marks the entry of the wealth management industry into a new governance framework. This supports not only enterprises with social financing needs and responds to the call of the state to "serve the real economy", but it also constrains third-party wealth management companies to be more legally compliant, which is of great significance to the effective prevention and control of systemic risks.

Economic context

In recent years, the national economy of China has faced increased difficulties and risks under the impact of the epidemic, but macroeconomic indicators have shown that the country's economy is generally stable, with GDP growth in a reasonable range, an increase in per capita disposable income and further accumulation of social wealth (Figure 4.1)

Figure 4.1 – Gross Domestic Product in China (2021)



Source: <https://globaleedge.msu.edu/countries/china/economy>

In 2021, China's GDP grew by 8.1 per cent year-on-year, with per capita GDP reaching US\$19,000, allowing for a gradual recovery of all production and business activities.

The rising disposable income per capita indicates that the quality of life of Chinese residents is steadily rising and that they have more financial resources for consumption and investment.

Besides, the deposit interest rates of financial institutions have entered the era of low interest rates, which will usher in a broad market and prospects for the third-party wealth management industry.

Residents are earning less and less through bank savings, while third-party wealth management organizations are attracting investors in the market through their higher rates of return, and more residents are willing to invest their money in wealth management.

Socio-cultural context

The size of China's affluent population has continued to grow in recent years, and their demand for financial investment has become more and more apparent. With the inherent Chinese mindset of buying a house for both housing and value appreciation, real estate has a strong financial attribute in China. But now real estate is subject to strong regulation, its investment attributes will gradually fade, then real estate in the future will no longer be the preferred investment products for residents, and financial investment will become the mainstream.

Under the influence of the epidemic, investors are more concerned about the value of investment services; so, they are also more beneficial to the full-service third-party wealth management institutions.

Currently, China's social structure has undergone drastic changes. In terms of demographics, China is entering a rapid aging stage. At the same time, along with the expansion of the middle class, China has entered a consumer-oriented society.

Along with the aging of society and the expansion of the middle class, more people have more needs in terms of asset preservation and appreciation, child rearing, education, and retirement, etc. The third-party wealth industry, which can keep the preservation and appreciation of assets with its professional and diversified asset allocation services, is also bound to usher in a broader market.

Technological context

The digital technology of the Internet can help the wealth management industry and rely on big data and artificial intelligence technology to find out the needs of customers and serve them precisely.

Relying on digital technology can not only effectively improve customer service, but also enhance digital marketing capabilities, as well as help companies to control costs, and the efficiency of work within the company will be significantly improved.

4.1.2. Sector Analysis

Third party wealth management companies are independent wealth management institutions that are different from traditional financial institutions. It firstly appeared in developed countries in Europe and America as an independent wealth management institution abroad, and in China it is called a third-party wealth management company (hereinafter referred to as a third-party company).

It differs from financial institutions such as trusts, funds, banks, and insurance in that it stands on the customer's side and does not represent the interests of any single institution. Starting from the customer's needs, it provides customers with comprehensive and reasonable asset allocation plans and financial consulting services through scientific methods based on their own situation and actual needs.

In the business scope of third-party companies, there are products that they actively manage, but they mainly sell products from other financial institutions in the market on a commission basis. They only receive a share of management fees and distribution fees and commissions,

and do not directly take over clients' funds. Such organizations must uphold a high level of professional ethics, and realize their independence entirely from an independent and objective standpoint.

The cooperation between financial institutions and third-party companies is a win-win relationship, as third-party companies have a large number of clients who are needed by various financial institutions to subscribe to their financial products. As for the customers, they can choose diversified products suitable for them at the third-party company, rather than a particular product from a particular institution.

China's third-party wealth management industry started very late, but developed very quickly and attracted many investors to participate, but the share of the overall wealth management market is still far lower than that of bank wealth management, public funds and so on. However, the share of the whole wealth management market is still far lower than that of banks, public funds, etc. In the United States, the United Kingdom and other western countries, the asset scale of third-party wealth management can account for more than 60% of the national wealth management market.

Some practitioners are not professional enough, and many financial planners position themselves as an intermediary selling product, but the wealth management industry needs comprehensive service personnel to serve clients from all aspects.

4.1.3. Competitor Analysis

Third-party wealth management organizations have many competitors in the same industry. The industry's head third-party companies are Noah Wealth and Hang Tang Wealth. They have good reference for the development of the third-party wealth management industry.

Noah Wealth

Founded in 2005, Noah Wealth was listed on the New York Stock Exchange in 2010, becoming the first independent wealth management company in China. Its services mainly cover wealth management businesses, asset management businesses, overseas investment businesses and other businesses. Product categories include public/private equity funds, private equity investments, public market investments, real estate investment funds, fixed income products, overseas asset allocation, insurance, and education.

Noah Wealth's revenue model is based on an agency commission, asset management fee, and performance compensation fee model, and it primarily serves high-end Chinese clients residing in mainland China or overseas with total investable assets of over RMB 6 million. In addition to individual clients, they also strategically serve certain institutional clients.

In order to provide targeted and customized services to its clients, Noah's Wealth classifies its clients into five categories, namely Ivory, Gold, Platinum, Diamond and Black Card clients, with Black Card clients being the highest level. Black Card clients are those with investments exceeding RMB 50 million (approximately US\$7 million), and these clients are predominantly institutional investors.

As of 2022, Noah Wealth attracted about 35,000 active clients, according to its annual report. The service model of Noah Wealth's high-end clients is that the account manager works with the middle and back office, through digital means, so that professionals can provide professional support for the whole service.

They provide personal services by analysis clients' investment preferences and tailoring investment portfolios and financial solutions. They also respond to customer complaints and give them feedback in a timely manner, and analysis them to improve customer experience. This company also organized offline and online interactive activities so that customers can communicate with each other, share experiences, and build connections, enhancing their sense of belonging and loyalty.

Hang Tang Wealth

Providing a full range of wealth planning consultancy services to high-end clients in a variety of areas, including wealth planning business, asset management business and global investment business. Its product categories are mainly public funds, private securities, traditional fixed income, insurance, private equity, overseas assets, and family offices.

The revenue model of Hang Tang Wealth is mainly based on agency commissions, in addition to asset management fees. Clients are categorized into 5 levels from V1-V5: Ginkgo, Platinum, Black Gold, Black Diamond and Super Black Diamond, of which Ginkgo clients are the lowest level, with an investment amount starting from RMB 100,000, and Super Black Diamond being the highest level, with an investment amount of more than RMB 100 million (about US\$14 million), which are mainly corporate clients.

According to the data published on its official website, by 2022, it has provided asset allocation services to more than 139,700 high net worth families and corporate clients. It has

launched a "1+1+N" expert service model, and has formed more than 70 asset allocation experts to provide services to customers.

This company opened online learning platforms to provide financial management courses and investment sharing to build closer and longer-lasting relationships through knowledge transfer and experience sharing. It also uses social platforms to interact with clients, shares the latest news and responds to their questions and give them feedback, enhancing the connection and trust between clients and the company. The company provides a superior customer experience by continuously improving the online operating system to ensure that customers can operate and make enquiries more conveniently.

Table4.1– Comparison of third-party wealth companies

Comparison of selected third-party wealth management organisations in China							
Company identification	Business Scope	Product range	Revenue Model	Customer Category	Number of Customers	Investment Starting Point	Service Mode
NOAH	Wealth and asset management	Full Coverage	Distribution commission, asset management fee	Class 5 Rating	About 35,000	6 million RMB	1+1+N
Hang Tang Wealth	Wealth management mainly	Full Coverage	Distribution commission-based	Class 5 Rating	Cumulative approx. 139,700	1 million RMB	1+1+N

Source: Noah annual report, Hang Tang official website, internal publicity materials

<https://www.chtwm.com/introduce/companyIntroduce>

4.1.4. Porter’s Five Forces

Bargaining Power of Suppliers

Most of the products of Company C and the third-party companies are sourced from financial institutions who have financial licenses to issue relevant financial products. In the case of trust companies, trust products are the most in demand in the market.

They have both the ability to design the products and the power to decide whether or not to delegate the marketing of these products to other third-party companies. So, the power of suppliers is high.

Bargaining Power of Buyers

Customers in the third-party wealth industry are middle-class people with strong financial resources, many of whom belong to the HNWI, and they are free to choose third-party firms to

manage their finances. They have high bargaining power and can also demand high-quality services and differentiated products from the companies. As such, clients have strong power.

Threat of New Entrants

As the economy grows, there is a growing demand for financial management from clients with financial capacity. Banks, trust companies, securities companies, fund companies and other financial institutions will set up their own wealth management subsidiaries to enter the wealth management industry in the future, and they have the product development capability and wide market recognition, which will be a great threat to C company.

In addition to this, it is very possible for foreign companies to set up joint venture wealth management companies within China. The domestic market environment will be very challenging in the future. To conclude, the threat of new entrants in this market is very high.

Threat of substitute services

The third-party companies that are strong and have relevant financial qualifications are able to develop products on their own, or cooperated with well-known financial institutions to develop products, instead of having to work through channels to obtain products.

These alternatives can not only reduce costs, but also have scarcity, and the third-party company can also use these well-known financial institutions to enhance awareness, thus attracting customers to choose such companies and products. The threat to substitute services is significant.

Rivalry among existing competitors

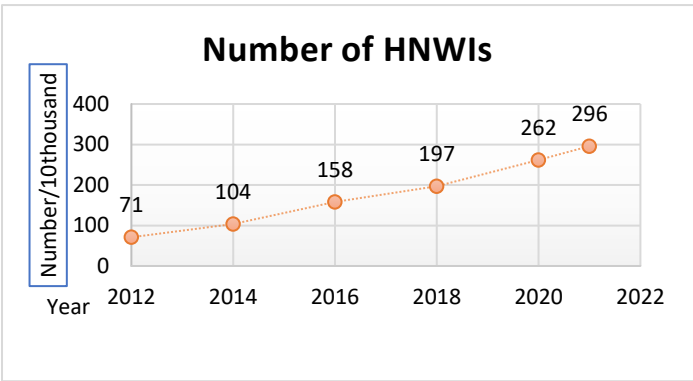
Client resources are the source of profit for each third-party wealth company, and they will compete for clients through marketing, personal service and investment product innovation. The professionalism of the service staff will also affect the choice of clients. This competition for professional competence is through measures such as training and recruitment to attract and retain good financial professionals.

Third-party wealth management firms also compete on service fees. They will set their fees based on the size of the client's assets and service needs. The firms compete with each other to attract clients to choose their services through pricing strategies and fee concessions. So, the threat of rivalry among existing competitors is strong.

4.1.5. Consumer preferences

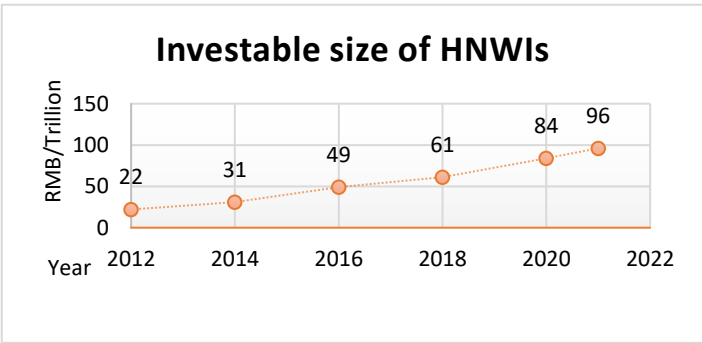
The consumer population in the third-party wealth management industry is mainly dominated by high-net-worth individuals, followed by those who have the funds to do financial management but do not meet the high-net-worth standard and have investment needs. In 2011, Pricewaterhouse Coopers published “The Global Wealth Survey Report to define HNWI”, which considers individuals with investable assets of more than US\$1 million as belonging to this group.

Figure 4.2 – Number of HNWI in China, 2012-2022



Source: China Merchants & Bank-Bain Company 2021 China Private Wealth Report

Figure 4.3– Investable size of HNWI in China, 2012-2022



Source: China Merchants & Bank-Bain Company 2021 China Private Wealth Report

In 2020, the number of Chinese HNWI reached 2.62 million, with a CAGR of 15% from 2018-2020, and by the end of 2021, the number of Chinese HNWI reached approximately 3 million.

In 2020, China's HNWI's held a total of about RMB 84 trillion in investable assets, with a CAGR of 17%. The total size reached about RMB 96 trillion by the end of 2021.

Consumer preferences in the third-party wealth management industry have several aspects:

- Professional investment management services: Consumers want high level investment advice and management from a professional investment team to achieve their financial goals.

- Personal wealth management solutions: Consumers have different financial goals and risk tolerance. They prefer third-party wealth firms that can provide their investment portfolios, provide risk management and comprehensive financial planning.

- Investment results and returns: They want to choose a wealth management firm that offers good returns and good profits.

- Quality customer service: They want to build a good relationship with a professional investment advisor and receive immediate response and assistance when needed.

- Technology and digital support: they prefer those that offer innovative technology platforms and online tools to better track and manage their finances.

Understanding these preferences can help third-party wealth firms earn consumer trust and increase their business in a competitive market.

4.2. Internal Situational Analysis

4.2.1. Characterization of the company

Company C is a third-party wealth management company in China, with 65 employees, 143 customers in stock and RMB 675 million in assets under management, which is a small wealth management company in this industry. It has fixed income products, private secondary products, private equity products, insurance, and other products.

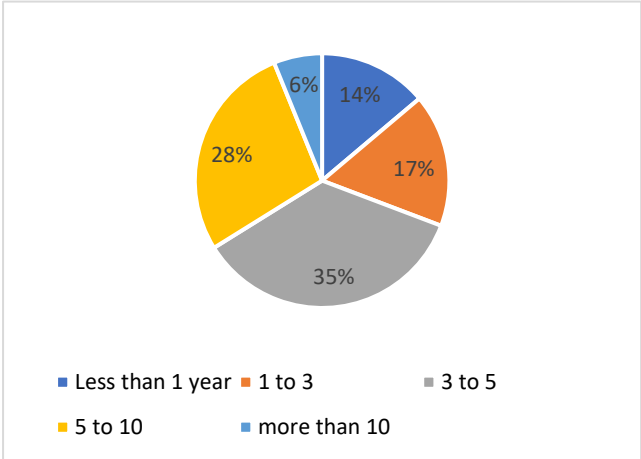
Company C's main profit model is to earn commissions by signing reseller agreements with financial institutions to resell their financial products. These financial institutions include trust companies, securities companies, fund companies, insurance companies, and other types of financial companies.

The average age of Company C's staff is 32 years old, with most of them having undergraduate degrees, all of them possessing relevant certificates of financial practice, and

most of them come from banks, trust companies, securities companies, and other financial institutions, and are experienced in the field.

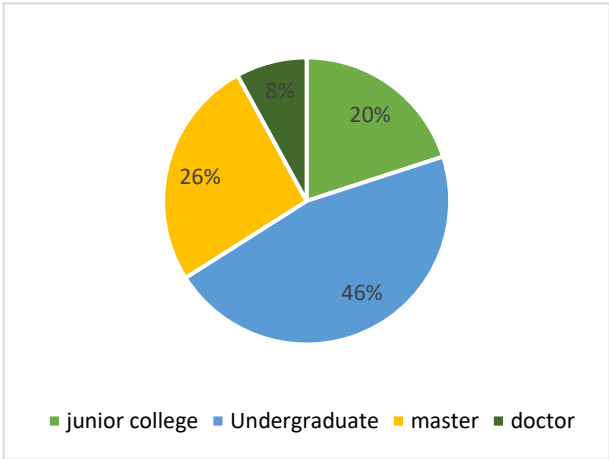
The average age of the management team is over 40 years old, with graduated degrees, and they have been engaged in the financial industry for at least ten years, with rich management experience and social resources.

Figure 4.4 - Years of experience of the staffs



Source: Internal information of the company

Figure 4.5 - Educational background of the staffs

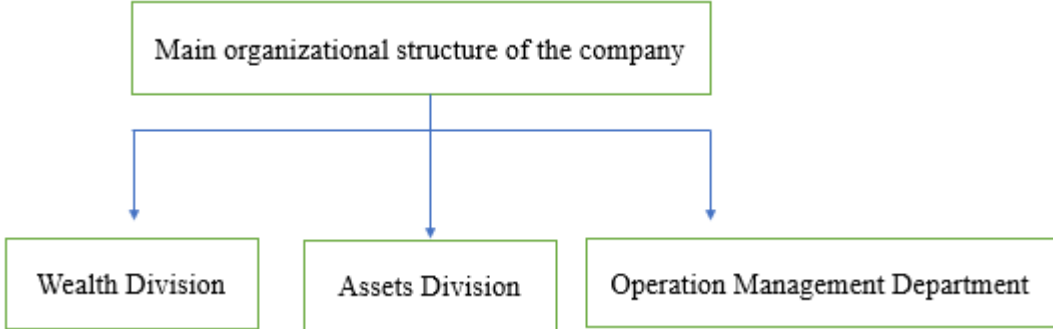


Source: Internal information of the company

Among all employees, there are 23 people with 3-5 years of experience, accounting for 35% of the total, and 18 senior account managers with 5-10 years of experience, accounting for 28%. In Company C, there are 30 employees with undergraduate degrees, accounting for 46% of the total number of employees, and 17 employees with graduate degrees, accounting for 26% of

the total number of employees. Besides, company C's employees have a high level of education, which is an essential element to have in this industry.

Figure 4.6 - The organizational structure of Company C



Source: Internal information of the company

The main organizational structure of Company C consists of three main sections, the Wealth Division, the Asset Division and the Operations Management Department.

The Wealth Division is mainly the marketing department of the company, with a business sales department and a business support department, fulfilling the main responsibilities of client development, closing and maintenance.

The Asset Division is mainly a financial product matching and issuing department, which looks for investment projects for the clients of Company C. It also has a risk management department to assess the risk of the projects, further reduce the risk, and screen out better investment projects for Company C.

The Operations and Management Department, which is mainly a logistic department within the company, supports the company's operations and management, and provides management, operation, and post-investment follow-up and information disclosure of financial products.

4.2.2. Business Strategy and Positioning

Business Strategy

Through diversified products and the establishment of a special team and service system, Company C is committed to providing all-round wealth management services to clients with investment financial needs.

Positioning

The positioning of company C is: Do a good job of customer retention, to be a company with a good sense of experience, not to be the largest, but to have the most satisfied customers.

As people's disposable income increases, the demand for financial management is growing, but the related concepts and services are not yet professional and mature enough. Company C, while providing customers with good asset allocation, continues to dig deeper into customer service, and do their best to have a close contact with customers. It pays more attention to "customer relationship" and "customer service" rather than just turnover. By understanding the needs of customers, the company can quickly and effectively carry out precise marketing, effectively increase customer satisfaction and trust through the provision of 19 annualized^{19d} and value-added services, enhance the brand's goodwill, and establish a long-term relationship with customers.

4.2.3. Mission, vision and values

Mission: Focusing on customers, doing well in wealth management, and creating value for customers.

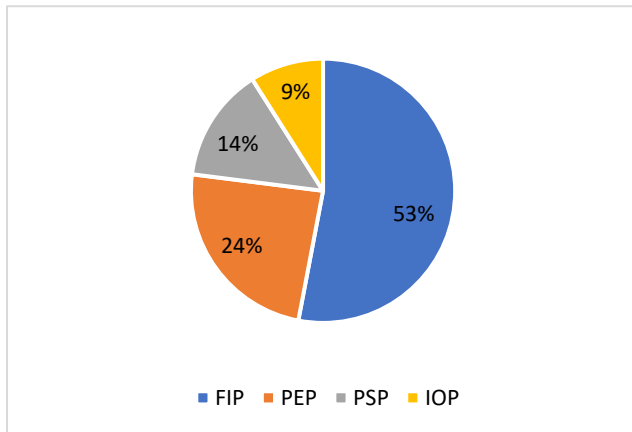
Vision: To become an excellent wealth management institution with customer satisfaction.

Values: Customer first, honesty and trustworthiness, wholeheartedly do a good job of customer wealth management.

4.2.4. Portfolio analysis

The total deposit size of Company C's wealth management business was approximately RMB675 million. Among them, fixed income products accounted for approximately RMB358 million, or 53% of the total deposit size. Private secondary products amounted to approximately RMB 162 million, accounting for 24% of the total inventory size. Private equity products amounted to approximately RMB95 million, accounting for 14% of the total stock. Other products, such as insurance, accounted for approximately RMB61 million, accounting for about 9% of the total stock.

Figure 4.7 – Financial Product Stock Size Classification Percentage



Source: Internal information of the company

Fixed income products (FIP)

The most important feature of these products is that the expected 20 annualized rate of return is fixed, generally in the reasonable range category of 6.0% - 8.8%.

It is mainly based on trust products issued by trust companies, with low risk and an investment starting point of RMB 1 million. Different grades are set up and each grade corresponds to different yields, the higher the investment amount, the higher the yield. The investment period is mainly 24 months, and trust products account for more than 84 per cent of the Company’s entire fixed income products.

Table 4.2 – Fixed income products investment

Fixed income products investment					
Investment Amount (RMB)	Expected rate of return	Investment Amount (RMB)	Expected rate of return	Investment Amount(RMB)	Expected rate of return
1million ≤ X < 3 million	7.20%	1 million ≤ X < 3 million	6.50%	1million ≤ X < 3 million	6%
3 million ≤ X	7.80%	3 million ≤ X < 10 million	7.50%	3million ≤ X < 5million	6.80%
		X ≥ 10 million	8.50%	5million ≤ X < 10million	7.50%
				X ≥ 10million	8.50%

Source: Company’s product promotional materials

Private secondary products (PSP)

Private secondary products are privately-raised investment funds with underlying assets consisting of publicly listed securities and bonds in the secondary market. These products have higher investment risk and more flexible time to redeem at any time.

Private equity products (PEP)

These products, also known as primary market products, are PE and VC products issued by private equity firms or fund companies.

They are mainly invested in the equity projects of non-listed companies, with high investment risk and long investment cycle, but with very high investment return.

Insurance and other products (IOP)

Other products are mainly insurance products, as well as some overseas projects, US dollar projects, etc., but these products are not in high demand among the clients of Company C. With a low investment threshold of RMB 10,000 and low risk, insurance products can be used as a financial entry point to bring low-risk asset allocation to customers.

Table 4.3– Company C’s product range and features

Company C's product range and features					
Product Type	Risk Level	Income	Subscription Starting Point (RMB)	Investment Term (month)	Product Features
FIP	medium	Fixed income	1million	12 to 24	Moderate maturity and risk, fixed return
PEP	high	variable return	1million	36 to 120	Long term, high risk, high return
PSP	high	variable return	1million	12	Short term, high risk, high return
IOP	low	variable return	10thousand	Long term	Low investment threshold, low risk, investment protection

Source : Internal data collation of the company

Company C has a limited range of products, but can meet the most basic customer needs. Customers choose fixed income products the most. Choosing products with higher risks and high investment returns is relatively rare, while insurance products with protective properties are even fewer. The client of Company C has a relatively single investment portfolio, a preference for products with low risk and specific returns, and does not have much interest in investment related to protection.

4.2.5. Customer analysis

Customer identification and stratification

According to the different total investment amounts of customers in Company C, we classify customers into four classes, A, B, C and D (Table 4.4)

Clients with total investment of over RMB 10 million are classified as Class A, clients between RMB 6 million and RMB 10 million as Class B, clients between RMB 3 million and RMB 6 million as Class C, and clients between RMB 1 million and RMB 3 million are classified as Class D.

Table 4.4– Customer classification of Company C

Customer classification of Company C	
Client Segmentation	Cumulative Investment Size (RMB)
A	$X \geq 10$ million
B	$6 \text{ million} \leq X < 10 \text{ million}$
C	$3 \text{ million} \leq X < 6 \text{ million}$
D	$1 \text{ million} \leq X < 3 \text{ million}$

Source : Internal data collation of the company

Carrying out effective customer differentiation can improve the efficiency of customer relationship management, and in the process of maintaining customers, the development of an effective marketing plan can help the company to obtain benefits, but also to achieve customer value, to achieve a win-win situation.

Table 4.5 - Customer's investment in the company

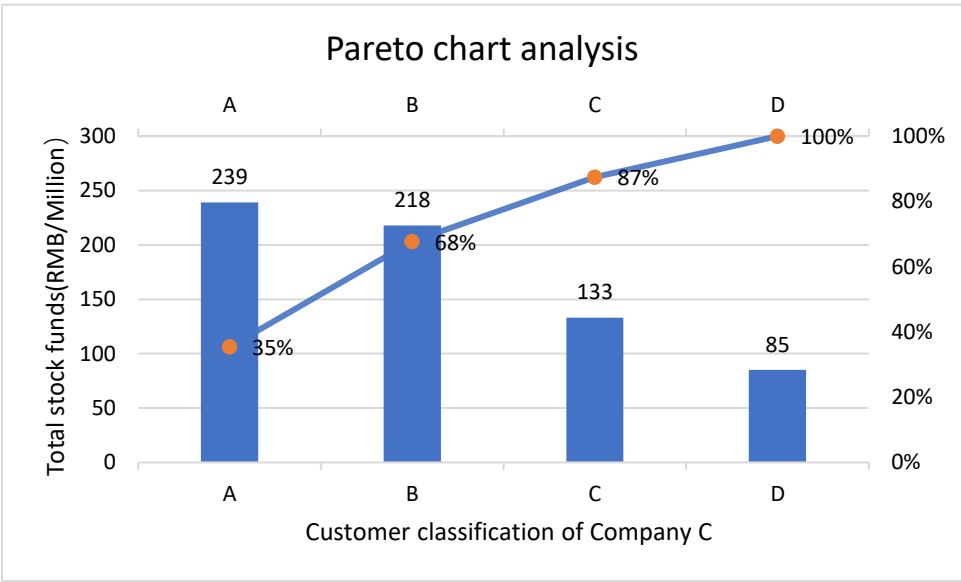
Customer classification of Company C	Number of clients	Percentage	Total stock funds(RMB/Million)	Percentage
D	68	48%	85	13%
C	34	24%	133	20%
B	27	19%	218	32%
A	14	10%	239	35%
	143	100%	675	100%

Source : Internal data collation of the company

Currently, Company C has a total of 143 customers. The highest number of clients is in category D and the lowest number of clients is in category A. In terms of the size of the stock, the investment amount greater than 6 million RMB for the A and B class customers is the most, the investment amount in the range of 1 million RMB to 3 million RMB for the D class customers is the least.

It can be seen that among the clients of Company C, those who invested higher amounts of money, although small in number, accounted for the highest proportion of the company's accumulated stock.

Figure 4.8 - Pareto chart analysis



Source: Author

The total number of Class A and Class B customers is less than 30%, but contributes nearly 70% of the sales. According to Pareto's law, focusing on serving these two types of customers and finding more HNW customers in the affluent class can bring more economies of scale and economic benefits to C Company.

Questionnaire survey analysis

A Survey was conducted with the purpose of study the satisfaction level of customers (see Appendix A). The first part of the questionnaire includes the client's age, education level, annual household income, the client's source and investment objectives. The second part of the survey intends to evaluate the customer satisfaction in terms of product, service, branding, marketing

and customer relationship. A 5-point Likert scale was used, since very dissatisfied, dissatisfied, average, satisfied and very satisfied.

According to Pareto's Law, customers of category A and B were selected as the study population for this survey, totaling 41 people.

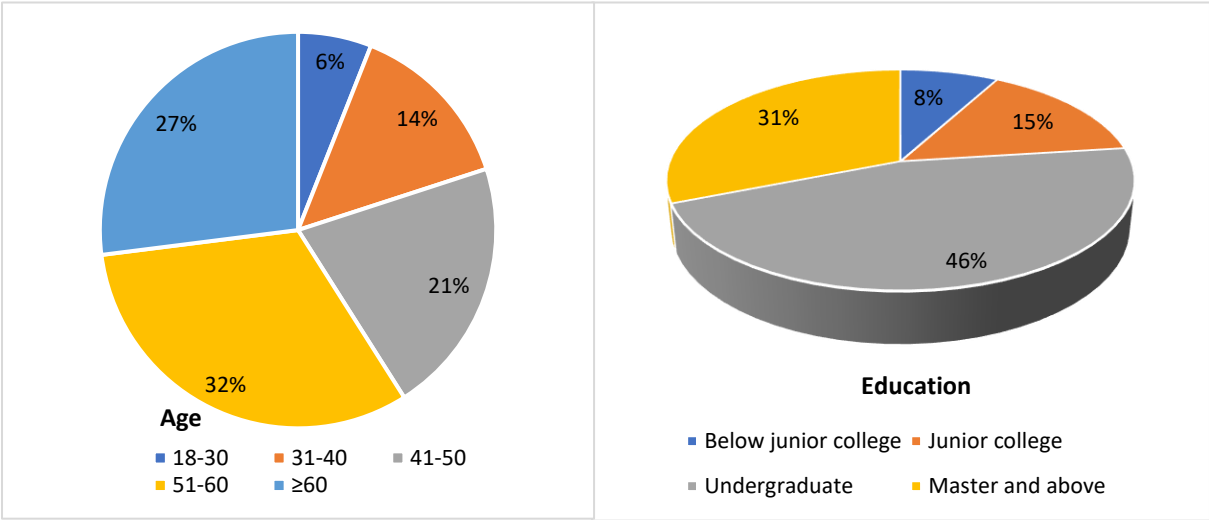
C-Company is small with a small number of HNW clients with investments totaling more than RMB 6 million. The questionnaires are completed in person with the customer to ensure the authenticity of the customer's information and answers, and can be judged as valid questionnaires.

Through this designed questionnaire, problems are identified to provide a basis for later improvement plans.

a) Basic Client Information Analysis

This part of the information includes the HNW client's age, education level, annual household income, the client's source and investment objectives.

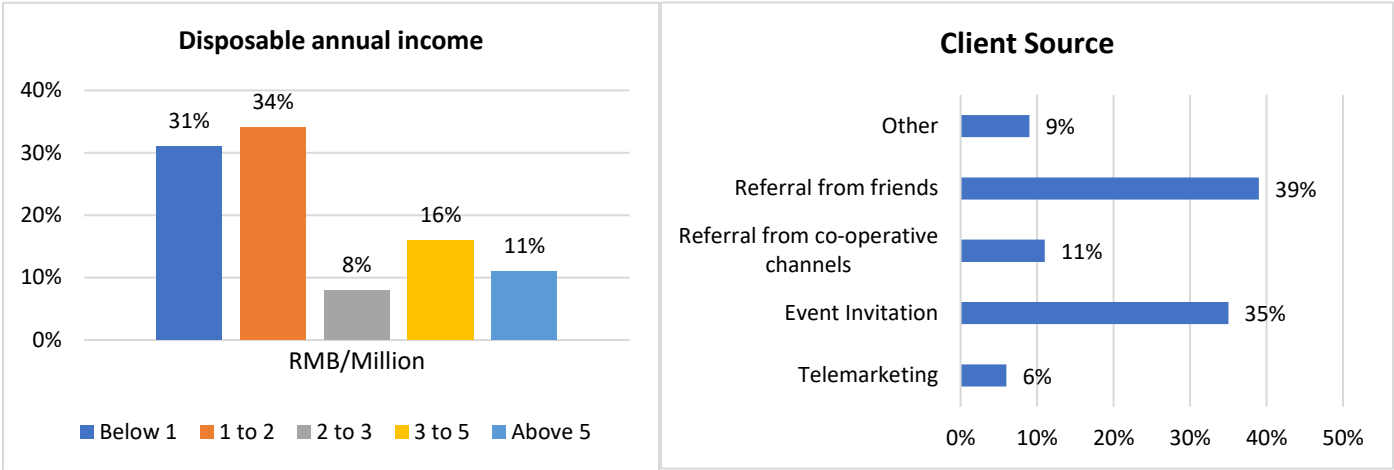
Figure 4.9 - Age and education of clients



Source: Questionnaire Survey

HNW clients with higher investment amounts are older overall, with the largest number in the 51-60 age group. Their education level is also generally higher, with undergraduate's degree being the most prevalent.

Figure 4.10 - Annual income and source of clients

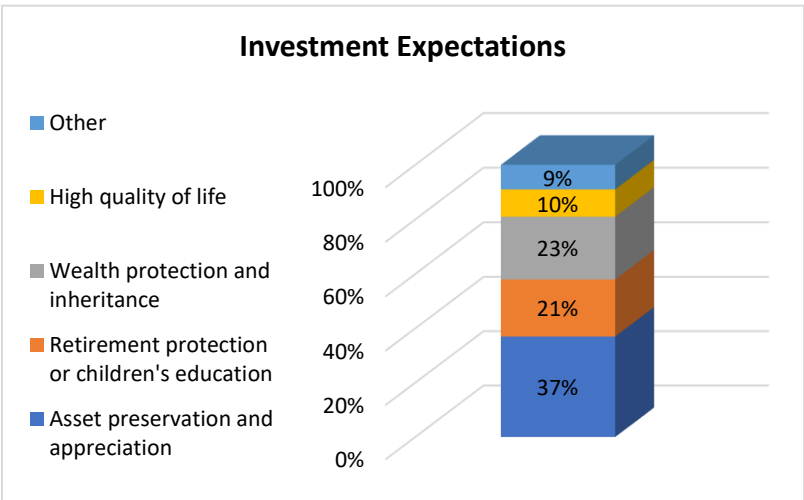


Source: Questionnaire Survey

Their disposable annual household income is high, with the highest proportion of RMB 1 million to 2 million. They prefer to learn about companies through word-of-mouth, friend referrals and attending events in person.

In terms of investment expectations, they are most interested in preserving and increasing the value of their assets through reasonable asset allocation.

Figure 4.11 - Investment expectations of clients

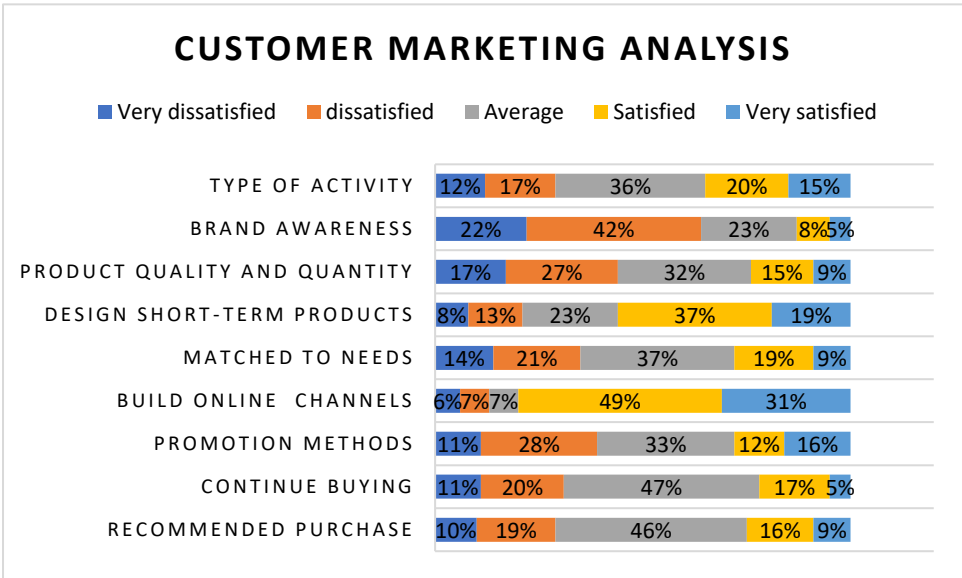


Source: Questionnaire Survey

In terms of investment expectations, they are most interested in preserving and increasing the value of their assets through reasonable asset allocation.

b) Customer Satisfaction Analysis

Figure 4.12 – Customer marketing analysis



Source: Questionnaire Survey

The dissatisfaction level of customers choosing "type of activity" is low, but 36% choose "average", the company needs to continue to maintain and innovate in this area.

The company's brand awareness is low, in which 22% of customers chose "very dissatisfied" and 42% are "dissatisfied". So, it is needed to improve brand awareness.

Customers were dissatisfied with the products, with only 24% choosing "satisfied" and "very satisfied", indicating that the company's good products are few and have a long term, most of them are 24-month products, and the shortest term is 12 months. Customer satisfaction with the design of short-term products is high, with 37% "satisfied" and 19% "very satisfied".

In terms of "matched to needs", the largest proportion of people chose "average", accounting for 37%, and "dissatisfactory", accounting for 21%. This indicates that staffs do not meet the needs of customers in terms of asset allocation.

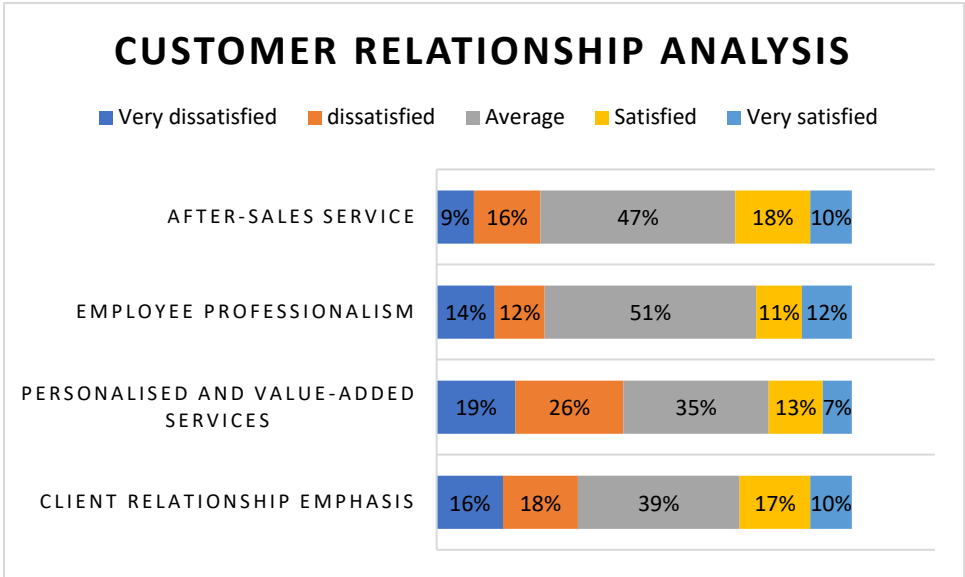
Customers were satisfied with the establishment of online marketing channels, with 49% choosing "satisfied" and 31% "very satisfied". 33% of the respondents chose "average" for

"promotion methods", 28% are "dissatisfied" and 11% "very dissatisfied". The company needs to improve its promotional methods.

In terms of "continue to buy" and "recommend to buy", customers chose "average" in the majority, accounting for 47% and 46% respectively.

Company C needs to do a better job of marketing services, increase brand awareness fully understand customer needs, find good products for customers, establish online marketing channels, and provide customers with convenient services, so that customers will continue to buy the company's products and recommend more customers.

Figure 4.13 – Customer relationship analysis



Source: Questionnaire Survey

About half of the respondents are neither satisfied nor dissatisfied with "after-sales service" and "employee professionalism", which means that Company C still needs to continuously improve in these aspects.

Customers are dissatisfied with the company's "personal and value-added services", with 19% "very dissatisfied" and 26% "dissatisfied".

The Company needs to enhance after-sales service and staff professionalism training, and add more personal and value-added services to improve customer experience.

4.3. SWOT Analysis

Strengths

- All members of Company C's team have relevant certificates in finance.
- Most of the staff come from financial institutions and have been in the industry for many years, with lots of experience.
- The company organizes various types of offline events, which maintains and strengthens the bonds between customers.

Weaknesses

- Company C's low brand recognition and customers' lack of a sense of belonging.
- The company did not have a strong online service system to further improve customer management efficiency. Customers also cannot learn about the company and buy products online, which is very inconvenient and the customer experience is weak.
- The product form is single, the number of products is small, there is no customer product, and customer loyalty is poor.
- Lack of personalized and value-added services, average after-sales service, and untimely feedback to customers, resulting in low customer satisfaction.

Opportunities

- China's economic environment is well, relevant laws and regulations are sound, and regulatory policies are constantly improving, providing a solid foundation for the future development of the industry.
- The wealth management industry in China has not developed for a long time, and many HNWI's have outdated investment concepts and risk education levels. They need professional consulting services to provide comprehensive solutions.

Threats

- Other third-party companies in the same industry have strong capabilities, while Company C has no obvious advantage in competing for HNWI resources.
- In the future, financial institutions such as banks and securities companies will successively establish their own wealth management subsidiaries to enter the wealth management market. Company C will face enormous competition and challenges.

4.4. Marketing Plan Objectives

With this marketing plan, C Company intends to reach the following objectives:

- Increase the number of new customers;
- Increase the retention rate of customers;
- Increase the revenues;
- Increase the satisfaction level of customers;
- Improve the customer relationship management.

4.5. Segmentation, Targeting and Positioning

Segmentation of the market

Table 4.6 presents the market segments, based on clients' investable funds.

Table4.6 – Market segments

Corporate Customer Level Setting	
Customer Level	Investable Assets (RMB/Million)
Silver	$X < 3$
Gold	$3 \leq X < 6$
Diamond	$X \geq 6$

Source: Author

Diamond customers are mostly entrepreneurs or corporate executives with higher education and need diversified asset allocation to match their needs. For them, personal and value-added services are very important, and value the company brand

Gold customers focus on the return on investment of the product as well as quality after-sales service.

Silver customers are on average not very old, prefer to subscribe products via online, prefer digital services and look at company promotions. Although every customer is important, it does not make sense to allocate the company's resources in a completely equal manner; different types of customers bring different values to the company and the cost of customer maintenance is also different.

Target Market

Effective differentiation of customers can serve the business better. The target of C Company is the Diamond customers. Nevertheless, some efforts must be done in order to convert silver customers into gold ones and gold customers into Diamond customers.

Positioning

Focusing on customer needs, we provide professional, efficient and convenient wealth management services by building a professional team and using advanced digital means.

4.6. Marketing-Mix

4.6.1. Product

To improve the product offer of C Company, it is proposed the implementation the following actions:

- **Improve product quality, increase product quantity and develop special products**
More than 40% of the survey respondents are dissatisfied or very dissatisfied with the quality and quantity of products offered by Company C. Currently, Company C has a scarcity of quality products, a small number of products to choose from within each type of product, and many of the products are also similar to those of other third-party companies with no scarcity. As such, Company C should strengthen its co-operation with the head financial companies to get quality projects to enrich and improve each type of product line. Cooperating with these top-ranked financial companies to develop products will increase Company C's visibility and attract customers by differentiating its products from those of other third-party companies.
- **Increase the number of products with different investment periods, so that customers can choose flexibly and have more liquidity of funds**
Most of Company C's products are of medium to long term investment tenure, with 12-month and 24-month products in the majority. More than half of the survey respondents demonstrated being interested if company offered short-term products. So, Company C should design and offer 3-month, 6-month and 9-month products on a 3-month cycle.
- **Customer demand-driven products**
Only 28% of the respondents consider that their manager recommends products that meet their need, so, for important HNW clients, C company has to understand their wealth needs

and customer products to meet their needs. C Company should set up a special service team to provide investors with more guidance on asset allocation.

- Held customer activities in the traditional Chinese festivals, such as Mid-Autumn Festival, Dragon Boat Festival, etc., and give holiday gifts.
- Timely send blessings and small gifts to customers' birthdays, and regularly organized regular customers to participate in recreational activities

In terms of after-sales service, the following actions are proposed to be implemented:

- Send post-submission reports on time
According to different product types, the company will send out monthly, quarterly and annual reports by email to our clients on a regular basis.
- Tracking reminders for products
Every time the product is to pay interest, remind customers one week in advance of the interest payment time, so that they can keep an eye on their bank accounts to see if they receive the interest on time.
One month before the product is about to expire, Company C should contact the customer in time, communicate in advance and do a good service to recommend a new product for the customer.

4.6.2. Price

In terms of pricing, it is proposed that Company C implements the following action:

- Lower the starting point of investment amount, differentiated price distinction
It is proposed that the company sets the minimum investment starting point at RMB 100,000, divided into three investment types: below 10-50-100 (RMB/100,000). Some customers are first time to contact with Company C. They do not understand and not fully trust the company, so they are not willing to invest too much money. Lowering the starting point of investment amount, it is easy to convince new customers to start doing investments through the Company C, that is, let them become the clients of Company C first, then slowly get to know the company better, and finally prepare for the conversion of large capital investment.

4.6.3. Place

In terms of placement, it is proposed that Company C implements the following action:

- Establish online channels and provide convenient services through APP software
About 80% of the survey respondents demonstrated being interested in online channels. So, it is proposed that Company C simplify the offline purchase process and provide customers with rich and diversified products and marketing services online.

Company C can also acquire new customers and maintain old customers through the online platform. Firstly, it can attract more new customers to register; secondly, it can push financial, news, life and other related information to maintain old customers; and finally, it can promote activities online and invite customers to participate in offline activities, so as to strive to convert online traffic into offline sales.

4.6.4. Promotion

It is proposed that Company C implements the following promotion actions:

- Co-operate with high-end companies or merchants to establish high-quality offline direct sales channels.

These channels will provide high-end meeting places for social events, such as golf events, high-end car clubs, high-end medical care, high-end travel, etc. Many of their customers are Company C's target group, and both companies can work together to maximize benefits. For example, for some luxury shops, Company C can co-organize luxury exhibitions with the merchants. Some of the financial clients of Company C must have purchasing needs, so Company C can provide co-branded goods with the merchants, and at the same time provide exclusive preferential prices for its clients. And the luxury shop provides Company C with more sales opportunities.

- Gifts according to the amount of money invested

For customers who have accumulated a one-time purchase or a single purchase of products with a total amount of 3 million RMB (inclusive) or more, corresponding gifts will be given (Table 4.7).

Table 4.7- The gift

Investment Amount (RMB)	Promotional Gifts
$3 \text{ million} \leq X < 6 \text{ million}$	Shopping or petrol card
$6 \text{ million} \leq X < 10 \text{ million}$	Branded mobile phones
$X \geq 10 \text{ million}$	Branded computer

Source: Author

- Reward Scheme for Existing Customers who Continue to Invest after Product Maturity
The total amount of one-time cumulative renewals or single renewals for regular customers may not be set as a minimum threshold, but different investment amount ladders will be set, and regular customers only need to satisfy the corresponding ladder conditions to enjoy the corresponding rewards.

Table 4.8- The return

Investment Amount (RMB)	Increased annualised rate of return
$X < 3 \text{ million}$	0.20%
$3 \text{ million} \leq X < 6 \text{ million}$	0.40%
$6 \text{ million} \leq X < 10 \text{ million}$	0.60%
$X \geq 10 \text{ million}$	0.80%

Source: Author

- Organize various offline activities and reward old customers with referrals to new ones
Invite customers to participate in salon activities, also let the old customers introduce new customers to participate together, so that new customers start having contact with the company. Wealth management managers use the relationship of old customers to establish initial contact with new customers, in order to lay a good foundation for the later marketing services.
- Hold more post-investment small private networking sessions for clients to provide personal value services.

For example, private salon activities, round tables, dinner exchanges, etc., by the company's professional services team and the company's senior management face-to-face to share both some of the market macro and micro situation, and the current investment hotspots. These activities allow to enhance customer satisfaction.

- Produce customer-specific online financial courses on financial knowledge of interest to customers.
- Conduct financial seminars to instil a correct sense of investment on customers, that allows them to recognise that the essence of finance is risk management, and helps them to choose the level of risk they are able to take. Secondly, these seminars also allow to teach investors about how to choose quality financial assets and how to make asset allocation to meet the binomial of capital liquidity and returns.

Finally, an increase in the C Company reputation is crucial to reach all the defined objectives. So, some actions are proposed to increase the reputation of the company:

- Establish the company official website
The official website must have the company presentation, important publicity events, etc., which increases the brand promotion and allows more people to deeply understand the company.
- Design the company logo
- Participation in financial institution awards
Winning professional awards can earn customers' trust and increase brand exposure.
- Using Self-Media for Branding
Register an official media account is a way to promote the company through media, and shoot relevant videos to spread the company's brand and enhance its popularity.
- Participating in public welfare activities to enhance brand influence
Participate more in charitable and public benefit activities, contribute to public welfare undertakings and establish a good brand image.

4.6.5. People

HNWIs are generally highly educated and socially experienced, and some of them are also professional investors with their own investment philosophies. Staff of C Company has to

continuously improve their professionalism and service quality in order to better maintain clients and increase trust. As such, two actions are proposed:

- Expertise training to enhance professionalism
The company should provide regular professional training, including financial expertise, product training, sales skills, how to relate with customers, etc., which improves the professionalism of the sales force. Incentives are set after the training to motivate them to enhance their professionalism.
- Expertise training to develop excellent service skills
Service personnel must undergo service training. Besides, one of the indicators of performance appraisal must be the service quality, in order to enhance their service awareness.

4.6.6. Process

Company C needs to pay attention to and continuously improve the digital services. Thus, in order to better serve customers, some actions are proposed in terms of processes.

- Improvement of the integration of online platforms
- Enrichment of the functions of online systems
- More technical service support for customer relationship management must be provided
- Establishment of a professional CRM system

A CRM system is crucial to improve the customer management process in C Company.

From the first contact between the customer and the company, to the final in-depth cooperation, and to maintain a long-term stable relationship, each touch point in the process should be based on rules, in order to avoid negligence and omissions, and to avoid customers feel unfair treatment.

The digital platform can collect and accumulate big data on clients' investments and behaviour, as well as provide feedback on services or their own needs.

The CRM system allows the analysis of customer information data in depth. These results may be applied to make decisions, either in terms of each specific customer or customer segments. For instance, through the establishment of a data model for the analysis of customer behaviour, it is possible to better recommend products of interest to target

customers. It classifies the stock of customers and provides differentiated asset allocation solutions to meet the needs of customers for diversified product allocation and enhance the comprehensive service capability for customers.

The CRM system should cover both standardised operations, such as customer guidance and welcome process, consultation process, file building process, signing process and after-sales maintenance process, as well as humanistic and emotional parts, such as customer care, high net worth customer interaction, etc., to enhance customer experience.

- Respond to customers in a timely manner

When customers put forward questions, opinions or suggestions through online or offline, C Company should respond in time by using the CRM system.

4.7. Budget

Table 4.9 presents the budget to implement this marketing plan.

Table 4.9- Budget Table

ACTIVITIES	BUDGET
Create an online channel	
Official website	¥ 6,000.00
Official APP	¥ 30,000.00
Annual website and app maintenance costs	¥ 2,500.00
Gifts	
Traditional festival	¥ 30,000.00
First time purchase for new customers	¥ 135,000.00
Various offline activities	
Venue fees and service charges	¥ 32,000.00
Staff training costs	
Professionalism training	¥ 6,000.00

	Service training	¥	6,000.00
Publicity costs			
	Official promotional video	¥	2,000.00
CRM system			
	Purchase Management System	¥	150,000.00
	Annual system maintenance and upgrade costs	¥	20,000.00
	Total	¥	419,500.00

4.8. Control and Assessment

Table 4.10 presents the Key Performance Indicators to measure the achievement of each objective.

Table 4.10- Control and Assessment

OBJECTIVES	KPI
Increase the number of new customers	Increase by 30%
Increase the retention rate of customers	80% of regular customers continue to purchase financial products
Increase the revenues	Performance growth of 20%

5. Conclusions

China's third-party wealth management industry is relatively new, but it has been growing rapidly and is highly competitive. In this context, Company C has been losing some old customers and presents some difficulties in acquiring as many new customers as it is desired. As such, the objective of this project is to design a marketing plan for the company for 2024. With this marketing plan, Company C aims to increase the company's business revenue, improve customer relationships, increase customer satisfaction, retain old customers and attract new ones.

In the diagnosis of the external environment, the industry and competitors are presented, as well as consumer preferences. These external analyses point out the opportunities and challenges for Company C. Then the internal analysis of the company was conducted, as well as the SWOT analysis.

Based on the above analysis, the project collected a large amount of information and data, then segmented the market, identified the target group, combined with its market positioning, and developed a marketing plan for Company C for 2024, through the proposal of marketing mix policies for price, promotion, channels, products, people, and processes. For example, improving product quality and quantity, developing various incentive schemes, establishing an official website and online service system, improving after-sales service, and improving the professionalism of personnel. Improved customer relationships in many ways, attracted old customers to continue to invest and refer new customers, thus increasing the company's revenue and achieving a win-win situation with customers.

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Appendices

Appendix A – Customer Satisfaction Questionnaire

Part I Basic Information

1 Your age:

A.18-30 years old B.31-40 years old C.41-50 years old D.51-60 years old E.60 years old or above

2.Your education range:

A. Below college B. College C. Bachelor's degree D. Master's degree E. Doctor's degree

3. What is your annual disposable household income (X stands for investment amount, RMB/million).

A. $X < 1$ B. $1 \leq X < 2$ C. $2 \leq X < 3$ D. $3 \leq X < 5$ E. $5 \leq X$

4. Through what channels did you learn about the company?

A. Telephone sales B. Activity invitation C. Recommendation from co-operative channels D. Recommendation from friends who have purchased products E. Others

5. What is your expectation of investment and finance?

A. Asset preservation and appreciation B. Pension protection or children's education C. Wealth protection and inheritance D. High quality of life E. Others

Part II: Satisfaction Survey

6. If short-term products are designed for your flexible choice, are you satisfied?

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied

7. Are you satisfied with the quality and quantity of products provided by the company?

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied

8、 The products recommended to me by the financial manager are matched with my needs

A. Very dissatisfied B. Dissatisfied C. Average D. Satisfied E. Very satisfied

9. I will continue to buy the company's products

A. very dissatisfied B. dissatisfied C. average D. satisfied E. very satisfied

10. I would recommend my friends to buy the company's products

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied

11. How is the current image and brand awareness of the company?

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied

12、 The company's emphasis on customer relations

A. Very dissatisfied B、 Dissatisfied C、 General D、 Satisfied E. Very satisfied

13、 Is the company satisfied with the professionalism and service of the financial manager?

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied

Are you satisfied with the after-sales service provided by the company?

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied

15、 If the company establishes online marketing channels are satisfied?

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied

16、 Is the personalised and value-added services provided by the company satisfactory?

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied

17、 Are you satisfied with the various activities organised by the company?

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied

18、 Are you satisfied with the company's promotional methods?

A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied