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A study of marketing strategies of D auto insurance company in Xingtai City

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Master in Applied Management

Supervisor:

Professor Doctor Prof. Pedro Fontes Falcão, Assistant Prof.,
ISCTE-IUL

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BUSINESS
SCHOOL

Department of Marketing, Operations and General Management

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Abstract

China's automobile insurance market is vast, with over 360 million registered vehicles by the end of 2021. Xingtai D Auto Insurance Company faces intense competition and must address challenges while seizing opportunities. The focus is on enhancing brand value, understanding customer needs, developing new services, innovating the sales system, and improving services.

Analyzing the latest Chinese automobile insurance policies using the PEST and SWOT models, the IDIC model identifies key issues. Xingtai D needs to strengthen brand promotion for higher awareness and reputation. Expanding the business scope and introducing new products can meet customer demands. Innovating the sales system will enhance customer experience and revenue. Improving services will boost customer satisfaction and brand value.

By combining qualitative and quantitative analysis, including literature research and empirical studies, the study recommends prioritizing brand promotion for better recognition. Developing new services caters to growing customer demands. Innovating the sales system improves experience and sales. Lastly, improving services leads to higher customer satisfaction and brand value.

In conclusion, Xingtai D Auto Insurance should focus on promoting its brand, developing new services, and innovating the sales system while prioritizing customer satisfaction. Implementing these measures will strengthen their position in the competitive Chinese automobile insurance market and drive business growth.

Keywords: Insurance, marketing, sales system, service improve

JEL Classification: M37,M10

Resumo

O mercado de seguros automóveis da China é vasto, com mais de 360 milhões de veículos registados até ao final de 2021. A Xingtai D Auto Insurance Company enfrenta uma concorrência intensa e deve enfrentar os desafios e aproveitar as oportunidades. A tónica é colocada no reforço do valor da marca, na compreensão das necessidades dos clientes, no desenvolvimento de novos serviços, na inovação do sistema de vendas e na melhoria dos serviços.

Analisando as mais recentes apólices de seguro automóvel chinesas utilizando os modelos PEST e SWOT, o modelo IDIC identifica as principais questões. A Xingtai D precisa de reforçar a promoção da marca para uma maior notoriedade e reputação. A expansão do âmbito do negócio e a introdução de novos produtos podem satisfazer as exigências dos clientes. A inovação do sistema de vendas melhorará a experiência do cliente e as receitas. A melhoria dos serviços aumentará a satisfação do cliente e o valor da marca.

Ao combinar a análise qualitativa e quantitativa, incluindo a investigação bibliográfica e os estudos empíricos, o estudo recomenda que se dê prioridade à promoção da marca para um melhor reconhecimento. O desenvolvimento de novos serviços responde às crescentes exigências dos clientes. Inovar o sistema de vendas melhora a experiência e as vendas. Por último, a melhoria dos serviços conduz a uma maior satisfação dos clientes e ao valor da marca.

Em conclusão, a Xingtai D Auto Insurance deve concentrar-se na promoção da sua marca, no desenvolvimento de novos serviços e na inovação do sistema de vendas, dando prioridade à satisfação do cliente. A implementação destas medidas reforçará a sua posição no competitivo mercado chinês de seguros automóveis e impulsionará o crescimento do negócio.

Palavras-chave: Seguros, marketing, sistema de vendas, otimização de serviços

JEL Classification: M37,M10

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1.INTRODUCTION

1.1 Research Background

The auto insurance market is a part of China's auto market that cannot be ignored. As China's economy continues to grow and people's income increases, vehicle ownership continues to rise. According to statistics, as of 2021, the number of cars owned in China has exceeded 365 million, with private cars accounting for more than 80% of the total. This makes the size of China's auto insurance market very large. China's auto insurance business has exceeded \$2 billion in premiums since 1988, the first time that it has truly surpassed other industrial insurance premiums and thus become the number one insurance type in property insurance, and it has been growing continuously until now .

As an important city in Hebei province, the number of car ownership in Xingtai is also increasing. According to the data of local traffic management department, by the end of 2021, the car ownership in Xingtai has exceeded 700,000, of which the proportion of private cars is also more than 80%. With the increase in the number of vehicles, the auto insurance market has become more and more important.

At the same time, with the increase of people's income, the premium of car insurance has also increased year by year. According to data from the China Insurance Association, China's auto insurance premium income has reached 1.5 trillion yuan in 2019, up 9.4% year-on-year. These figures show that the auto insurance market has become a huge market in China and has great potential for growth.

In the modern market economy, marketing is an important tool for business survival and development, especially in the highly competitive auto insurance market. The development and implementation of marketing strategies is one of the key factors that determine whether a company can achieve success in the market. The research on marketing strategy of auto insurance in Xingtai market is not only an important prerequisite for Xingtai auto insurance companies to develop accurate marketing strategies, but also an empirical evidence and application of the relevant theories of marketing, and a discussion and summary of auto insurance marketing strategies, which are important to solve the problems of auto insurance brand value improvement, customer demand, sales system improve and service quality

improvement in Xingtai market.

In such a context, it is particularly important to study the marketing strategies of auto insurance in Xingtai market. By studying the marketing strategies of Xingtai market, it can not only provide more accurate marketing strategies for insurance companies, but also provide experience and reference for the study of other auto insurance markets. In conclusion, by studying the marketing strategies of auto insurance in Xingtai market, it can provide more accurate marketing strategies for insurance companies, which can enhance the value and visibility of auto insurance brands, increase the market share, and achieve more robust development. At the same time, it can also provide experience and reference for the research of other auto insurance markets and promote the development of the whole industry.

1.2 Purpose and significance of the research

1.2.1 Purpose of the study

The study aims to analyze the internal and external environment of Xingtai D auto insurance market by applying PEST and SWOT models, identify the existing problems using IDIC model, and propose feasible solutions for improving brand value, satisfying customer needs, enhancing sales system, and improving services. To analyze the political, economic, social and technological factors of Xingtai D auto insurance market using PEST model to understand the impact of these factors on the market development. To analyze the strengths, weaknesses, opportunities and threats of the Xingtai D auto insurance market using the SWOT model to find out the potential problems in the market. To identify the problems in the Xingtai D auto insurance market using the IDIC model and the impact of these problems on the market development. To propose feasible solutions that will help the Xingtai D auto insurance market to improve its brand value, meet customer needs, enhance its sales system, and improve its services.

1.2.2 Research significance

The Xingtai D auto insurance market is an important auto insurance sales market in the Xingtai region, which is of great significance to the development of the economy and the protection of people's lives in the Xingtai region. The implementation of this study can provide an in-depth understanding of the internal and external environment of the market,

identify potential problems, develop practical solutions, and provide references and lessons for the healthy development of the market. At the same time, this study can also provide reference and reference for other similar market studies and help promote the healthy development of the auto insurance sales market.

1.3 Thesis structure arrangement

The technical roadmap of the thesis is shown in Figure 1.1:

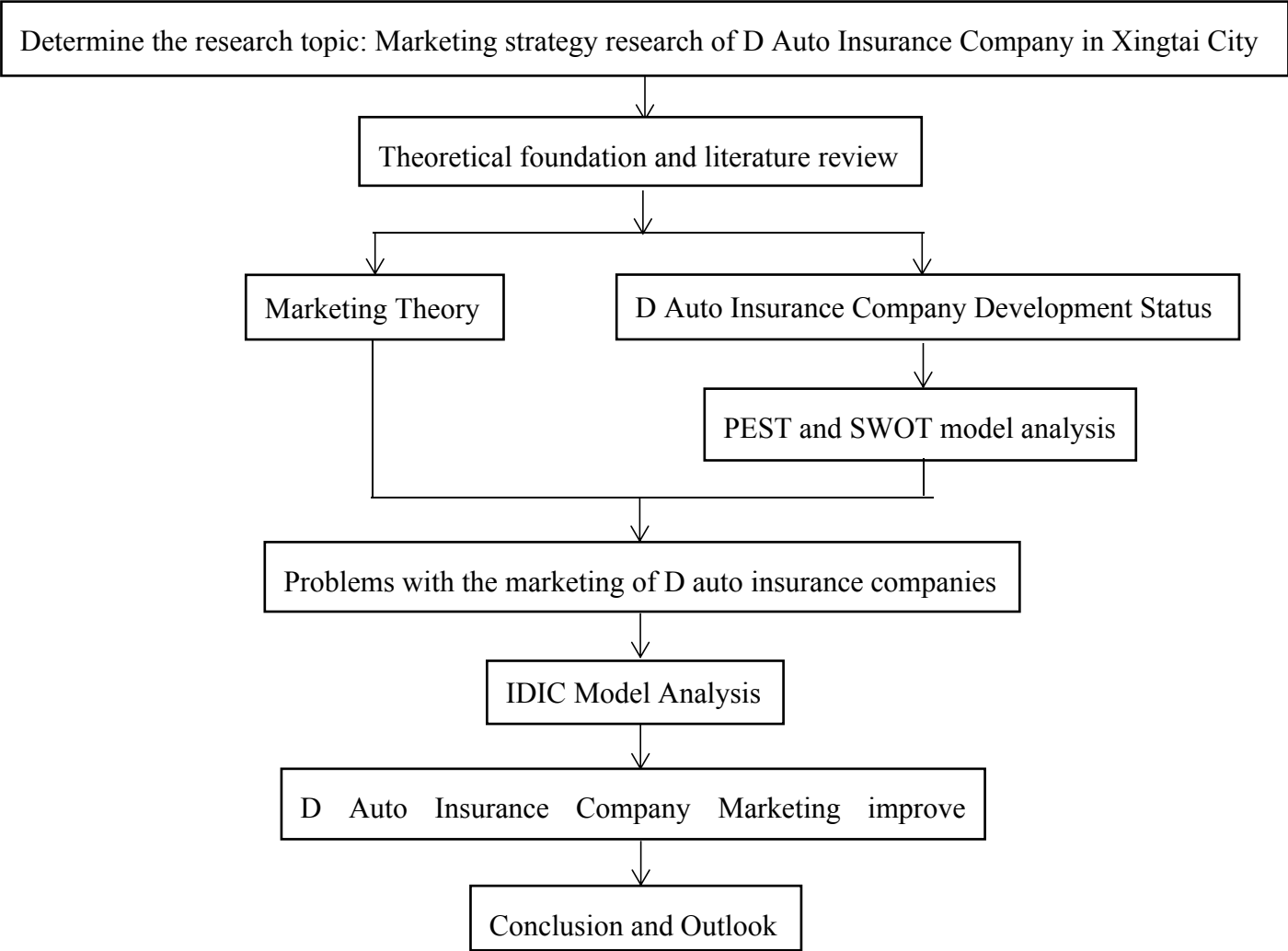


Figure 1.1 Thesis framework diagram

2. LITERATURE REVIEW

Marketing Theory: Marketing refers to all business activities that individually and collectively adapt and develop markets to promote sales. Marketing is the study of the laws, strategies and methods of marketing (Tan, 1994) . The concept of marketing was originally thought to have been introduced by Levitt (1960), where he emphasized that successful businesses are not product-centric, but rather customer-centric, making profits by satisfying customer needs. He emphasizes the importance of defining the business with customer needs at the core rather than product characteristics (Theodore, 1960). Chen, et al. (2023) point out that customer relationship management is a comprehensive marketing management concept that integrates internal and external resources of the company, systematically manages and analyzes customer information, and achieves effective communication, relationship maintenance, and value creation between the company and its customers. effective communication, relationship maintenance and value creation between enterprises and customers to improve the market share, competitiveness and profitability of enterprises (Chen, Xu, Huang, Zhou, & Jiang, 2023). Liu (2023) published an article entitled "The role of customer relationship management in corporate marketing" in the journal *Modernization of Shopping Malls*, arguing that good customer relationships can lead to more business opportunities and higher customer satisfaction, thus increasing the sales and market share of the company (Liu, 2023) . Gao (2023) published an article entitled "Analysis of customer relationship management in corporate marketing" in the journal *Management and Technology of Small and Medium Enterprises*, stating that the key elements of customer relationship management include customer orientation, customer satisfaction, customer loyalty, and customer value (Gao, 2023) . Therefore, customer relationship management is one of the important tools for companies to achieve sustainable development and improve performance.

PEST theory: PEST analysis was first proposed by Aguirre (1967) and is a method used to study the macro environment of enterprises. PEST analysis includes four elements: political factors, economic factors, social factors and technological factors. By analyzing these factors, enterprises can better understand the market environment, develop corresponding marketing strategies and improve enterprise's competitiveness.

Political: Political factors mainly include factors such as government policies, laws and

regulations and political stability. Changes in government policies, changes in laws and regulations, and political turmoil can all have an impact on business activities. Therefore, enterprises need to pay close attention to the changes in political factors and adjust their strategies in a timely manner.

Economic: Economic factors include monetary policy, economic growth, inflation and other factors. These factors directly affect the revenue and cost of enterprises, therefore, enterprises need to understand the changes in the economic environment and adjust their marketing strategies in a timely manner.

Social: Social factors mainly include demographic structure, culture, values and other factors. These factors affect consumer demand and purchasing behavior, therefore, enterprises need to understand the changes in social factors and develop corresponding product and marketing strategies to adapt to market demand.

Technological: Technological factors include technological innovation, competitors' technological level, technological cooperation and other factors. These factors directly affect the technological innovation and product development capabilities of enterprises, therefore, enterprises need to understand the changes in the technological environment and adjust their marketing strategies in a timely manner.

PEST analysis is a method used to study the macro environment of enterprises, including four elements: political factors, economic factors, social factors and technological factors. By analyzing these factors, enterprises can better understand the market environment, develop corresponding marketing strategies and improve their competitiveness. Therefore, enterprises should fully consider the influence of PEST factors when formulating marketing strategies and adjust their strategies in a timely manner according to the changes in the market environment in order to adapt to market demand (Aguilar, 1967).

SWOT theory: SWOT marketing strategy is a widely used analysis method in marketing. SWOT analysis aims to identify the strengths, weaknesses, opportunities and threats of a company or product in the market. This method was first proposed by American management scientist Humphrey and is now widely used in strategic planning and decision making in businesses and organizations. Recent studies have shown that the application of SWOT analysis in marketing is gradually increasing.

According to Liu (2020), SWOT marketing strategies can help companies identify their strengths and weaknesses in the market. The study found that through SWOT analysis, companies can better understand the market environment they are in and determine their positioning in the market and target customers. In addition, SWOT analysis can help firms identify the characteristics and competitive advantages of their products or services, and provide opportunities to develop new products or services(Liu, 2020). The study by Li(2022) further confirms the application of SWOT analysis in marketing. The study shows that through SWOT analysis, companies can identify potential market opportunities and develop marketing strategies accordingly. In addition, SWOT analysis can also help firms identify the threats they face and develop appropriate risk management strategies to better protect their interests(Li, 2022).

To sum up, SWOT marketing strategy is an effective marketing analysis tool that can help companies identify their strengths, weaknesses, opportunities and threats in the market. Through SWOT analysis, companies can better understand the market environment they are in, develop corresponding marketing strategies, and better protect the interests of the company.

IDIC theory: IDIC marketing theory is a marketing strategy developed based on the IDIC concept in Star Trek. It was first proposed by American management scientist Peter Drucker in his 1954 book "The Practice of Management".The core idea of IDIC marketing theory is that different customers should be respected and appreciated in marketing activities to meet their different needs and preferences.

In IDIC marketing theory, IDIC stands for the following five concepts:

Infinite Diversity : Each customer is unique and has different needs and preferences.

Infinite Combinations:: Combining products and services to meet the different needs and preferences of customers.

Interaction : Effective communication and interaction with customers to better understand their needs and feedback.

Improvements : Continuously improve products and services to adapt to changes in customer needs.

Customer-centricity: Customer-centeredness, always paying attention to their needs and

feedback, and incorporating them into marketing decisions and actions.

By respecting and appreciating the diversity and differences of customers, as well as effective communication and interaction, IDIC marketing theory can help companies better understand their customers' needs and preferences, and base their marketing activities on them. It also helps companies to interact and communicate better with their customers and helps them to better understand their needs in order to increase customer satisfaction and loyalty(Peter, 1954) .

In the context of digitalization and big data technologies in the insurance industry, effective marketing strategies become one of the key factors for auto insurance companies to gain competitive advantage and increase market share, as these technologies provide comprehensive, accurate, and personalized customer insights and market analysis capabilities for auto insurance companies. First, Eckert, Neunsinger and Osterrieder (2022) state that digital technologies can enhance the brand image and awareness of insurers. In this thesis, the authors provide various digital technologies, such as smart customer experience, mobile apps, blockchain, and machine learning, which can improve the brand image of insurers and attract more customers (Eckert, Neunsinger, & Osterrieder, 2022). Second, insurers can use big data technologies to better understand customer needs and behaviors. A study by Paredes (2018) provides a case study in which the authors used econometrics, machine learning, and A/B testing techniques to reduce auto insurance churn in an insurer. The results showed that this approach could improve customer satisfaction and retention rates in the insurer (Paredes, 2018). Third, Keiningham et al. (2007) state that insurers can predict customer retention, referral rates, and wallet share through different customer satisfaction and loyalty metrics. They suggest that insurers should use a combination of metrics to measure customer value and develop marketing strategies based on the results of different metrics(Keiningham, Cooil, Aksoy,Andreassen, & Weiner,2007) . Finally, insurers can use digital applications to improve service quality and increase customer satisfaction. A study by Holland et al. (2021) explored how insurers can create ethical guidelines in the context of artificial intelligence and big data analytics. They state that insurers should put customers' interests first and use transparent and interpretable algorithms to make decisions(Mullins, Holland, & Cunneen,2021) . Taken together, these studies in the literature suggest that digital and big data technology-driven

insurers can better understand customer needs and behaviors, improve sales systems and services, and enhance brand image. In addition, insurers should focus on ethical guidelines and put customers' interests first.

Since 2007, the marketing model of the Chinese insurance industry has been under wide scrutiny. Zheng et al. (2007) explored the problems of China's auto insurance marketing model. They argued that the traditional marketing model is difficult to adapt to market changes and rapid changes in customer needs and requires innovation. Since then, the Chinese insurance industry has begun to explore innovations in marketing strategies and actively adopt new technologies to improve service quality and customer satisfaction (Zheng, Zhang, & Zeng, 2007). In his study, Song (2017) pointed out that the development of big data and Internet technology provides new marketing strategies and service opportunities for insurance companies. He argues that insurance companies can use big data to understand customer needs and market trends and develop personalized products and services based on this information. In addition, using Internet technology, insurance companies can better communicate and interact with their customers to improve customer satisfaction. Zhang's (2018) "The Current Situation of County Insurance Marketing and Strategic Suggestions" explores the current situation and challenges faced by the county insurance market in China. The literature points out that in the competition of the insurance market, county insurance companies face problems such as low market share and low brand awareness, and need to strengthen the development and implementation of marketing strategies. Meanwhile, the literature suggests that in the county insurance market, consumers' needs for insurance products are diversified and personalized, and therefore, insurance companies need to develop different types of insurance products according to consumers' needs and characteristics. In addition, the literature points out that in terms of sales system, county insurance companies need to strengthen the construction and integration of online and offline channels to improve sales efficiency. Finally, in order to improve services, county insurance companies should strengthen customer relationship management and improve customer satisfaction. The findings of this literature are important references for understanding the current state of insurance marketing in China and for improving the market competitiveness of county insurers. A recent study is the article by Ye (2021), who studied the marketing strategies of

Guangzhou insurance companies in the context of marketization of auto insurance rates. He argues that in the face of market competition, insurance companies need to improve the added value of their products and customer stickiness by improving their channels and services. He proposed that insurance companies can analyze customer behavior and needs by using big data to understand customers' risk preferences and insurance needs so that they can carry out marketing activities precisely . In addition to marketing strategies, the use of big data for customer relationship management is proposed in an article by Peng (2023). She argues that by analyzing customer data, insurance companies can better understand customer needs and satisfaction, and provide better services. Also, through interactive marketing and precision services, insurance companies can enhance customer loyalty and increase their market share .

Taken together, these literatures indicate that the Chinese insurance industry is increasingly focusing on innovation in marketing strategies in response to market competition and customer needs, and actively using big data to improve services and improve customer satisfaction. This provides additional opportunities and challenges for insurers.

3. METHODOLOGY

3.1 Research Content

This study aims to investigate the development and implementation of marketing strategies for Xingtai D auto insurance, analyze its market environment and the current situation of its competitors as well as its own strengths and weaknesses, explore its customer needs and purchasing behavior, and propose corresponding marketing strategies and programs to improve the company's market share and customer satisfaction. The internal and external environment of Xingtai D auto insurance market is analyzed using PEST model to analyze its political, economic, social and technological environment, and SWOT model to analyze its strengths, weaknesses, opportunities and threats. The IDIC model is used to analyze the problems of market segmentation, positioning, interaction and customer relationship management of Xingtai D auto insurance and to propose corresponding solutions.

3.2 Research Methodology

Various research methods are used in this study to gain an in-depth understanding of the internal and external conditions and customer needs of the Xingtai D auto insurance market, which include:

1.Literature survey method: Through reviewing relevant literature, reports and cases, we collected and organized relevant materials and information about the auto insurance market in order to understand its market environment, competitors and market trends.

2.Interview method: Using semi-structured interviews, in-depth interviews were conducted with the marketing team, customer service team and customers of Xingtai D auto insurance company to understand the development and implementation of its marketing strategies and programs, as well as the customer needs and purchasing behavior.

3.Data analysis method: Through statistical analysis of market research data, internal company data and customer data, etc., corresponding conclusions and inferences will be drawn to verify and support the research findings.

In conclusion, this study will use various research methods in order to explore the current situation and problems of Xingtai D auto insurance market in a comprehensive and in-depth

manner, to propose feasible marketing strategies and solutions, and to provide useful references for the development of the company.

4.ANALYSIS OF THE COMPANY PROFILE AND CURRENT MARKING SITUATION

4.1 Company overview

Xingtai D Car Insurance Company is a professional vehicle insurance company under D Property and Casualty Group, established on 28 August 2019. As an important part of D Property and Casualty Group in the field of vehicle insurance, Xingtai D Car Insurance Company's business scope covers a full range of vehicle insurance services such as compulsory insurance, commercial insurance, car damage insurance and third party liability insurance. Currently, Xingtai D Auto Insurance Company has a number of service outlets in Xingtai City with extensive coverage.

According to data published by the PBOC Insurance Regulatory Commission, the number of vehicles in Xingtai has exceeded 3 million by the end of 2022, showing a rapid growth trend. As the number of vehicles continues to grow, the potential of the vehicle insurance market is also growing. As a professional car insurance company, Xingtai D Car Insurance Company provides efficient, professional and convenient insurance services to vehicle owners in Xingtai, making a positive contribution to the traffic safety and healthy development of the vehicle insurance market in Xingtai.

D Auto Insurance Xingtai has a highly qualified and professional service team to provide quality services to car owners. The company always upholds the service concept of "customer first" and focuses on building long-term trust and cooperation with customers. At the same time, Xingtai D Auto Insurance Company also continues to explore innovative business models, expand market channels and strengthen cooperation with related industry chains to meet the growing insurance needs of car owners. It ranked sixth in the Service Quality Index ranking of national car insurance companies, as follows:

Table 4.1 Property and casualty insurance (motor insurance business) service quality index ranking

Name of company	Index
Ping An of China Property and Casualty Insurance Co.	95.13
China Pacific Property Insurance Co.	92.58
CNA Property & Casualty Insurance Co.	91.91
Lippo Insurance Company Limited	91.25
China Dadi Property & Casualty Insurance Co.	89.86
D Property & Casualty Insurance Company Limited	89.38
Sunshine Property & Casualty Insurance Co.	88.96
AXA Tianping Property & Casualty Insurance Co.	88.47
People's Republic of China Property and Casualty Insurance Co.	88.41
China United Property and Casualty Insurance Co.	88.30

Data source: China Yinxin Insurance

The statistical dimension of this property insurance (motor insurance business) service quality index ranking is very close to the requirements of consumers, it is calculated from 4 dimensions such as service convenience, service access, service recognition and service continuous improvement, involving 7 quantitative indicators such as case out of insurance payment cycle, claim recovery rate, surrender rate, etc., which in general can reflect the comprehensive service quality of insurance companies.

As one of the key subsidiaries of D Property and Casualty Insurance Group, Xingtai D Auto Insurance Company adheres to the core values of everyone in the group: adherence to compliance, respect for the law, professionalism and service. The company continues to improve its service quality and professionalism to provide better insurance protection and service experience for car owners. Xingtai D Car Insurance Company is a professional company focusing on car insurance business, providing quality insurance services to car owners in Xingtai. The company has made positive progress in terms of service quality, business innovation and market expansion, and has made significant contributions to the healthy development of the car insurance market in Xingtai.

4.2 Analysis of the current state of marketing

Xingtai D Car Insurance is a significant player in D Car Insurance in Hebei Province, with 44% of the business volume in the whole of Hebei Province. This is shown in the chart below:

Figure 4.1: Share of D motor insurance companies in provincial company performance

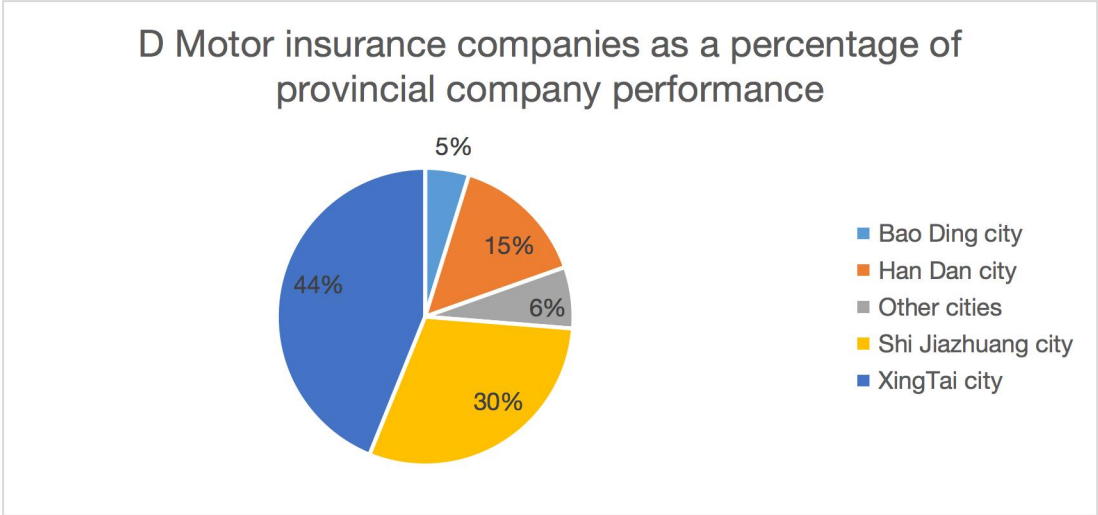


Image source: D Car Insurance internal data

Table 4.2 :Chart showing the share of D motor insurance in the performance of each company in Hebei Province

City	Car Insurance (Unit: million)	Other insurance (Unit: million)
Shijiazhuang	166.11	16.94
Qinghuangdao	1.71	0.16
Handan	33.35	2.86
Xingtai	205.93	22.93
Baoding	9.67	0.99
Zhangjiakou	2.10	0.17
Chengde	1.07	0.12
Cangzhou	7.60	1.12
Langfang	3.28	0.43
Hengshui	2.54	0.31

Tangshan	4.84	0.57
Total	438.22	46.61

Source: D Motor Insurance Company internal data

D Auto Insurance Company's sales channels mainly include dedicated agents (insurance supermarket agents), individual agents (salesmen), car dealers (4S shop agents) and telemarketing, with telemarketing being the most important channel. The renewal rate was able to maintain between 50% and 60% during the non-epidemic period, with the renewal rate for phase renewal customers remaining at around 25%. The renewal contribution of Xingtai D Auto Insurance Company in the whole of Hebei Province was 40.43%.

In terms of renewals, Xingtai D Car Insurance also performs very well. Being able to maintain a renewal rate of 50%-60% is already a relatively high level in the car insurance market, and maintaining a renewal rate of around 25% for customers renewing their policies at this stage is also a relatively good performance. This shows that D Motor Insurance Company has excelled in terms of service quality and customisation of insurance solutions, and has gained the recognition and trust of its customers. The contribution to the performance of D Motor Insurance Company in Hebei Province as a whole is significant.

Telemarketing is one of the most prominent aspects of Xingtai D car insurance companies. The advantages of telemarketing are the ability to respond quickly to customer needs and provide immediate service, as well as the ability to save on marketing costs. In addition, D Car Insurance also focuses on providing personalised service during the sales process, offering customers six non-accident roadside assistance items, including free towing, free electricity connection, free water delivery, free spare tyre replacement, free fuel delivery and free on-site repairs after minor car problems. This helps to increase customer satisfaction and loyalty and boosts renewal rates. But Xingtai D Car Insurance still faces competitive pressure from other car insurance companies. Compared to large nationally renowned insurance companies, Xingtai D Car Insurance Company's brand awareness and influence is relatively weak. The telemarketing system is crucial to D Car Insurance Company's sales performance, but the company's system has serious backwardness issues. It is understood that D Auto Insurance's telemarketing system is unable to register notes on communications with customers, or to classify data, or to make appointments with customers, and therefore cannot

manage customers effectively. Although Car Insurance Company D has a certain share of the market in Xingtai, other car insurance companies are constantly strengthening their own marketing and service quality and competing for market share. Therefore, Car Insurance Company D needs to continue to improve its service quality and market competitiveness in order to gain a higher market share.

5.EXTERNAL ENVIRONMENT ANALYSIS AND ISSUES

5.1 PEST Model Analysis

PEST analysis is a common environmental analysis tool that can be used to assess the macro environment in which a company operates. The following are elements of the model analysis:

Political environment:The Xingtai Municipal Government has been committed to strengthening the local economy and has implemented a series of preferential policies to encourage the development of enterprises, including measures to reduce the tax burden and exempt various types of taxes. In addition, the Xingtai Municipal Government also regulates and controls the business activities of enterprises to ensure that they operate legally, regulate the market order and prevent and combat illegal business practices. The Bureau of Banking and Insurance Supervision of Xingtai City is the dispatched agency of the China Banking and Insurance Regulatory Commission in Xingtai City and is responsible for supervising the business practices of banks, insurance and other financial institutions. The agency regulates the business conduct of D auto insurance companies, requiring them to comply with relevant laws and regulations and ensure legal operation.

Since 2015, the China Banking Regulatory Commission (CBRC) has continued to reform the auto insurance market, expanding the autonomy of auto insurance companies in pricing, stimulating innovation and momentum and continuously improving services . The latest Notice on Further Expanding the Range of Variable Commercial Motor Insurance Autonomous Pricing Factors and Other Related Matters will be implemented on 1 June 2023, providing insurers with greater pricing freedom. Car insurance companies need to establish refined pricing models, such as differentiated pricing based on factors such as gender, age, driving age, occupation and mileage driven, while applying internet technology to enhance product and service differentiation.

Economic environment:Xingtai has a large market size and a strong market consumption capacity. This is closely related to the city's population base and economic development level. According to statistics, by the end of 2020, Xingtai's resident population was 6,369,000 and the urbanisation rate reached 53.4%. This provides a large market demand

for local enterprises. Xingtai has a solid foundation for economic development, huge market potential and strong policy support, however, the shortcomings in the city's relatively lagging economic development, gradually weakening resource advantages, insufficient practitioner literacy, lack of local brands and low levels of technology and specialisation are also relatively obvious, which also pose certain challenges to the development and operation of local enterprises.

As of 2021, Xingtai's GDP per capita is RMB 34,200 and is rising year on year. Economic growth has a catalytic effect on the development of the auto insurance market . It shows that people's income level has increased, which is conducive to increasing people's purchasing power and consumption level, which will also promote the purchase and ownership of vehicles, which has a positive impact on the purchase of vehicles and the purchase of car insurance. Car insurance is a product that every vehicle owner must purchase every year and as the number of vehicles increases, so does the size of the car insurance market. Car insurance is a must purchase for every vehicle owner every year. The car insurance industry in Xingtai has gradually recovered since the end of the epidemic and is developing positively year on year. The increase in people's income and consumption levels, as well as the increase in vehicle ownership, will have a positive impact on the development of the car insurance market.

Social environment:Xingtai's sustained economic growth, the gradual improvement in people's living standards and rising education levels are all factors in the social environment that have had a positive impact on the Xingtai car insurance market.

Firstly, economic growth means that the ability of Xingtai citizens to purchase cars and vehicle ownership is increasing, which provides a wide scope for the Xingtai car insurance market to grow. Secondly, the rising standard of living and education of the people has led to the people of Xingtai paying more attention to the protection of their own property, gradually accepting car insurance as a protection measure and paying more attention to the quality of service and the content of car insurance coverage. In addition, as people's understanding and awareness of car insurance has increased, their understanding of the terms and conditions of insurance has also gradually increased, which has helped consumers to better choose the right insurance products for themselves and has also contributed to the standardised development

of the car insurance market in Xingtai.

Overall, the sustained economic growth, the gradual improvement in people's living standards and the rising level of education in Xingtai have had a profound impact on the Xingtai car insurance market, helping to drive the development of the market and enhance consumers' awareness and acceptance of car insurance.

Technological environment:Xingtai has made considerable progress in information and communications technology, as reflected in the relatively good communications network coverage in the city, the high penetration of fixed-line and mobile telephones and internet access services. In addition, Xingtai has been committed to promoting technological development and innovation in areas such as steel, agriculture, new energy, information technology and manufacturing. Among them, Xingtai has made a lot of progress in the area of information technology. The municipal government has vigorously promoted the construction of a smart city, carrying out urban big data applications, cloud computing, the Internet of Things and other new technology applications to improve urban management and public services. All these measures have laid a solid foundation for the development of Xingtai's digital economy.

In the era of digital economy, data is a powerful asset . Competition among insurance companies in the application and development of digital technology is becoming increasingly fierce. Digital technology can improve the operational efficiency of insurance companies, better understand customer needs, reduce operational costs and strengthen the management of the company's employees, thus enhancing innovation to achieve distinctive development. Insurance companies should therefore focus on digital transformation and innovate in information technology in order to better meet the challenges of the digital economy.

Specifically, insurance companies can improve the efficiency and accuracy of their services by introducing new technologies such as artificial intelligence, big data analysis and cloud computing to achieve analysis and precise targeting of customer data. At the same time, intelligent information systems can be used to manage insurance products and customer information, reducing operational costs and human resource investment. In addition, insurance companies can provide more services and value-added services to customers through the application of digital technology, such as online claims processing and intelligent

risk assessment, to enhance customer satisfaction and loyalty. In short, digital technology is an important tool for insurance companies to achieve distinctive development and improve their competitiveness.

5.2 Problems with Data Analysis D Car Insurance Companies

User data analysis:Based on the January-April 2023 operating data for D Car Insurance, the company completed transactions for a total of 3,350 customers during that time period. A stratified random sampling method was applied to this data and the 2,000 data items are now grouped according to the following classification scale, as shown below:

Table 5.1 Breakdown of customer data for Motor Insurance Company D, January - April 2023

Classification	Score	Scoring Description	Number
Old and New Customers	1	New	205
	0	Old	1795
Insurance portfolio	1	Compulsory insurance only	150
	2	Traffic and third party insurance	1217
	3	All Risks	633
Owner Gender	1	Male	451
	0	Female	1549
Age group of the owner	1	Ages 25 (inclusive) - 30	98
	2	Ages 30 (inclusive) - 40	907
	3	Ages 40 (inclusive) - 50	536

	4	Ages 50 (inclusive) - 60	372
	5	60+ years	87
<hr/>			
Fare segment	1	Under 50,000	470
	2	50,000 (inclusive) - 100,000	1181
	3	100,000 (inclusive) - 150,000	264
	4	150,000 (inclusive) - 200,000	62
	5	200,000 (inclusive) - 300,000	23
<hr/>			
Age group	1	Under 3 years	230
	2	3 years (inclusive) - 8 years	952
	3	8 years (inclusive) - 10 years	358
	4	10+ years	460
<hr/>			
Customer Area Distribution	1	Longyao County	438
	2	Ningjin County	828
	3	Xingtai City	734
<hr/>			
Number of prior year insurance	0	Zero	1917
	1	Once	79

Data source: D Motor Insurance Company internal operating data

All data was scored based on the values of the characteristics of the classified scale for transaction customer data, as shown below:

Table 5.2 User data scoring table for January-April 2023 for Car Insurance Company D

No.	Old and New Customers	Insurance portfolio	Owner Gender	Age group of the owner	Fare Segment	Age group	Customer Area Distribution	Number of prior year insurance
1	0	2	1	3	3	3	2	0
2	0	2	1	2	2	2	2	0
3	0	2	1	2	1	4	2	0
4	0	3	1	3	2	2	2	0
5	1	2	1	2	3	1	2	0
.....								
1996	0	2	1	3	3	3	2	0
1997	0	2	1	2	2	2	2	0
1998	0	2	1	2	1	4	2	0
1999	0	3	1	3	2	2	2	0
2000	1	2	1	2	3	1	2	0

Data source: D Motor Insurance Company internal operating data.

The target customers of D Car Insurance Company were classified using Simple K-means classification method using Weka 3.96 classification software. After repeated experiments, the 2000 data were successfully classified into 4 categories and the classification results are shown in the following figure:

Figure 5.1 Clustering analysis results for users of D Car Insurance Company

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Final cluster centroids:
Attribute                Full Data      Cluster#
                        (2000.0)      0           1           2           3
                        (466.0)      (451.0)     (570.0)     (513.0)
-----
Old and New Customers    0.1025         0.206       0.1086      0.0544      0.0565
Insurance portfolio      2.2415         1.8348      2.3814      2.2035      2.5302
Owner Gender             0.7745         1           0           1           1
Age group of the owner   2.7215         2.9828      2.6718      2.6842      2.5692
Fare Segment            1.9935         1.8991      2.0665      1.9193      2.0975
Age group                2.524          3.4957      2.235       2.614       1.7953
Customer Area Distribution 2.148          1.7532      2.0887      3           1.6121
Number of prior year insurance 0.0435         0.0279      0.0399      0.0351      0.0702

Time taken to build model (full training data) : 0.25 seconds

=== Model and evaluation on training set ===

Clustered Instances
0      466 ( 23%)
1      451 ( 23%)
2      570 ( 28%)
3      513 ( 26%)

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Image credit: Weka Software

The results of the experiment revealed that the 2000 data were classified into 4 categories as follows:

1. Around 23% of the customers belong to Cluster0, which is characterised by men aged between 30 and 40 years, who own cars over 10 years old, cost less than 50,000 and have both compulsory and third party insurance. Customers in this category have extensive driving experience and skills and are knowledgeable about insurance risks. These customers can be offered unique insurance offers, set up referral schemes, encouraged to make referrals and provided with customised insurance solutions.

2. Approximately 23% of customers belong to Cluster1, mainly women aged 30 to 40. They own cars that are no more than 3 years old, cost less than \$50,000 and are fully insured. These customers are relatively inexperienced and unskilled drivers and are more concerned

with managing their insurance risk. Female customers are usually more concerned about the maintenance and repair services of their vehicles and place great importance on the claims service. Therefore, for this group of customers, it is important to focus on promoting their own brand, emphasising the convenience of insurance claim services and increasing the provision of additional services and benefits to meet their needs.

3. Around 28% of customers belong to Cluster2, mainly men aged 40 to 50. Their vehicles cost between \$50,000 and \$100,000, are between 8 and 10 years old, and are insured for both compulsory and third party insurance. This group of customers has a certain level of insurance awareness as well as some driving experience and skills. They are more interested in controlling the cost of insurance, the ease of claim settlement and the reputation of the insurer and incentives for long-term customers. Car insurance companies should provide competitiveness in terms of insurance costs, emphasise the ease of claim settlement and focus on the reputation of the insurer and incentives for long-term customers to meet their needs.

4. About 26% of customers belong to Cluster3, mainly men aged 30 to 40. Their vehicles cost between \$50,000 and \$100,000, are between three and eight years old, and are insured for both compulsory and third party insurance. This group of customers has a certain level of financial ability and insurance awareness. They pay more attention to the cost effectiveness of the insurance, the coverage of the insurance and the quality of customer service. To meet the needs of these customers, D auto insurance companies should enhance additional cover and additional services, offer customised insurance solutions and run special offers to provide a better insurance experience.

The main problems : After analysing the company profile and current marketing situation of D Auto Insurance Company in Xingtai, combining the PEST model of political, economic, social and technological and the SWOT model of strengths, weaknesses, opportunities and threats, as well as analysing D Auto Insurance Company's internal operational data using cluster analysis, and after communicating with business leaders and some employees to understand the situation, we have identified the following four main issues in marketing Brand value, customer demand, sales system and service improvement.

1. Brand value: Only with a strong brand competitiveness can a company occupy a wider share of the market and bring in more profits . Differences in geography and natural

conditions have led to regional cultural differences over the course of a long history, which has led to the formation of unique cultural characteristics in different geographical locations . D Auto Insurance Company in Xingtai is a brand with relatively low awareness in the local market, which is due to limited investment in promotion and publicity. This situation can have a negative impact on consumer trust and loyalty to the brand, and can also make it difficult for the brand to attract new customers and expand its market. Compared to larger insurers, Xingtai D Car Insurance is smaller and may not be able to offer a more comprehensive and personalised service, and may also struggle to compete with larger insurers on price. All of these factors pose challenges for brands to gain a foothold and grow in the market.

For consumers, they are less aware of the brand values and uniqueness of Xingtai D Car Insurance Company. This may result in consumers not understanding the competitiveness and value of the brand in the marketplace, thus diminishing their trust and loyalty to the brand. Therefore, Xingtai D Car Insurance Company needs to strengthen its branding and promotion to increase awareness and brand impact. At the same time, brands also need to earn consumers' trust and loyalty by offering better and more personalised services and try to find a competitive edge in terms of price. These measures can help brands gain a foothold and grow in the market.

2.Customer demand: Xingtai D car insurance companies may have a homogeneous product offering, meaning that their products lack significant differentiation in terms of features and value compared to other insurers. This can make it difficult for consumers to differentiate between the products of the various insurers, resulting in a lack of competitiveness of the brand in the marketplace. Due to low market differentiation, Xingtai D car insurance companies also lack differentiated products, which can make it difficult for brands to meet the diverse needs of consumers and can also make them appear mediocre in the marketplace. Those who are able to identify pain points and come up with solutions always create the best opportunities for themselves and drive the world forward. With the advent of the digital age, consumers are more inclined to use digital services when purchasing insurance and checking the claims process. However, Xingtai D car insurance companies may have deficiencies in digital services, which can reduce the competitiveness of brands in the digital age and make it difficult for them to meet the growing digital needs of consumers. For

example, a brand's website or mobile app may not offer sufficient functionality or user experience, or may lack digital services such as online customer service and self-service. These issues may make consumers feel that the brand is out of touch with the times, thus weakening their trust and loyalty to the brand.

Therefore, Xingtai D Auto Insurance needs to improve and innovate in product design and digital services to increase the brand's competitiveness in the marketplace. Brands can develop more differentiated products by conducting more in-depth market research and analysis to understand consumers' needs and preferences. Brands can also enhance their digital services to provide a richer, more convenient and personalised digital experience to meet the growing digital needs of consumers. These measures can help brands gain more market share and customer loyalty in the marketplace.

3.Sales system: Under the traditional model, insurance companies' car insurance operations are run by intermediaries who hold most of the customer resources, while insurance companies themselves have a relatively limited number of operating customers. However, through an online auto insurance sales system, insurance companies are able to engage directly with their customers to better understand their needs and make sales . There are a number of problems with the Xingtai D Auto Insurance Company sales system in terms of its functionality. Firstly, its functionality is relatively homogeneous and outdated, and cannot meet the needs of modern sales management. For example, telemarketers were unable to book specific purchase appointments for customers in the system or record specific information about each conversation with customers, resulting in sales staff being unable to accurately understand and grasp customers' needs and preferences, or to target follow-up and marketing. Secondly, the telemarketing system lacks customer management functions, making it difficult to achieve refined sales management. Sales staff are unable to classify and classify customers, and are unable to personalise sales and services according to customers' attributes, needs and consumption habits, and are unable to quickly and effectively screen out potential high-value customers to improve sales efficiency and conversion rates. Finally, the information management of the telemarketing system is insufficient to record and manage the specific communication information of the customers contacted by sales staff on a daily basis. This can result in sales staff being unable to accurately grasp customer needs and preferences

in the follow-up and marketing process, to make targeted sales pitches and services, and to follow up and improve on customer feedback and opinions in a timely manner. Such a situation may lead to customer dissatisfaction, reduce the brand image and reputation, and may even lose some potential customers.

4.improvement of services: The traditional service marketing viewpoint considers that the services of insurance companies are mainly focused on economic compensation and payment, however, the modern service concept considers that around the core of economic compensation and payment, all kinds of diffuse services provided by insurance companies are within their service scope . In the Xingtai market, the services provided by various car insurance companies are similar, mainly basic services such as roadside assistance, and lack of differentiated and personalised highlight services to meet consumers' needs for diversified services. This is also the case with Xingtai D car insurance companies. The lack of differentiated services can make it difficult for consumers to distinguish the differences between the various car insurance companies and to meet their diverse needs. If Xingtai D Car Insurance only offers similar services to other car insurance companies, then customers will have no reason to choose you and will not be able to build brand loyalty and word of mouth.

In addition, service marketing is a key factor in improving customer loyalty and increasing market share. Staying in touch with your customers through ongoing communication in order to understand their needs directly and provide solutions to their real-life problems leads to a quality service that satisfies them . If a company does not make full use of the service resources it already has for service marketing, then even if the quality of service is good, customers will not be able to perceive the company's strengths and features. Therefore, Xingtai D Auto Insurance needs to actively market its service advantages, for example by offering more personalised services and increasing the number of optional and specially tailored services to provide customers with more choices. In addition, companies can also conduct satisfaction surveys and return visits to customers to understand their needs and further improve their service quality, thereby attracting more new customers and increasing customer satisfaction. D auto insurance companies in Xingtai need to work on service differentiation and service marketing to continuously improve service quality,

innovate service models and marketing strategies to increase market share and improve brand awareness and customer loyalty.

6.SWOT MODEL ANALYSIS

The SWOT model is a common business analysis tool that helps a company assess the strengths, weaknesses, opportunities and threats of its internal and external environment. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The following are the steps in conducting a SWOT analysis for Xingtai D Car Insurance Company:

Strengths:

1. Efficient car insurance claims process that can provide customers with a fast and convenient claims service.

Xingtai D Car Insurance Company provides a small claims service to its customers, which is a quick claim service for small accidents involving minor vehicle cuts and no personal injuries. The service aims to provide customers with a quicker and more convenient claims service so that their vehicles can be restored to normal as soon as possible. Firstly, customers should report minor accidents that do not involve personal injury and contact our claims adjusters promptly. The adjuster will provide guidance to the customer and ask them to take photographs of the accident scene and send these to us. These photos will be used as evidence for the claim and will help us to process the claim more quickly. Next, the client simply leaves his or her bank card number. We promise to credit the claim to the bank card specified by the client within about 2 hours. The customer can then take the time to carry out repairs to the vehicle themselves at a later stage to restore the vehicle to its original condition. This service is available nationwide. The Small Claims Express service is an important measure to provide customers with a fast claims service, which can effectively reduce the time and cost of claims settlement for customers.

2. A wide range of car insurance products are available to provide customers with more comprehensive protection.

Xingtai D Car Insurance Company not only provides customers with compulsory insurance and vehicle commercial insurance, but also provides a variety of insurance products that cover the safety of people on board during driving and during getting on and off the vehicle, in order to provide multiple protection to customers. For the safety of the occupants of the vehicle, passenger seat liability insurance is provided to protect the interests of the

passengers in the event of an accident resulting in injury or death of a passenger. In addition, on-board contents insurance is also available, which pays for the contents of the vehicle in the event of theft or an accident such as a fire or explosion. This insurance allows vehicle owners to not only be concerned about their own safety in the event of an accident with their vehicle, but also to feel more comfortable about protecting the contents of their vehicle. Glass Breakage Insurance is provided to cover the integrity of the vehicle in the event of a broken glass accident while the vehicle is in motion. In addition, water-related insurance, scratch insurance and spontaneous combustion insurance are also provided to fully protect the safety and property of vehicle owners. Xingtai D Car Insurance Company not only has compulsory insurance and commercial insurance for vehicles, but also a variety of additional types of insurance in order to provide customers with a full range of protection. Whether it is the safety of the car owner himself or his belongings, we will do our utmost to protect them so that our customers can use their vehicles with greater peace of mind.

3. Having a certain market base and brand awareness in the local area, we are able to attract more potential customers.

Xingtai D Car Insurance has a local market base and brand recognition, which makes the company's car insurance products widely recognised and trusted, and thus able to attract more potential customers. Through years of experience in the market and excellent service quality, the company has won a certain market share and reputation. D Car Insurance Company's car insurance products are widely recognised in the market and customers have a certain level of trust and goodwill towards our brand. The company is committed to improving the quality of our services and customer satisfaction. We provide a professional claims service and a speedy claims process so that our customers can receive prompt and effective compensation and service in the event of an accident. Regular customer satisfaction surveys and feedback collection are also conducted to continuously improve our products and services so that customers feel attentive and sincere.

4. Cooperate with local auto repair shops to provide more convenient car insurance claims service.

Xingtai D Auto Insurance has established a good partnership with auto repair shops and 4S shops, signing agreements with them to clarify the service process and division of

responsibilities. In the event that a customer needs repairs, a partner auto repair shop will be recommended to the customer to provide preferential repair costs and professional repair services. d car insurance company provides a convenient claim service process. Customers only need to report the accident to the company and provide relevant supporting documents, and the company will promptly arrange for an adjuster to contact the customer and guide them to a partner auto repair shop for repairs. Customers no longer need to bother about finding a suitable repair shop, nor do they need to spend a lot of time and effort waiting for the result of the claim, the whole claim process is fast and efficient. We also provide excellent after-sales service to ensure that customers receive prompt and considerate care and support during the repair process. The progress and quality of repairs will be followed up regularly to ensure that the results are in line with customers' expectations, and to respond to customer enquiries and feedback in a timely manner.

Weaknesses:

1.The company is relatively small in size and lacks the advantages of competing with large insurance companies.

Xingtai D Auto Insurance Company is a relatively small company with limited capital, resources and influence compared to some large insurance companies, which puts the company at a certain disadvantage when competing with these large insurance companies. Firstly, in terms of capital, Xingtai D Car Insurance Company has relatively weak capital strength and cannot compete with large insurance companies. This means that the company has limited investment in promotion and publicity and is unable to carry out large-scale advertising and marketing campaigns or reduce costs and increase market share through large-scale investment as large insurance companies do. Secondly, in terms of resources, Xingtai D car insurance companies are also relatively weak in terms of manpower, technology and information. Large insurance companies usually have strong human and technical resources and are also more advanced and comprehensive in terms of information collection and analysis. This allows large insurers to better meet the needs of their customers and provide a more professional and efficient service. Finally, in terms of influence, large insurance companies have a relatively greater presence in the market and have a higher profile and reputation. In contrast, Xingtai D Car Insurance Company has relatively low visibility and

reputation, which puts the company at a certain disadvantage when competing with large insurance companies and makes it difficult to gain the trust and support of customers. In summary, Xingtai D Car Insurance Company has certain disadvantages in terms of capital, resources and influence compared to large insurance companies, which makes the company face certain difficulties when competing with large insurance companies. However, the Company can improve its competitiveness in the market by cooperating with a number of well-known insurance companies to offer a wide range of auto insurance products and provide customers with more comprehensive and personalised insurance products and services.

2.The existence of competitors in the market segment may expose it to a decline in market share.

Xingtai D Auto Insurance Company faces intense competition in the market segment and may be exposed to the risk of a decline in market share. A decline in market share may lead to a decline in the Company's revenue and profit, which in turn may affect the Company's long-term growth. d Car Insurance Company has several competitors in the market space, including well-known domestic and international insurance companies and local insurance companies. Each of these competitors has a certain market share and brand recognition in the auto insurance market and they have adopted a variety of strategies to attract and retain customers, such as through low price promotions, advertising and product differentiation to gain market share. Consumers' demand for car insurance products is also changing, with customers' choices becoming more inclined towards insurance companies with price advantages and service quality. If Xingtai D car insurance companies fail to meet customer demand, they may lose customers, resulting in a decline in market share. Also, changes in policies and regulations can have an impact on the car insurance market, such as reforms in car insurance rates and mandatory insurance policies. If Xingtai D Car Insurance Company is unable to adjust its product and service strategies in a timely manner, it may lose its competitive edge, resulting in a decline in market share. Xingtai D Car Insurance Company is exposed to intense competition and the risk of losing market share in its market segment. In order to cope with this risk, the company needs to continuously improve its products and services, improve customer satisfaction and loyalty, innovate and improve to maintain its competitive advantage and thus achieve better performance in the competitive market.

3.Lack of adequate marketing and promotion to expand brand awareness and attract more customers.

Xingtai D Auto Insurance Company lacks adequate marketing and promotion, which may result in the inability to expand brand awareness and attract more customers. In today's competitive marketplace, without adequate marketing and promotion, it is difficult for the company's products and services to be widely known and accepted, which may not attract more customers and therefore affect the company's growth. Lack of marketing and promotion will limit the company's brand awareness, especially when competing with other well-known car insurance companies, making it difficult for the company's brand image to be recognised and trusted by customers and to attract more customers. The lack of adequate marketing and promotion will also affect the company's market share. With increased competition in the market, consumers are becoming more conscious of brand awareness and reputation in their choice of car insurance products. If a company lacks publicity and promotion, it is difficult for consumers to understand the company's products and services, as well as the features and benefits of the company's brand, which will not win the company more customers. Lack of marketing and promotion can also limit a company's growth potential. Without adequate marketing and promotion, it is difficult for the company's products and services to be widely known and accepted, thus limiting the company's growth potential to expand its market share and further increase its revenue and profits. Xingtai D Auto Insurance Company needs to strengthen its marketing and promotion, establish effective marketing channels and publicity mechanisms to enhance its brand awareness and reputation, attract more customers and expand its market share, thereby maintaining the company's growth momentum and competitiveness.

4.Relatively lagging behind in digital transformation and unable to provide more advanced digital services and products.

Xingtai D Auto Insurance is relatively lagging behind in digital transformation, which means that the company is unable to provide more advanced digital services and products, thus limiting its competitiveness and customer experience in the market. Firstly, digital transformation has become a necessary trend in today's market. In the digital age, consumers' choices of car insurance products have become increasingly focused on digital services and

experiences. For example, consumers want to purchase insurance, check claims information and view policies via mobile apps or websites. However, if a company is lagging behind in digital transformation, it will not be able to provide these convenient digital services to meet consumers' needs, thus affecting the company's market competitiveness and customer experience. Secondly, digital transformation can improve a company's efficiency and effectiveness. Digital technology can help companies automate and smarten their business processes, improve efficiency and quality, and thus reduce costs and increase profits. For example, digital services can help companies process customer claims quickly, improve the accuracy and speed of claims processing, and reduce the cost and error rate of manual operations. If a company is unable to offer these advanced digital services and products, it will be difficult to enjoy the efficiency and benefits of digital transformation, which in turn will affect the company's profitability and growth potential. Finally, digital transformation can improve a company's ability to innovate and market acumen. Digital technology can help companies understand market changes, consumer needs and industry trends more quickly, so they can better respond to market changes and adjust their strategies. If a company lags relatively behind in digital transformation, it will not be able to keep abreast of market dynamics and consumer needs, making it difficult to innovate and update the company's products and services, thus affecting its market competitiveness and innovation capabilities. Xingtai D auto insurance companies need to enhance their digital transformation to provide more advanced digital services and products, improve the company's market competitiveness and customer experience, reduce costs and improve efficiency, and enhance the company's innovation and market acumen, thereby maintaining the company's growth momentum and competitiveness.

Opportunities:

1.China's auto insurance market continues to grow, providing the Company with opportunities to expand its market share.

As China's auto market continues to expand and vehicle ownership increases, the Chinese auto insurance market is also growing, providing opportunities for Xingtai D Auto Insurance Company to expand its market share. Firstly, the Chinese auto insurance market is large and has huge potential. According to market research reports, the size of China's car

insurance market has exceeded RMB100 billion and is expected to continue to grow in the future. The potential of China's car insurance market is still huge due to the increase in vehicle ownership and the increased awareness of vehicle insurance. If Xingtai D auto insurance companies can accurately grasp the market trends and meet consumer demand, they have the opportunity to expand their market share. There is a huge demand for fragmentation and diversification in the Chinese auto insurance market. The Chinese car insurance market is highly competitive, with a wide range of insurance products and different consumer needs. If D auto insurance companies can develop products with differentiation and specialisation by studying market demand, they can meet the needs of different customers and increase their market share. Regulatory policies in China's auto insurance market are also gradually tightening, which provides opportunities for Xingtai D auto insurance companies to expand their market share. For example, insurers must strengthen their auditing of vehicle usage and insurance claims, and enhance the investigation and handling of traffic accidents, which can promote compliance and standardisation in the Chinese auto insurance market, providing a more favourable environment and opportunities for Xingtai D auto insurance companies to expand their market share. The Chinese auto insurance market continues to grow, providing opportunities for Xingtai D auto insurance companies to expand their market share. The company can increase its market share by studying market demand and developing products with differentiation and specialisation, while strengthening its auditing of vehicle usage and insurance claims to meet regulatory policies and improve the company's compliance and standardisation. These efforts are expected to help Xingtai D Auto Insurance maintain a competitive edge and gain a larger market share in the Chinese auto insurance market.

2.The development of global connected car technology provides the Company with opportunities to digitise its products and services.

The rapid development of global Telematics technology has provided Xingtai D Auto Insurance Company with opportunities to digitise its products and services, enabling the Company to better adapt to market changes and customer needs. The development of Telematics technology has made it easier to access and analyse vehicle data. Through Telematics technology, Xingtai D Car Insurance Company can collect and analyse a large amount of vehicle data, including vehicle status, driving trajectory, driving road conditions

and so on, which can provide the basis for the development of car insurance products and services. For example, companies can analyse vehicle driving data to provide personalised insurance solutions and give corresponding premium discounts based on the driving behaviour of vehicle owners, increasing customer satisfaction and the market share of insurance companies. The development of Telematics technology has also made car insurance services more intelligent. Through Telematics technology, Xingtai D Auto Insurance Company can achieve vehicle location, remote monitoring and fault diagnosis to provide more convenient insurance services to vehicle owners. For example, the company can provide remote vehicle monitoring services through Telematics technology to monitor the status and location of vehicles in real time and remind vehicle owners of their safety in a timely manner, increasing their trust and loyalty to the company. The development of Telematics technology also provides Xingtai D Auto Insurance Company with new business models and opportunities. For example, companies can develop insurance products and services based on vehicle data through cooperation with Telematics platforms and start cooperation with other insurance companies to jointly provide better insurance services, while increasing the company's competitive advantage and market share. The development of global Telematics technology provides Xingtai D Auto Insurance Company with the opportunity to digitise its products and services. The company can use Telematics technology to collect and analyse vehicle data to provide personalised insurance solutions; realise intelligent services such as vehicle location, remote monitoring and fault diagnosis to improve customer satisfaction and the company's market share; and cooperate with Telematics platforms to develop insurance products and services based on vehicle data to increase the company's competitive advantage and market share. These efforts are expected to help Xingtai D auto insurance companies achieve better performance and development in digital transformation.

3. The strengthening of government regulation of vehicle insurance will help improve the overall regulation and transparency of the industry and provide opportunities for the Company.

The strengthening of government regulation of vehicle insurance can contribute to the overall standardisation and transparency of the industry and improve the stability and health of the market. This also provides opportunities for Xingtai D car insurance companies.

Government regulation of vehicle insurance can promote fairness and transparency of competition in the industry and provide a level playing field for companies. By formulating relevant regulations and policies, the government strengthens the regulation and management of the vehicle insurance market, regulates the business practices of insurance companies, reduces industry chaos and unfair competition, and improves the overall transparency and stability of the industry. It can also provide opportunities for companies to help them expand their business. The government's regulatory requirements for the vehicle insurance market make it necessary for insurance companies to better serve their customers and provide better quality insurance products and services to meet their needs. Xingtai D auto insurance companies can improve the quality and efficiency of the company's services in accordance with the government's regulatory requirements, and continue to expand their business to increase their market share and competitive advantage. It can also improve customers' trust and loyalty to the insurance company. Government regulatory requirements can effectively protect consumers' rights and interests, reduce the occurrence of malpractices such as insurance fraud and malicious claims, increase customers' trust and loyalty in insurance companies, and promote the stable and sustainable development of the company's business. The government's enhanced regulation of vehicle insurance can improve the overall standardisation and transparency of the industry, providing opportunities for Xingtai D Auto Insurance Company. The company can improve its service quality and efficiency, expand its business and enhance its market share and competitive advantage in accordance with the government's regulatory requirements, while also enhancing customers' trust in and loyalty to the insurer and promoting the company's business stability and sustainable development.

Threats:

1. Competitors may lead to a decline in market share.

The auto insurance market in which Xingtai D Auto Insurance Company operates is highly competitive and has many competitors. These competitors may adopt various strategies to compete for market share, including lowering premiums, offering better insurance products and services, expanding sales channels, etc. The further development and growth of these competitors may lead to a decline in market share for Xingtai D car insurance companies. Firstly, competitors may adopt a price war strategy and lower premiums to compete for

market share. If Xingtai D Auto Insurance Company is unable to resist such pressure of price war, it may lose some customers and its market share will decline. Secondly, competitors may offer better insurance products and services. These rivals may introduce new insurance products and services in response to market demand, such as increasing the types of insurance policies and providing better claims services. If Xingtai D Auto Insurance Company is not able to provide the corresponding products and services, it will lose some of its customers and its market share will decline. Finally, competitors may expand their sales channels to increase brand awareness and market share. These rivals may expand their market share through various channels, such as increasing the number of agents and increasing advertising campaigns. If Xingtai D Auto Insurance Company's brand awareness is not sufficient and its sales channels are not extensive enough, it will also lose customers and market share. In summary, Xingtai D Car Insurance Company may face challenges from competitors and may lose market share. In order to cope with such competition, the company needs to continuously improve its insurance products and services according to market demand, increase its brand awareness and promotion, expand its sales channels, improve its competitiveness, resist the pressure from competitors and maintain a stable and growing market share.

2. The strengthening of insurance regulation and policy adjustments may have an impact on the company's operations and product design.

With the increasing strengthening of insurance regulation and policy adjustments in China, the operations and product design of Xingtai D Auto Insurance Company may be affected. Firstly, increased regulation of the insurance industry by regulators will impose higher requirements and standards on the operations and product design of auto insurance companies, and companies will need to continuously improve their operations and product design to meet the requirements and standards of the regulators. Secondly, adjustments to the policy may also have an impact on the company's operations and product design. Adjustments to the policy may involve the scope of insurance coverage, premium pricing and claims handling of auto insurance products, and the Company will need to adjust its product design and operating strategies in a timely manner in accordance with changes in the policy. At the same time, policy adjustments may also present market opportunities and challenges. For example, the government may introduce some preferential policies to encourage car owners to

purchase auto insurance products, which will bring more sales opportunities for the Company; however, policy adjustments may also result in some of the Company's business being restricted or cancelled, which will put certain pressure on the Company's operations. In summary, with the strengthening of insurance regulation and policy adjustments, Xingtai D auto insurance companies need to pay attention to policy changes and adjust their business strategies and product designs in a timely manner, while seizing market opportunities and addressing market challenges in order to maintain their competitiveness and market position.

3. Consumers' needs and expectations for car insurance services are constantly increasing, which may lead to customer loss if the company is unable to meet consumers' needs and expectations.

As social and economic development and people's living standards improve, consumers' needs and expectations for car insurance services continue to rise. If a Xingtai D car insurance company is unable to meet the needs and expectations of consumers, it may lead to a loss of customers. Firstly, consumers expect car insurance services to provide a comprehensive and personalised insurance package to meet the needs of different customers. This requires car insurance companies to have strong product design and marketing capabilities. Secondly, consumers are increasingly demanding a fast, efficient and fair claims service from their car insurance companies. This requires car insurance companies to have strong risk management and claims handling capabilities. In addition, consumers are also demanding higher levels of trustworthiness, safety and convenience from their car insurance services. They expect car insurance to provide safe and reliable protection, as well as a good user experience and convenience in the service process. This requires car insurance companies to have a strong digital service capability and customer service capacity. If Xingtai D car insurance companies are unable to meet the needs and expectations of consumers, it may lead to a loss of customers. Therefore, companies need to continuously improve their product design, marketing, risk management, claims processing, digital services and customer service capabilities to meet consumer needs and expectations, win customer trust and loyalty, and increase market competitiveness and market share.

4. The instability of the global economic environment may lead to uncertainty and risks in the insurance market and company operations.

The instability of the global economic and political environment may lead to uncertainty and risks to the insurance market and the operations of Xingtai D Auto Insurance Company. Fluctuations and uncertainties in the global economic situation may have an impact on demand and prices in the insurance market. For example, economic issues such as recession or inflation may lead to a decrease in demand in the insurance market or an increase in insurance prices, which may affect the company's profitability and market share. Xingtai D auto insurance companies need to pay close attention to trends in the global economic environment and adjust their strategies and operating models in a timely manner in order to cope with uncertainties and risks and to ensure the company's profitability and market competitiveness. The company also needs to strengthen its risk management and claims handling capabilities to improve its ability to adapt to uncertainties and risks, while maintaining a sound operating posture and reducing operational risks.

7.D CAR INSURANCE COMPANY CAR INSURANCE MARKETING STRATEGY

A detailed analysis of the four main issues identified in Part 3, brand values, customer needs, sales systems and improvement of services corresponding to the IDIC model of identification, differentiation, interaction and customisation.

7.1 IDIC model analysis

Identify: According to the sales performance information of D Auto Insurance Company in Xingtai City, the performance share of each region is as follows: Ningjin County accounts for 42%, Xingtai City District accounts for 36%, Longyao County accounts for 22%, while Qinghe County, Nangong County and Shahe County have almost zero performance.

In addition, according to the Seventh National Census Data Bulletin of Xingtai City (as of November 2020), there are 18 counties (cities and districts) in Xingtai City, of which two have a resident population of over 500,000, they are Xindu District and Ningjin County. Xindu District and Ningjin County are potentially important insurance markets in Xingtai City with a population of over 500,000 and therefore require special attention.

At the same time, business in Qinghe, Nangong and Shahe counties needs to be developed as their performance is almost nil and measures need to be taken to strengthen business development in these areas. These areas are all markets with great potential for growth.

In terms of performance, there is a large gap between the regions. This refers specifically to the inconsistent performance of the different regions in terms of sales or number of policies.

This is due to differences in customer demand, the competitive market environment, sales strategies and other factors across the regions. For those regions that are underperforming, further measures need to be taken to improve performance. For the better performing regions, they can continue to strengthen their market share and customer satisfaction in order to further expand their business.

Differentiation: Xingtai D car insurance companies show certain trends and performance gaps in the types of insurance they take out. Firstly, most customers tend to choose to take out more comprehensive insurance policies, with 60% of total customers

choosing to take out both PTI and third party liability insurance. This indicates that most customers generally realise that the lower amount of PTI coverage cannot cope with relatively large risks, that PTI is a statutory compulsory insurance, and that third party liability insurance can compensate customers for damages caused to third parties in traffic accidents, thus protecting their legitimate rights and interests. In addition, 32% of customers choose to take out other major types of insurance, which may include car damage insurance, theft insurance and auto-fuel insurance. These types of insurance can provide protection against damage to the customer's own vehicle. This group of customers are insurance conscious, value liability protection, pay more attention to the services provided by the insurance company and will choose the insurance company more comprehensively. However, only a small percentage of 8% of customers choose to purchase a separate insurance policy. This group of customers will consider the cost of insurance and have some driving experience.

Interaction: Xingtai D Car Insurance Company's January-April 2023 results saw new customers accounting for 10% of the overall results, while renewal customers accounted for 90% of the total. This suggests that insurers need to establish effective interaction and communication with new customers in order to retain renewals and attract more new customers. For new customers, insurers need to take proactive steps to establish effective interaction and communication. For renewing customers, insurers need to focus on maintaining and developing customer relationships. In summary, insurers need to establish effective interaction and communication with new customers in order to retain renewing customers and attract more new ones. This requires a focus on personalised service, quick response to customer needs, providing quality insurance products and customer experience, and active marketing campaigns to increase customer satisfaction and business growth.

Customization: The statistical results on the age of vehicle owners, vehicle price and age of vehicles insured by Xingtai D Car Insurance Company are of guidance to insurers in designing insurance products and developing marketing strategies. Firstly, in terms of the age of vehicle owners, those aged 30 (inclusive) to 40 years old accounted for the highest proportion of vehicle owners at 45%. This age group has many years of working experience and has a certain level of spending power. They have elderly people and children at home, are aware of insurance and have some years of driving experience. This is followed by car owners

aged 40 (inclusive) to 50 years old, with 28%. This age group has strong spending power and has extensive driving experience. By purchasing car insurance for many years, they have knowledge of car insurance. 18 per cent are aged 50 (inclusive) - 60, an age group with a reduced willingness to consume and an increased risk of driving.

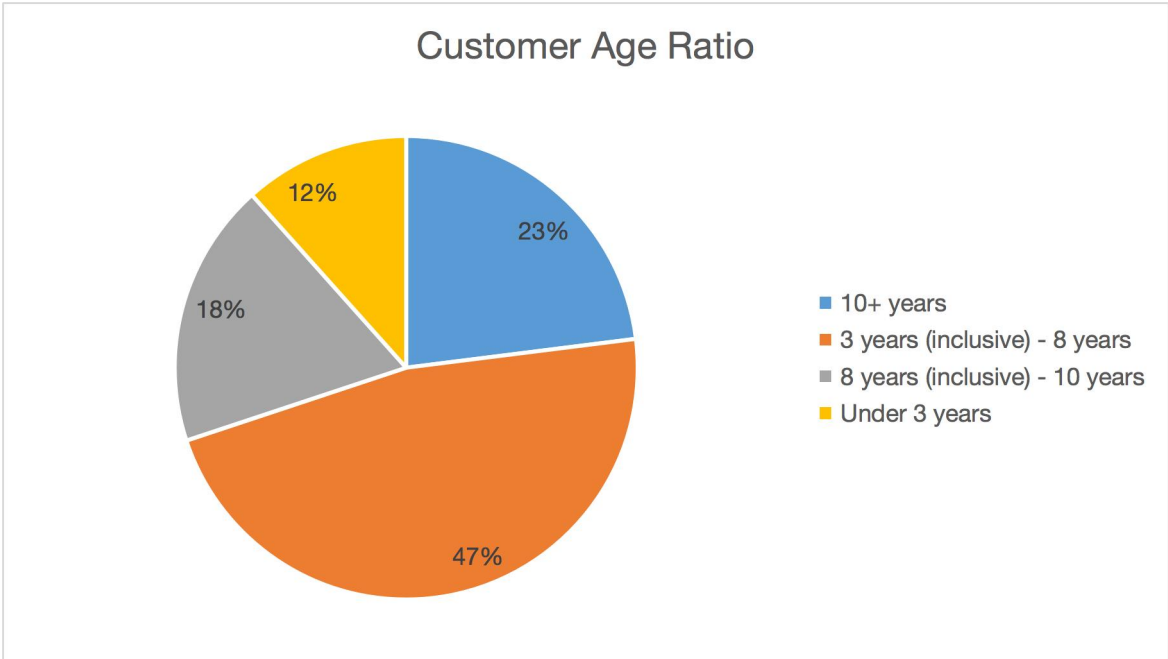
In summary, vehicle owners aged 30-50 are the main source of customers. This age group has certain spending power, driving experience and a better sense of risk protection.

Secondly, in terms of vehicle price, the highest percentage of vehicles is between 50,000 (inclusive) and 100,000 (58%). 24% are below 50,000 and 14% are between 100,000 (inclusive) and 150,000 (14%).

According to the data in Figure 4.5, it can be seen that the vehicles of car insurance customers are basically cars under 150,000. These customer groups belong to the below middle income group, which will be more concerned about the price and have lower purchasing power.

Finally, in terms of vehicle age, vehicles aged 3 years (inclusive) - 8 years account for the highest percentage at 47%, while vehicles over 10 years account for 23%. 8 years (inclusive) - 10 years account for 18%, and new vehicles under 3 years account for only 12%, as shown in the chart below:

Figure 7.1 Proportion of customers by age



Data source: D Motor Insurance Company internal operating data

According to the data in Figure 4.6, the majority of customers' vehicles are older and require regular maintenance and servicing. New cars are generally comprehensively insured and less prone to breakdowns due to the owner's low driving experience, have a high level of safety, are covered under warranty by the car manufacturer and have low maintenance costs. However, Xingtai D Car Insurance Company has a very low rate of new car coverage.

7.2 Marketing strategy

Brand Value Strategy:

1. Advertising placement. The company will increase its advertising on TV and on the streets in the Xingtai area to expand brand awareness. These advertisements will highlight D Auto Insurance's professionalism, reliability and attention to customers, making it the car insurance company of choice in the minds of locals.

2. In-depth cooperation D Auto Insurance Company will strengthen its in-depth cooperation with 4S shops and other car dealers in the Xingtai area. After establishing a partnership with 4S shops, the company will commit to customers choosing to have their car repaired at the partner 4S shops in case of an accident, and in return, the 4S shops will help to recommend customers to underwrite with D Auto Insurance Company. This partnership will bring new customers to D Auto Insurance and increase the underwriting rate for new cars under 3 years old.

3. Social media campaign. With the increase in mobile audiences, digital media has become the latest means of communication and is widely used across industries to enhance brand value. The global media landscape is undergoing tremendous change and the digital media industry is growing at an alarming rate. D Car insurance companies will use social media platforms to promote their campaigns. On these platforms, the company will post knowledge content related to driving safety, routine vehicle maintenance and general traffic knowledge, aiming to increase brand awareness while spreading relevant knowledge. At the same time, the company will also work with 4S shops to have their professionals record short videos to give professional explanations and recommend existing customers to entrust their vehicles' daily maintenance to 4S shops to achieve mutual attraction and increase customer stickiness and brand awareness.

4. Healthy social activities. To further enhance its brand image and regional influence, D Car Insurance Company will hold healthy social activities on a regular basis, such as the Xingtai D Car Insurance Company Marathon. Through these events, the company will not only be able to showcase its brand image and build up its image as a socially responsible company, but will also be able to attract more participants and viewers, increasing the attention and word-of-mouth for the company.

Through these combined measures, Xingtai D Auto Insurance will increase brand awareness, attract more new customers and increase the underwriting rate of new cars. The in-depth cooperation with 4S shops will bring mutual benefits to the company, while social media campaigns and healthy social activities will further strengthen the company's image and regional influence.

Service differentiation strategies:

1. Claims Mobility. For working customers, mainly in their 30s and 50s, the company will address the inconvenience of travelling during vehicle repairs. For customers with car damage insurance, D Auto Insurance will provide a claims van as an alternative means of transport during repairs in the event of an accident. The customer can use it once a year for one day each time. This service will not only meet the customer's car needs during the repair period, but will also act as a sales pitch to refer customers for car insurance, while increasing insurance cover and premium income. This service will be available in the D Car Insurance mobile app. Through the Claims Valet Service, D Car Insurance solves the problem of customers travelling during repairs by providing a convenient and comfortable means of transport so that they can continue to live and work normally without being affected by the damage to their vehicle. This service not only meets the practical needs of customers, but also demonstrates D Auto Insurance's caring attitude and commitment to professional service, effectively enhancing its brand image and customer satisfaction.

2. Complimentary coupons. For those customers who only purchase the compulsory insurance and the third party insurance, D Auto Insurance Company will provide additional services according to the coverage amount of the third party insurance. For customers with a coverage of 1 million, the company will give one drink driving voucher and for customers with a coverage of 2 million, two vouchers will be given. These vouchers can be used in D

Auto Insurance's mobile app, which will not only attract customers to download and use the app and increase their stickiness, but also raise their safety awareness and increase their loyalty and trust in the company.

For customers who purchase only the compulsory insurance, D Auto Insurance will give away a taxi voucher worth RMB 10, which can also be used in the D Auto Insurance mobile app. Such a gift will motivate customers to download and use the App and provide some convenience and extra value, while also demonstrating the company's care and concern for its customers and enhancing their goodwill and recognition of the company.

3.Maintenance card. For the vast majority of customers who own vehicles worth less than \$150,000, D Auto Insurance will introduce a repair card service. If a customer has a minor scrape accident, they do not need to report it, but simply use the repair card in the D Car Insurance mobile app to have it repaired at a partner garage when they have time. This avoids the need to keep a record of the accident, will not affect the price of the customer's car insurance at the next year's renewal and the customer can enjoy free repairs. This service is convenient and reduces the claims process for the company, bringing convenience to both the customer and the company. Customers who purchase car damage insurance are entitled to two repair cards, while customers with a third party insurance coverage of 2 million are entitled to one repair card, each covering the cost of repairs to one side of the body. The period of use is the duration of the customer's policy coverage.

The repair card service provides them with a convenient and quick solution. When a customer has a minor cut, there is no need to go through the cumbersome process of reporting the accident, they can simply use the repair card in the D Car Insurance mobile app to go to a partner garage for repairs, saving the customer's time and effort and avoiding unnecessary disputes and an increase in insurance records. This service provides convenience while reducing the company's claims costs and improving efficiency and customer satisfaction.

Sales System improvement Strategies:

The telephone sales system of Xingtai D Auto Insurance Company is outdated and the following strategies can be used to improve sales efficiency and success rates.

1.Appointment function: Introduce an appointment function where the salesperson can book the customer list to a specific point in time. The system will automatically remind the

salesperson that the corresponding customer list will automatically appear when the appointment time arrives. In this way, sales staff can contact customers on time, avoiding disturbing them while ensuring timely communication.

2.Message registration: Sales staff are given the option to register messages, so that they can record key phrases or key words after a conversation with a customer. These notes will be visible when the customer is contacted again and will help the salesperson to review the previous conversation. By knowing the records of previous conversations, salespeople can communicate with customers in a more targeted manner, improve personalised sales strategies and demonstrate customer attention and professionalism, thus increasing the customer's goodwill towards the salesperson.

3.Customer registration and record of reasons for failure: Every customer needs to be registered, regardless of whether the sale is successful or not. Especially for failed sales, the reasons for failure need to be recorded. These records can be completed by the salesperson and include the reasons for failure, the customer's specific needs and dissatisfactions. This information will be consolidated and analysed by the company in order to understand the changing needs of the customer and the root cause of the problem. By analysing customer registrations and reasons for failure, the company can draw lessons and target improvements to sales strategies and products in order to increase sales success.

By introducing the above improvements, we are able to achieve granular customer management and increase sales efficiency and conversion rates. The appointment function ensures that salespeople contact customers at the right time, the information register enables salespeople to interact with customers in a more personalised way, and the customer register and failure reason log provide valuable data for analysis and improvement. These combined measures will help the D Car Insurance Telemarketing System to better meet customer needs and improve the overall performance of the sales team.

Service improvement Strategy:

Xingtai D Auto Insurance Company's mobile app is currently underutilised. The mobile app can better enhance the user experience and increase customer stickiness.

1.Binding customers. For customers who are already insured, the company actively guides them to download and log in to the App, once logged in, they will enjoy 24/7 AI online

and human customer service support and receive timely assistance wherever and whenever they need it. In particular, customers will receive relevant alerts during adverse weather conditions to ensure their safety on the road.

2.Customer reminders. The app also provides vehicle maintenance reminders and rescue services. Customers can receive regular maintenance reminders based on their personal vehicle information and usage to ensure that their vehicle is always in good condition. At the same time, in the event of an accident or emergency, customers can seek rescue services through the App and receive timely assistance.

3.Increase daily activity. To encourage customers to use the App, the company has implemented a daily log-in bonus point policy. Customers will receive a certain number of points for logging into the App every day. One month before their car insurance expires, depending on the number of points, customers can redeem the corresponding gifts. These gifts include physical gifts such as car vacuum cleaners, glass water, tissues, etc. and can also be redeemed for consumer vouchers such as driving vouchers and taxi vouchers. For customers who log in and use the app for a long period of time, they will also enjoy additional discounts when renewing their policies for the next year. By guiding customers to buy online, the company can reduce the manpower burden and increase efficiency.

By offering personalised services and a point redemption mechanism, the company also increases customer stickiness and loyalty. These measures will effectively increase the usage of Xingtai D Auto Insurance's app and provide a better insurance experience for customers.

8.MARKETING STRATEGY SAFEGUARDS FOR COMPANY D MOTOR INSURANCE

In the fourth section, the problems of Company D's car insurance marketing are addressed in four aspects: brand value, market differentiation, sales system improvement and service improvement. In order to ensure that the proposed improvement strategies can be effectively implemented, this chapter will propose safeguards for Company D's car insurance marketing strategy from three aspects: marketing promotion, team building and after-sales service.

8.1 Marketing communications safeguards

Establishing a marketing team:In order to enhance the branding of Xingtai D Auto Insurance Company, the company establishes a dedicated branding team, which is responsible for market research, developing promotional strategies and executing plans. Through in-depth market research, the team is able to understand accurately the needs of target customers and the competitive environment so that targeted promotional strategies can be developed. Advertising and marketing campaigns are carried out to showcase the brand image and product benefits to a wider audience through multi-channel advertising on TV, radio, newspapers, magazines and social media.

Strengthen local cooperation:By establishing partnerships with local media and partners, the company is able to gain more media exposure and coverage, further expanding its brand influence. Actively participate in social welfare. By organising events and sponsoring community activities, the company actively gives back to the community, demonstrating a sense of responsibility and caring spirit, further winning the recognition and goodwill of customers and the public. These initiatives to participate in social causes not only enhance the brand image, but also shape the socially responsible image of D Motor Insurance Company.

8.2 Team building safeguards

Enhanced training management:Build an effective sales team by training them in sales skills and product knowledge so that they can provide professional sales advice and

recommendations to meet the needs of our customers. Comprehensive training will be provided to the sales team on sales techniques, communication skills and product knowledge to ensure they are well equipped with good sales skills and professionalism. Develop and upgrade sales systems to improve sales efficiency and responsiveness. Introduce advanced sales technology and tools to help the sales team better follow up with customers, manage sales opportunities and provide personalised sales service. This will enable the sales team to respond more quickly to customer needs and provide accurate and timely sales enquiries. Simplify the insured process and provide a convenient buying experience by simplifying the cumbersome steps to insure and pay online so that customers can complete their purchases more easily. Improve the D Car Insurance Company mobile app so that customers can easily browse insurance information, obtain quotes, choose the right insurance plan and quickly complete online payments.

Establish a performance appraisal: improve the remuneration system so that the contribution of labour is proportional to the reward. We will develop a fair and motivating remuneration system to ensure that the results of the sales team's work are fairly evaluated and appropriately rewarded. Establish clear appraisal criteria to measure the performance of sales team members. These criteria will be based on factors such as sales performance, customer satisfaction, sales skills and teamwork. Each salesperson will have clear goals and expectations and will be able to understand how their work results match these criteria. An upward mobility path will be provided for the sales team to encourage them to continually improve their skills and knowledge. Development plans will be put in place to provide training and learning opportunities to help sales people grow and progress to more senior positions. This will motivate sales team members to keep working hard and pursuing personal and professional development. Create incentives to recognise excellence in the sales team through rewards and bonuses. These rewards can be either commission based on sales or rewards for achieving sales targets. We will ensure that rewards are fair, transparent and correspond to the efforts and achievements of our sales staff.

8.3 After-sales service guarantee measures

Accelerate the promotion of value-added services: Strengthen cooperation with 4S

shops and large repair shops. Establish close cooperation with these partners in order to accelerate the promotion of services such as claim tokens, coupons and repair cards. Work with 4S shops and large repair shops to ensure that customers have timely access to tokens during the claims process. By establishing a smooth communication and collaboration mechanism with our partners, we will endeavour to provide a fast and efficient claims mobility scooter service to meet our customers' travel needs. Welfare measures such as coupons and repair cards are introduced and offered to customers in conjunction with our partners. These vouchers can be used for repair cost credits or other discounts on the purchase of related products, while repair cards can provide additional services or discounts. We will work with our partners to develop incentives to ensure that customers can enjoy the benefits and convenience. Introduce a customer rating mechanism. After customers have used their claims tokens, coupons or repair cards, we will invite them to rate the 4S shops and repair shops and collect their feedback. This will help us understand our customers' feelings and needs, and adjust and improve the quality of our partners' services in a timely manner.

Improve and improve the mobile app: We are constantly improving the user interface and user experience of the mobile app to provide a simple and intuitive operation process and fast response time, so that customers can easily and conveniently view insurance product information, carry out online application, claim application and policy enquiry. Continuously improve the design of the app to ensure that users can intuitively find the functions they need and complete their operations. Introduce push and alert features, such as policy expiry reminders and information on special offers. Through these features, customers can be informed of relevant and important notifications and special offers in a timely manner to meet their needs and provide a better service experience. Strengthen data security measures to ensure the confidentiality and security of customers' personal and transactional data. Implement various security measures to prevent unauthorised access and data leakage. Regularly update and upgrade the mobile app, fixing bugs and improving features to ensure it is compatible with the latest mobile operating systems and technologies to provide a more stable and smooth experience for customers. Provide online customer service support so that customers can communicate and get help directly from professional customer service staff via the mobile app. Introduce mobile payment options to facilitate customers to complete

premium payments and settle claims on the mobile app, providing more flexible payment methods. Provide a more personalised and customised insurance experience through personalised service recommendations and customisation options, recommending the most suitable insurance products and additional services based on customer needs and preferences.

9. CONCLUSIONS

The purpose of this thesis was to explore the Chinese auto insurance market and to illustrate the importance of developing an auto insurance marketing strategy using Xingtai D Auto Insurance Company as the research object. By summarising the results of domestic and international experience in car insurance marketing and combining management knowledge, the internal marketing environment of Xingtai D Car Insurance Company was analysed using the PEST model and SWOT model, and marketing improvement strategies were proposed. The details are as follows:

Firstly, the current marketing environment and its own resources were combined to develop a marketing strategy and clarify the market positioning of Xingtai D Auto Insurance Company. While utilising its own strengths, it carries out market differentiation marketing.

Secondly, the marketing strategy is proposed in four aspects: brand value, service differentiation, sales system improvement and service improvement. Firstly, enhancing brand influence; secondly, implementing value-added service differentiation; thirdly, improving the sales system to enhance efficiency and customer management; and finally, improving after-sales service to increase customer stickiness. Through the implementation of these strategies, an increase in market size and profitability of Xingtai D Auto Insurance Company can be achieved.

Thirdly, safeguards are proposed to support and protect the implementation of Xingtai D Auto Insurance Company's auto insurance marketing, including three areas: marketing promotion, team building and after-sales service. These measures will provide support for the smooth implementation of the marketing campaign.

this thesis presents a proposal on the improvement of customer relationship management and implementation suggestions for D Auto Insurance Company in Xingtai, which is of reference value to the company and other companies that intend to implement customer relationship management. However, there are some shortcomings in the breadth and depth of the study due to lack of sufficient time, personal competence and information limitations. In future research, the following areas could be further explored in depth:

Firstly, further analysis of the feasibility of the improvement options: the proposed improvement options were further analysed to assess whether the company has the conditions

to implement these improvements, including technical, resource and organisational considerations. This will ensure the feasibility and effectiveness of the improvement options.

Secondly, a more in-depth study of the cost inputs and benefit outputs of the improvement options: A more detailed and comprehensive study of the cost inputs and expected benefit outputs of the improvement options is carried out. The economic benefits of the improvement programme can be better assessed by considering the inputs required and the potential benefits to be gained from implementing CRM, including the impact in terms of increased customer loyalty, increased sales and market share.

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