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## **Commercial Development Plan of Alpha Company**

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MSc in Business Administration

Supervisor:  
PhD, Rui Vinhas da Silva, Full Professor  
Iscte – Instituto Universitário de Lisboa

April, 2025



Department of Marketing, Operations and General Management

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## Resumo

A Alpha Corporation é a agente da marca americana de instrumentos na China, com foco em instrumentos analíticos de laboratório, especialmente aqueles usados para analisar o tamanho das partículas em líquidos. Com os valores fundamentais de "integridade, confiança e criação de conhecimento", a empresa está comprometida com a exploração e aplicação da tecnologia de micropartículas nano, e seus produtos estão envolvidos nas indústrias farmacêutica, de semicondutores, biológica e outras. Mas, como agente de marcas americanas na China, a Alpha ainda tem muito espaço para melhorar o reconhecimento de sua marca e a retenção de clientes no mercado chinês. Este artigo tem como objetivo ajudar a Alpha Company a aumentar a influência da marca, expandir a aquisição de clientes e maximizar a retenção de clientes, desenvolvendo um plano de desenvolvimento comercial.

Em primeiro lugar, é analisado o ambiente do mercado externo, incluindo tendências do setor, cenário competitivo e necessidades dos clientes. Posteriormente, é realizada uma análise da situação interna para avaliar os pontos fortes e fracos do Alpha, e o artigo esclarece ainda mais o posicionamento e o potencial de desenvolvimento da empresa no mercado com base na análise SWOT.

Finalmente, de acordo com a situação atual da empresa Alpha, este artigo apresenta um conjunto de estratégias comerciais. Por fim, é formulado o plano de implementação faseado, definidos os objetivos de curto, médio e longo prazo e apresentados os correspondentes indicadores de avaliação de desempenho. Palavras-

Chave: Plano comercial, instrumentos analíticos de laboratório, vendas

JEL Classification: M31

## **Abstract**

Alpha Corporation is the agent of the American instrument brand in China, focusing on laboratory analytical instruments, especially those used to analyze particle size in liquids. With the core values of "integrity, trust and knowledge creation", the company is committed to the exploration and application of micro-nano particle technology, and its products have been involved in pharmaceutical, semiconductor, biological and other industries. But as an agent for American brands in China, Alpha still has a lot of room to improve its brand awareness and customer retention in the Chinese market. This thesis aims to help Alpha Company enhance brand influence, expand customer acquisition and maximize customer retention by developing a commercial development plan.

Firstly, the external market environment is analyzed, including industry trends, competitive landscape and customer needs. Subsequently, an internal situation analysis is carried out to assess the strengths and weaknesses of Alpha, and the thesis further clarifies the company's positioning and development potential in the market based on the SWOT analysis.

Finally, according to the current situation of Alpha company, this thesis puts forward a series of business development strategies. Finally, the phased implementation plan is formulated, the short -, medium - and long-term goals are defined, and the corresponding performance evaluation indicators are put forward.

**Keywords:** Commercial plan, laboratory analytical instruments, sales

**JEL Classification:** M31

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## **Glossary**

API - Active Pharmaceutical Ingredient  
CRM - Customer Relationship Management  
ECO - ecological industry  
GDP - Gross Domestic Product  
PV - Page View  
PPC - pay-per-click  
R&D - Research and Experimental Development  
SEO - search engine improvement  
SME - Search Engine Marketing  
SMEs - Small and Medium Enterprises  
UV - Unique Visitor  
UGC - user-generated content

## 1. Introduction

Established in 2010 and headquartered in Shanghai, Alpha Corporation is a state-level high-tech enterprise. His team started nanotechnology research at Caltech in the United States in the 1980s and entered the Chinese market in the early 2000s. The company initially focused on the semiconductor and pharmaceutical industries, especially in the application of nanotechnology in pharmaceutical preparations (such as liposomes, fat emulsions, etc.) has made important breakthroughs. Today, its business has expanded to many high-tech fields such as medicine, semiconductor, aerospace, 3D printing, new energy, new materials, chemical industry and filtration, providing solid technical support for China's industrial upgrading.

The 21st century is known as the "era of nanotechnology". This field is not only the forefront of scientific innovation, but also the core driving force to promote the transformation of industrial manufacturing. As an active participant in the field of nanotechnology, Alpha Corporation focuses on providing comprehensive solutions for the production, particle size analysis, application development and technology improvement of nanomaterials. The company continues to introduce international leading technologies to help the transformation and upgrading of China's Industry 4.0. However, with the intensification of market competition, Alpha company faces significant challenges in customer acquisition and retention, and it is urgent to enhance market share and customer loyalty through scientific marketing strategies.

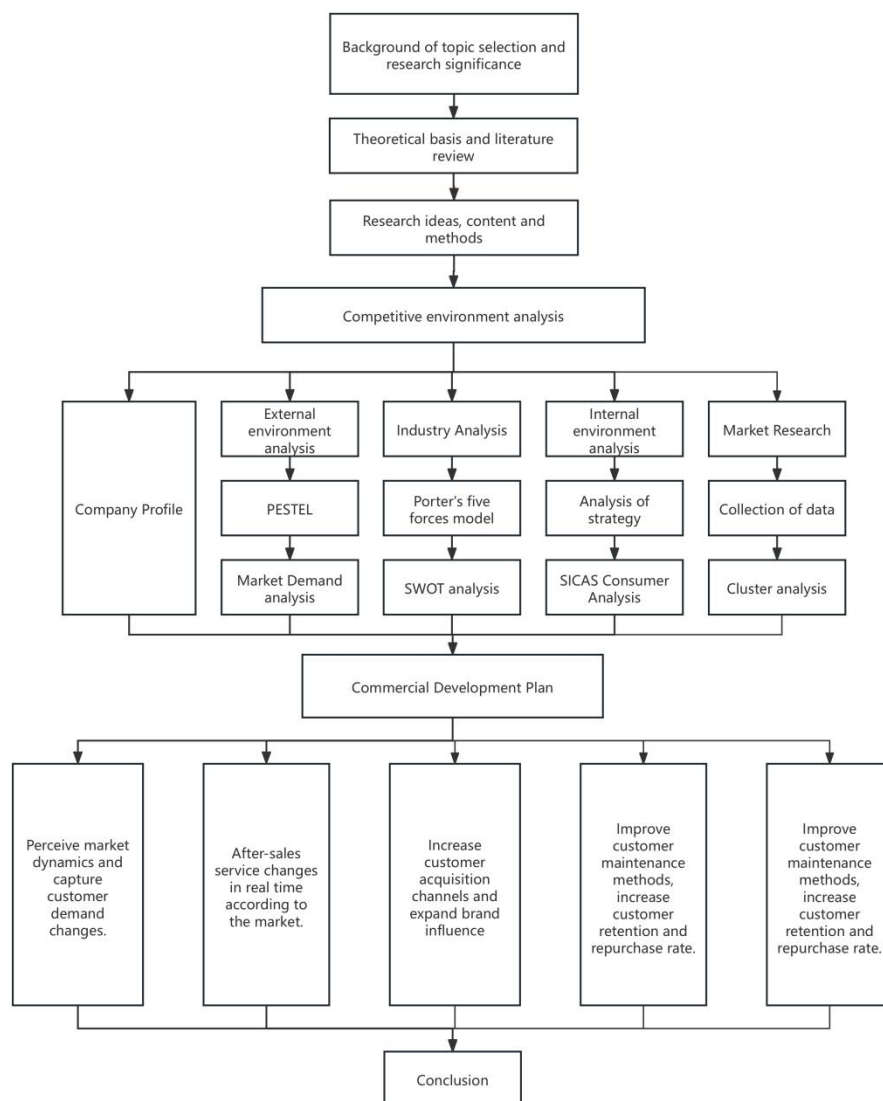
This thesis studies the improvement of customer acquisition and retention strategies in the case of Alpha Corporation. Firstly, through the analysis of the internal and external environment, combined with the SWOT model, the company's strengths and weaknesses in the market competition were evaluated, and the key issues of customer acquisition and retention were identified; Secondly, the customer life cycle theory and relationship marketing theory are used to deeply analyze customer needs, behavior patterns and loyalty drivers, and propose targeted customer acquisition and retention strategies. Then SICAS model analysis and marketing theory are used to analyze the selection strategies of customers with different attributes in the market.

The structure of the thesis is divided into five parts: the first chapter is the introduction, which expounds the research background, problem definition, goal and solution idea; Chapter two is a literature review, systematically combing the company's marketing, customer acquisition and customer retention related theories and; The third chapter deals with the research methodology, elaborating the analytical framework and data collection and analysis methods. Chapter four is the commercial development plan of Alpha Company, which focuses on the improvement scheme of customer acquisition and retention strategy,

and puts forward specific improvement measures according to the actual situation of the company. Chapter 5 concludes with a summary of the findings and an outlook for future research directions.

Through this study, Alpha Company is expected to achieve breakthroughs in customer acquisition and retention, enhance market competitiveness, enhance customer loyalty, and then promote steady growth of sales performance. At the same time, this study also provides theoretical support and practical reference for the customer management practice of small and medium-sized enterprises in high-tech industries.

Figure 1.1 Technology Roadmap



Source: Author (2025)

## **2. Literature Review**

### **2.1. Evolution of marketing**

The core concept of marketing has gradually expanded from the traditional 4Ps (product, price, channel and promotion) to a more customer-centric perspective. The core of marketing is to identify and meet customer needs, while creating value for the enterprise. He emphasized the importance of market orientation, and the need for enterprises to constantly adjust their strategies to adapt to the rapidly changing market environment, which includes continuous monitoring and analysis of the macro environment (such as political, economic, socio-cultural and technological) and the micro environment (such as customers, competitors, suppliers and partners). Customer acquisition and retention are very important, and different marketing methods should be adopted for customer acquisition and retention in different scenarios. Nowadays, digital technology, globalization and changes in consumer behavior are driving continuous innovation in marketing theory. According to Xie et al. (2023) in Digital Marketing, digital technology has reshaped the marketing landscape. With the help of big data analysis, social media, search engine improvement and other means, digital marketing realizes precision marketing, deeply manages customer relationships, helps enterprises accurately locate target customers, and improves marketing efficiency and return on investment.

Digital marketing will interlock into content marketing and social media marketing. According to Gupta et al. (2023), content marketing attracts target audiences by creating high-value information (such as white papers and case studies), but it needs to be combined with user-generated content (UGC) to enhance credibility, especially in the pharmaceutical and high-tech fields. Transparent content strategies can increase consumers' willingness to pay. Moreover, according to the empirical study of Raiyan et al. (2024) based on the US market, social media influencer significantly improves brand conversion rate through emotional narrative and personalized interaction, but it needs to balance the risk of automated tools (such as AI-generated content) with brand authenticity

In addition, sustainable and ethical marketing have received a lot of attention. With the increasing awareness of environmental protection among consumers, companies are paying more and more attention to integrating the concept of sustainable development into their marketing strategies. According to the concept of "circular marketing" proposed by Branca et al. (2024), which advocates that long-term brand value can be enhanced through life-cycle management, sustainable marketing can not only enhance brand image, but also achieve long-term profits by meeting consumers' demand for environmentally friendly products. Ethical marketing emphasizes the ethical responsibility of enterprises in product design, pricing and promotion.

## **2.2. Consumer behavior theory**

In today's digital business environment, theories of consumer behavior are evolving, SICAS (Sense-Interest & Interactive-Connection & Communication-action-Share) model provides a new perspective for in-depth understanding of consumer decision-making process. According to Tate (2024), the role of personalization in consumer behavior is closely related to the Connect&Communicate phase of SICAS model. In a digitally saturated marketplace, consumers expect brands to provide personalized experiences based on their purchase history, browsing behavior, and preferences. Through accurate personalized product recommendation, brands establish closer connection and communication with consumers, and enhance consumers' sense of identity and belonging to the brand. Such personalized interaction not only improves consumer experience, but also affects consumers' purchase decision (Action) to a large extent, strengthens the emotional bond between brands and consumers, and enriches the connotation of consumer behavior theory in the digital era.

According to Kankam and Charnor (2023), the emotional connection promotes consumers to have strong loyalty to the brand, which not only promotes consumers to take purchase Action, but also makes consumers more willing to Share brand experience in social networks, forming word-of-mouth communication and further expanding brand influence. The study highlights the key role of emotional factors in all stages of consumer behavior, perfecting the part of consumer behavior theory on emotional drivers.

According to John and Sunil (2024), in the perception stage, consumers pay more and more attention to the concept of environmental protection and sustainable development, and begin to pay attention to the sustainable measures of brands. In the stage of interest and interaction, consumers will take the initiative to understand the brand's sustainable product information and participate in relevant discussions; Through effective connection and communication, such as promoting sustainable development achievements, brands encourage consumers to take Action to buy sustainable products; After purchase, consumers will Share their purchase experience (Share) on the social platform based on their recognition of their environmental protection behavior. This study reveals the impact of sustainability factors on consumer behavior at each stage of the SICAS model and provides a new direction for the study of consumer behavior theory in terms of emerging consumption trends.

## **2.3. Digital marketing and new media marketing**

Digital marketing has undergone a remarkable transformation in the 21st century. Weng (2023) comprehensively dissects the development trajectory of digital marketing since 2000, dividing it into three distinct periods. It explores in detail how factors including emerging

technologies, evolving advertising concepts, new digital platforms, and global economic fluctuations have shaped the growth of digital marketing. For example, between 2000 and 2010, the rapid popularity of search engines, such as Google, became household names for information retrieval, triggering a paradigm shift in digital advertising. This led to the emergence and rapid adoption of the pay-per-click (PPC) advertising model and search engine improvement (SEO) strategies. Under this model, advertisers pay only when a user clicks on an AD. SEO aims to organically improve a website's visibility in search engine results pages through techniques such as keyword improvement, link building, and creating high-quality content. During that decade, these strategies became important tools for businesses seeking to gain a competitive advantage in the digital space. Basimakopoulou et al.(2022) propose a new structured approach for businesses to keep up with digital marketing trends. They suggest that while taking advantage of the advantages of digital marketing, companies should minimize its disadvantages. They also point out that future marketing is likely to embrace augmented and virtual reality.

Digital marketing has become a cornerstone of modern business strategy, and recent research has explored all aspects of it. Dajic et al. (2023) compare digital and traditional marketing. They analyze the fundamentals, structure and characteristics of digital marketing in the contemporary corporate environment. The study highlights that digital marketing, which promotes goods or services through digital technologies such as the Internet and mobile devices, is becoming more common. However, there is no one size fits all approach to choosing a digital marketing tool; Each business must choose according to its own specific needs.

According to Montrin (2022), the trend of digital marketing in the European market is identified. The study also highlights the main directions of the company's digital brand strategy. Research has shown that in the digital environment, innovative branding methods can enhance a business's competitiveness by forming a positive image and increasing awareness among the target audience. New technologies are constantly reshaping marketing strategies, and businesses need to adapt to stay competitive. Future research could focus more on integrating emerging technologies such as artificial intelligence into digital marketing strategies and explore how to better measure the return on investment of digital marketing campaigns.

#### **2.4. Improve of marketing strategy**

To enhance market competitiveness and business performance, enterprises must continuously refine their marketing strategies in line with the characteristics of consumer behavior. As Lemon and Verhoef (2016) posited, a deep analysis of consumers' experiences

at every touchpoint is essential. This analysis should inform improvements in product, price, channel, and promotion strategies, ultimately leading to the harmonization of overall marketing efforts.

Keller (2020) emphasized the significance of product positioning. Enterprises need to precisely identify the demand characteristics of their target consumer segments. By highlighting the brand image through differential advantages, they can effectively capture consumers' attention. Moreover, as Melnyk et al. (2019) noted, consumers show a pronounced interest in novel and innovative products.

Hinterhuber and Liozu (2017) proposed that enterprises should conduct an in - depth analysis of consumers' price sensitivity and implement differentiated pricing strategies tailored to different market segments. In addition, with the advancement of digital technology, dynamic pricing has emerged as a new trend in price strategy improvement.

Verhoef et al. (2015) suggested that enterprises should strive to create a seamless integration between online and offline channels. This integration aims to offer consumers an all - channel and consistent shopping experience. Simultaneously, enterprises should keep a close eye on the development of emerging digital channels.

Kumar et al. (2016) stressed the importance of promotional innovation. This could involve devising personalized promotion plans for diverse consumer groups or leveraging digital technology to achieve dynamic promotion improvement. Also, enterprises must attach importance to the evaluation of promotion effectiveness.

In conclusion, enterprises should systematically enhance their marketing strategies, including product, price, channel, and promotion, to better satisfy consumer needs and strengthen brand competitiveness. In the future, enterprises should also focus on the application of digital technology in marketing to further improve the precision and efficiency of their marketing strategies.

## **2.5. Customer acquisition and retention**

Relationship marketing refers to the establishment of long-term stable, mutual trust and mutually beneficial relationships with various departments and organizations, including customers, suppliers, distributors, competitors, banks, governments and internal employees, through the identification, acquisition, establishment, maintenance and enhancement of relationships with customers and their stakeholders, so as to achieve the goals of all parties. Relationship Marketing Theory is one of the important theories in the field of marketing, which was first proposed by Berry (1983). Relationship Marketing differs from traditional Transactional Marketing, which focuses on short-term, single transactions, while relationship marketing focuses on long-term customer loyalty, brand trust, and satisfaction. Relationship

marketing must proceed from customer acquisition all the way through customer follow-up to retention and maintenance. Customers are divided into potential, first purchase, repeat purchase, loyalty and advocate stages.

Ezmigna and Ahmad(2024) demonstrate the importance of Social CRM in creating satisfaction and loyalty among SME customers, which constitutes an important core of the global economic sector, especially in developing countries. It is pointed out that there is a positive relationship between Social CRM and customers, and in a competitive business environment, this positive relationship has a positive impact on SMEs in reaching the stage of customer satisfaction, and then reaching the stage of customer loyalty.

According to hussain et al. (2024), relationship marketing theory is used to investigate the impact of relationship marketing on customer retention, as well as the moderating effect of customer loyalty and the mediating effect of customer satisfaction. In the business environment, companies all prioritize customer retention and acquisition. Customer retention, satisfaction, and loyalty are critical to a company's profitability and growth, and building strong, long-term relationships with customers is the core of relationship marketing. Developing trust, commitment, communication, and conflict management skills are all important components of nurturing these relationships, which ultimately lead to increased customer satisfaction and retention.

## **2.6. Industry Applications**

Laboratory analytical instruments, especially particle size analytical instruments, are extensively applied across a wide spectrum of industries. Particle size analysis serves as a fundamental and critical characterization technique within materials science. A particle size meter is capable of swiftly and precisely measuring the size distribution of particles in various dispersed systems. In recent years, particle size meters have been widely utilized in industries such as chemicals, pharmaceuticals, food, and numerous others. As a prevalent analytical tool, it plays a pivotal role in areas like product quality control, process enhancement, and new product development.

In the chemical industry, Merkus (2019) has shown that particle size measurement techniques, including laser diffraction and electrostatic light scattering, are commonly employed in the analysis and characterization of chemical products such as catalysts, coatings, and polymers. Particle size analysis is of utmost significance for the quality control of raw materials, intermediates, and end products in the chemical sector. For example, it ensures the consistency and efficacy of chemical substances at different production phases, thereby contributing to the stability and reliability of chemical manufacturing processes.

In the pharmaceutical industry, Fissan et al. (2021) primarily investigated the application of particle size meters. Particle size analysis of active pharmaceutical ingredients (APIs), pharmaceutical preparations, and biologics is essential for establishing quality standards and validating manufacturing processes. Additionally, measurement technologies for sub - micron particles hold great promise in novel drug delivery systems. Precise control of particle size can significantly improve the effectiveness and safety of pharmaceutical products, which is crucial for patient treatment outcomes.

In the food processing field, Kulkarni and Biswas (2022) disclosed that particle size distribution is a key factor affecting important quality indicators such as food texture and taste. They expounded on the application practices of laser diffraction, image analysis, and other technologies in food raw materials and products such as cereals, dairy products, and beverages. For instance, controlling the particle size of cereal flours can have a direct impact on the texture of baked goods, ultimately influencing consumer acceptance and product marketability.

Querol et al. (2023) concentrated on the role of particle size meters in environmental monitoring. They underlined its significance in detecting atmospheric suspended particles and soil pollutants. Furthermore, based on particle size analysis, discussions were carried out on environmental management aspects such as emission source analysis and exposure assessment. Understanding particle sizes in the environment is vital for formulating effective pollution control strategies, which is essential for environmental protection and sustainable development.

Meyer (2024) reviewed the application of particle size meters in characterizing emerging materials such as nanomaterials and composite materials. The author pointed out that particle size analysis is crucial for improving material synthesis processes and predicting material performance. It is an indispensable tool in material research and development, enabling the improvement of material properties to meet the requirements of various applications.

### **3. Methodology**

This project uses the literature project method, strategic analysis method and data analysis method to analyze the literature project of marketing strategy, combined with the current situation of Alpha Company's marketing strategy, finds out the urgent problems to be solved in marketing improve, and takes Alpha Company as an example.

Literature project is an important project method in the project process, which is mainly used to provide theoretical basis, background information and project status for new project by consulting, sorting out and analyzing existing project literature. This approach is particularly important for the study of marketing strategies to understand the current project progress and theoretical framework in the field.

Strategic analysis method is an important tool to study the internal and external environment, competition pattern and formulate effective strategy of enterprises, and make full use of PEST, SWOT analysis method, Porter's five forces model analysis method and SICAS model analysis method. Analyze the internal and external environment of the enterprise, the competitive environment of the enterprise and the analysis of consumer behavior, find out the marketing strategy suitable for the current situation of the enterprise.

Data analysis method by selecting appropriate data sources, including primary data (such as questionnaires, experimental data) and secondary data (such as market reports, open databases) and other effective data, combined with data analysis software for analysis. This project uses real market data of the company and conducts cluster analysis through spss software. Analysis of available data to study marketing methods suitable for the current market.

This project selects Alpha Company's products as the project object, uses relevant theoretical tools to analyze the marketing status and marketing environment of Alpha Company's products, through macro and micro internal and external analysis, combined with the problems existing in Alpha company's product marketing, puts forward the corresponding solutions and safeguard measures, and finally achieves the effect of improving the marketing strategy and improving the turnover.

## **4. Commercial Development Plan**

### **4.1. Executive Summary**

Recently, many foreign companies have begun to withdraw from China, a blow to imported brands, and China has begun to focus on domestic brands. At this time, customers who are originally more interested in purchasing imported brands will hesitate in the subsequent procurement process. The main purpose of the project is to increase the amount of customer acquisition, improve the retention rate of customers, so as to increase the revenue of Alpha Company, adjust the current marketing strategy of the Company, attract new customer groups, and improve the buyback rate of original customers, so as to achieve business expansion and sustainable development.

With these objectives, we apply relevant theories and models to conduct a comprehensive analysis of the enterprise, whether it is internal management analysis, external environment analysis or competition analysis. The commercial development plan is designed based on Alpha's corporate characteristics, strategy and positioning, combined with Alpha's mission, vision and values, and the impact of SICAS on subsequent businesses. Finally, we will conduct in-depth interviews with the boss to determine the final implementation plan. Put forward suggestions from five aspects of market cognition, after-sales service, brand influence, customer management and sales improvement, and apply 1,780,000 budget to the company for improvement according to these five points. Finally, the company strengthened the allocation of marketing and after-sales technical team personnel, expanded the company's promotion channels, carried out various online and offline activities, improved customer satisfaction, increased the number of customers, and improved customer loyalty.

## **4.2. External Situational Analysis**

### **4.2.1. PESTEL Analysis**

#### **4.2.1.1. Political Context**

The policy directions in trade, technology, and other aspects in China and the United States have a direct bearing on the openness of the import environment. Should the trade disputes between China and the US intensify, it could result in tariff hikes, thereby undermining the price competitiveness of products. Conversely, if China further eases restrictions on high - tech imports, it will present fresh growth prospects for American laboratory analytical instrument brands. Moreover, the Chinese government's continuous roll - out of policies to promote the transformation and upgrading of the manufacturing sector also poses new hurdles for imported brands. As a result, imported brands must keep a close eye on political environment shifts and adapt their business strategies accordingly.

China enforces rigorous access control over the import of laboratory equipment, covering aspects such as product certification, import permits, and tariff rates. This not only raises the entry costs for foreign brands but also demands substantial efforts to meet intricate compliance criteria. Simultaneously, the frequent alterations in policies and regulations, such as those related to intellectual property protection and environmental protection standards, have introduced numerous uncertainties to the operations of foreign brands. Thus, foreign brands must closely monitor policy trends and implement proactive compliance measures to ensure seamless entry into the Chinese market.

#### **4.2.1.2. Economic Context**

The stability of China's GDP growth rate and changes in the prosperity of the manufacturing industry are directly related to the demand situation of the laboratory equipment market, and with the increase of disposable income of Chinese residents, the demand for high-end laboratory equipment will continue to grow. According to the data reference of the China Statistical Yearbook prepared by the National Bureau of Statistics of China in 2024, China's GDP in 2023 will be 1.25 trillion yuan, an increase of 4.654% compared with that in 2022. Meanwhile, the consumption level will increase by 9.6% compared with that in 2022, and the unemployment rate will decrease by 7.2% compared with that in 2022, which indicates that the consumption opportunities in the Chinese market are very large. It can also be said that the competition in the Chinese market is very fierce. Local brands use their price and channel advantages to pose a major threat to foreign brands and test the latter's competitiveness. At the same time, attracting and retaining good local talent is also a barrier,

which requires competitive compensation packages. In addition, there are huge differences between first-tier cities and second - and third-tier cities in terms of consumption power and demand characteristics. Therefore, foreign brands must develop differentiated business strategies for specific regions.

#### **4.2.1.3. Socio-Cultural Context**

The awareness of Chinese consumers regarding imported high - end brands and their inclination to make purchases define the scope of the market foundation. Meanwhile, the quantity and geographical spread of project institutions and laboratories serve as crucial factors for the layout and sales network planning of imported brands. Moreover, as urbanization progresses at a faster pace and educational attainment rises, alterations in the population structure will give rise to a novel demand paradigm. Chinese consumers exhibit distinct preferences, and foreign brands must thoroughly comprehend their unique behavioral traits and requirements to satisfy diverse demands. Additionally, implementing marketing strategies that incorporate Chinese cultural elements is essential for continuously enhancing brand recognition and reputation within the local market. Furthermore, the booming development of e - commerce has transformed consumers' buying habits, presenting new challenges and requirements for the marketing models of foreign brands.

#### **4.2.1.4. Technological Context**

The global instrument manufacturing industry is witnessing a continuous upward trend in technological standards. This has bestowed imported brands with unparalleled product competitiveness. However, simultaneously, the remarkable progress of China's manufacturing industry in certain fields has exerted pressure on these imported brands, compelling them to constantly boost their independent innovation capabilities. For instance, China has achieved significant advancements in instrument calibration and intelligent manufacturing. As a result, imported brands are obligated to raise their R&D spending and constantly enhance product performance to counter the challenges posed by domestic brands.

Furthermore, the booming development of e - commerce channels has severely disrupted the traditional sales model. Therefore, foreign brands need to escalate their investment and strategic layout in online channels. Moreover, consumers' growing demand for intelligent and digital product experiences is setting higher benchmarks for the digital proficiency of foreign brands.

#### **4.2.1.5. Environmental Context**

The ideas of energy conservation, environmental protection, and resource recycling are gaining growing popularity. This trend brings about novel demands regarding the performance of laboratory equipment. For instance, laboratory apparatus has to conform to criteria like energy conservation, emission reduction, and proper pollutant disposal. Imported brands are obliged to steadily enhance their product offerings in line with the most recent environmental protection statutes and regulations to satisfy market needs. Additionally, we should not overlook the influence of carbon neutrality goals on the industry's development. In China, environmental standards are becoming increasingly strict. As a result, foreign brands have to continuously upgrade the environmental features of their products to comply with regulatory demands. Meanwhile, consumers are showing an ever - increasing concern for environmental aspects such as protection and energy conservation. This has emerged as a crucial focus area for foreign brands.

#### **4.2.1.6. Legal Context**

The more rigorous protection of intellectual property rights compels imported brands to boost their investment in independent projects and R & D. This is essential for maintaining the technological superiority of their products. Simultaneously, it is of great significance to keep a close eye on the alterations in relevant laws and regulations, including import license management and product qualification certification. By doing so, they can ensure compliant operations. Imported products have to traverse numerous complex procedures such as various certifications, licensing processes, and customs duty payments. These pose continuous hurdles for foreign brands in terms of compliance management. Moreover, since regulations are subject to frequent and unpredictable changes, foreign brands must stay highly vigilant. Additionally, the supervision over product quality, safety, and other aspects is being continuously tightened, which creates a certain obstacle for the entry of foreign brands.

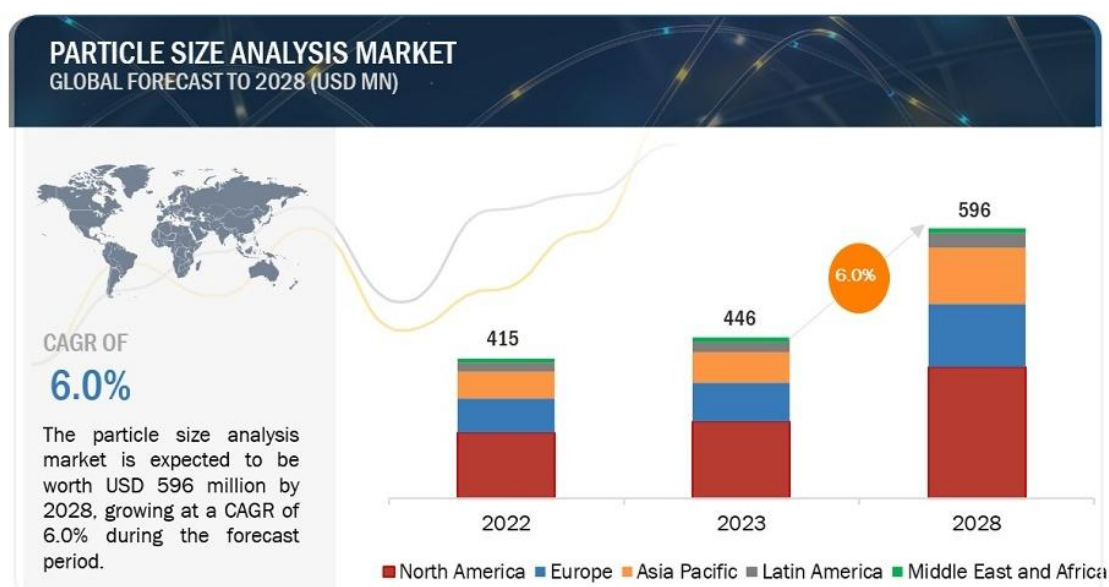
#### **4.2.2. Sector Analysis**

The industry of laboratory analytical instruments is characterized by being technology - and capital - intensive. It encompasses a diverse array of products. For instance, there are particle size analyzers, chromatographs, mass spectrometers, spectrometers, and more.

These instruments find extensive applications across various scientific disciplines such as chemistry, biology, and medicine, as well as in numerous industrial sectors.

As science and technology advance and market demand expands, the laboratory analysis instrument industry is evolving in the direction of intelligence, automation, and enhanced efficiency. According to a project report, the global revenue of the granularity analytics market is projected to hit 446 million US dollars by 2023. Moreover, it is anticipated to reach 596 million US dollars by 2028, with a compound annual growth rate (CAGR) of 6.0% during the period from 2023 to 2028.

Figure 4.2 Particle size analysis market



Source: MARKETSANDMARKETS (2023)

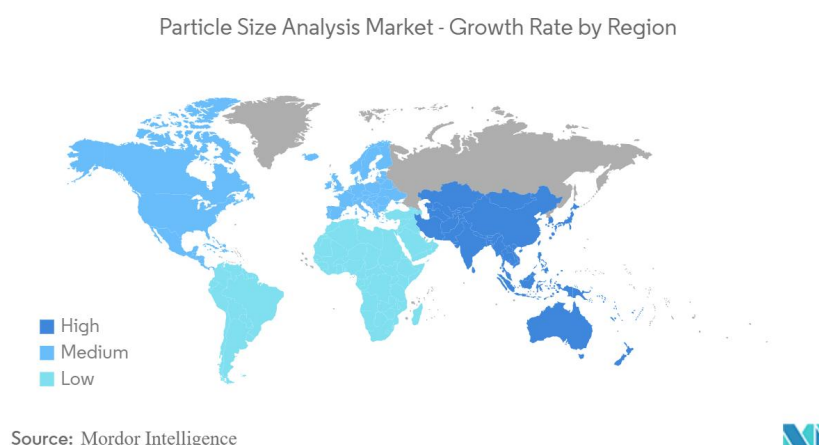
Globally recognized laboratory analytical instrument firms like Thermo Fisher Scientific, Danaher, and Agilent have a stronghold in the high - end market. In contrast, despite the large number of domestic companies, they are predominantly centered in the low - end segment. Prominent domestic players consist of Jiangsu Tianrui Instrument Co., LTD., Beijing Lebotaike Instrument Co., LTD., Focus Technology (Hangzhou) Co., LTD., among others.

The technological evolution within the laboratory analysis instrument industry is advancing at an astonishing pace. In particular, with the advent of novel materials, innovative processes, and new principles, the industry is trending towards high precision, high sensitivity, automation, and intelligentization. For instance, the incorporation of technologies such as artificial intelligence and big data has breathed new life into experimental analysis instruments. Given the robust demand from the development of strategic emerging industries,

including the low - carbon economy, environmental protection, and medical and healthcare sectors, the laboratory analysis instrument industry has encountered fresh opportunities and market prospects. In areas like environmental protection, food safety, and biomedicine, the need for high - precision and high - efficiency experimental and analytical instruments is extremely pressing.

The laboratory analysis instrument industry is currently in a prime phase of rapid expansion. The combined impetus of technological innovation and market demand renders the industry's future highly promising. When considering investments in the laboratory analytical instrument industry, investors should focus on crucial aspects such as technological innovation, green and eco - friendly products, service transformation, and policy support. Simultaneously, enterprises must boost their R & D expenditure and enhance product quality and competitiveness to confront challenges like market competition and a shortage of talent.

Figure 4.3 Particle size analysis market - growth rate by region



Source: Mordor Intelligence (2023)

#### 4.2.3. Competitor Analysis

According to MARKETSANDMARKETS 'report on the granularity analytics market, among the major vendors in the global granularity analytics market, the Malvern and OMicron brands of the company are still in the top position, followed by Beckman Coulter of Danaher, HORIBA and Anton Paar in the third and fourth place respectively. China's Dandong Best Instrument Co., Ltd. ranked fifth, Germany's Feizhi, Shinpatek and 3P Instruments ranked seventh, 11th and 18th respectively, Switzerland's LS Instruments ranked eighth, the

Netherlands' Feld Instruments ranked 10th, and the United States' McMeritek Instruments ranked 16th.

Figure 4.4 Global particle size analysis brand ranking



Source: MARKETSANDMARKETS (2023)

## Malvern Panalytical

Malvern Panalytical is a global leader in materials characterization and has a significant position in the particle size analysis instruments market. Its long history, profound technology accumulation, through continuous mergers and acquisitions and integration, rich product lines and leading technology.

In the global particle size analysis instrument market, Malvin Panaco occupies a large share, especially in developed markets such as Europe and the United States and high-end applications, such as biopharmaceutical, high-end materials research and development, market share is leading. In some industries that require demanding precision and technical support for particle size analysis, its market share can reach 30% 40%.

Malvern has established a good brand image through long-term market cultivation and quality products and services. Actively participate in and display the latest technologies and products in academic conferences, professional forums and other occasions in the industry to strengthen brand awareness and influence. Malvern has established an extensive global sales and service network, which can respond to customer needs in a timely manner and provide professional pre-sales consultation, installation and commissioning, as well as after-

sales maintenance services. With offices and service centers in major regions of the world, customers can ensure that problems encountered in the use of instruments can be solved in a timely manner.

### **Beckman Coulter**

Beckman Coulter has a deep background in the field of life science and clinical diagnosis. Its particle size analysis instrument products rely on strong technical research and development strength and extensive market channels, and have a high reputation in the industry.

Particle size analyzers based on Coulter's principle perform well in terms of measurement precision and accuracy. This principle determines particle size by measuring the change in resistance caused by particles passing through small holes, which can accurately measure the number and size distribution of particles. It is especially suitable for application scenarios with high requirements for particle counting, such as blood cell analysis and preparation of particle counting reference materials.

Beckman Coulter holds an important position and significant market share in granularity analysis applications related to life sciences and clinical diagnostics. In segments such as cell analysis and quality control of biologics, its market share is about 20%-30%. In the overall share of the global granularity analysis instrument market, although not as much as Malvin Panaco, but also in the leading camp.

Their market focus is on life sciences and clinical diagnostics, providing customized solutions and professional technical support to the special needs of customers in this field. Through the establishment of close cooperation with scientific research institutions, hospitals, pharmaceutical enterprises, etc., in-depth understanding of customer needs, and continuous improvement of products and services. And actively participate in academic conferences, seminars and other activities in the field of life science, through academic reports, product demonstrations and other ways to show the technical advantages and application results of its products to professionals. Carry out cooperative research projects with universities and research institutes to enhance the recognition and influence of the brand in the academic circle.

### **Dandong Baxter**

Dandong Baxter is a leading enterprise in the granularity analysis instrument industry in China, occupying an important position in the domestic market and gradually expanding to the international market. The company has focused on the research and development,

production and sales of granularity analysis instruments for many years, and has accumulated rich technical experience and market resources.

The product has a high cost performance, compared with similar foreign products, the price is more close to the people. On the premise of ensuring product quality and performance, we provide customers with cost-effective granularity analysis solutions by optimizing production processes and reducing costs. For example, its laser particle size instrument series products, while meeting the conventional particle size analysis needs of many domestic small and medium-sized enterprises, the price is only about half of the foreign similar products. As a domestic enterprise, it can better understand the needs and usage habits of domestic customers and provide timely and efficient localized services. With sales and service outlets in major regions of China, we can quickly respond to customers' after-sales needs, provide customers with on-site maintenance, technical training and other services, and solve customers' worries.

In the domestic granularity analysis instrument market, Dandong Baxter's market share ranks among the best, especially in the low-end market to occupy a dominant position. According to incomplete statistics, its market share can reach 30%-40% in the domestic SME customer group. In recent years, with the continuous improvement of product technology and the expansion of brand influence, it has gradually emerged in the international market, and its market share in Southeast Asia, the Middle East and other regions has gradually increased.

### **Other Competitors**

In addition to the above three main competitors, there are some enterprises in the industry that are also competitive in their respective segments. For example, Shimadzu of Japan has an extensive product line in the field of material analysis. Its particle size analysis instruments are characterized in combination with other material characterization equipment to provide customers with comprehensive material analysis solutions. Some of the brands of Spectris in the UK occupy a certain market share in specific industry applications, such as mining, cement and other fields, with a deep understanding of industry needs and professional product design. In addition, there are some small and medium-sized enterprises that focus on a specific technology or market segment and gain space for survival and development in the local market by providing differentiated products and services.

#### **4.2.4. Porter's Five Forces Analysis**

China's laboratory analysis equipment market is a dynamic and opportunity area. With the vigorous development of domestic scientific project and the acceleration of industrialization, the demand for high performance and high precision analysis equipment is constantly rising. In this market context, Chinese local brands are accelerating their rise and competing fiercely with multinational brands.

#### **Supplier bargaining power:**

The core technologies of imported particle size analysis instrument brands (such as lasers, optical components, software algorithms, etc.) rely on foreign manufacturers, and the upstream bargaining power of the supply chain is strong. For example, key components of high-end laser particle size meters (such as imported fiber semiconductor lasers) are mainly monopolized by European and American enterprises, and suppliers have advantages in technology and price. In addition, the high dependence of domestic agents or distributors on imported brands further weakens the bargaining power of imported brands in the supply chain. Supplier bargaining power is at high risk because core technology monopoly leads to supply chain vulnerability.

#### **Buyer's bargaining power:**

Groups with high bargaining power: Large enterprises (such as petrochemical, pharmaceutical and scientific research institutions) usually drive down prices through centralized procurement or bidding, and tend to choose domestic substitutes with higher cost performance (such as Bettersize and other brands).

Low bargaining power group: Small and medium-sized enterprises may pay more attention to price rather than brand due to low technology demand, but high-end market customers of imported brands have strict requirements on technology performance and limited bargaining space.

Buyer bargaining power is at moderate risk, as demand stratification is significant and pricing power remains in the high-end market.

#### **New Entrant threats:**

Technical barriers: The research and development of particle size analysis instruments involves multi-field technologies such as optics, algorithms and materials. Imported brands (such as Malvern and HORIBA) have advantages in patent accumulation and technology maturity, and new entrants need high R&D investment.

Localization competition: Domestic enterprises (such as Bettersize) have gradually eaten into the low-end market of imported brands through technological breakthroughs and

cost advantages, but their high-end products have not completely replaced imported equipment.

Policy restrictions: China is highly dependent on imports of high-end scientific research instruments, but policies in recent years have encouraged domestic substitution, which may weaken the market share of imported brands.

The threat from new entrants is moderate, as policy support hedges against technical barriers.

### **Threats of substitutes:**

Technology substitution: New technologies such as dynamic light scattering and nanoparticle tracking analysis may impact the traditional laser diffraction market, and imported brands need to continue to innovate to maintain competitiveness.

Domestic substitutes: Domestic equipment (such as Bettersize2000) has advantages in cost performance, after-sales service and other aspects, especially in the field of small and medium-sized enterprises and education.

Cross-industry substitution: In some industrial scenarios, rapid testing equipment or online monitoring systems may reduce the need for lab-grade particle size analyzers.

Substitution threat risk is moderate, as mid - and low-end substitution pressures coexist with high-end technology moats.

### **Competition in the industry:**

Market Concentration: The global particle size analyzer market is dominated by imported brands such as Malvern, Beckman Coulter, and HORIBA, with the first tier players accounting for around 60% of the market share in 2024.

Competitive strategy: Imported brands consolidate the high-end market through technological upgrading (such as automation and intelligence), while domestic brands seize the middle and low-end market with price wars and localized services.

Differentiated competition: Imported brands have technical barriers in high-end fields such as medical treatment and nanomaterials, while domestic equipment is more used in traditional industries such as building materials and food.

The risk of industry competition intensity is high, because of the double squeeze of technology war (high-end) + price war (low-end).

### **Summary and Suggestions:**

Imported particle size analysis instrument brands face multi-dimensional competitive pressure in the Chinese market: upstream suppliers control key technologies, the rise of local

brands squeeze the middle and low-end market, and policy orientation promotes domestic substitution. In the future, the following strategies should be adopted:

- Technology localization: Cooperate with domestic research institutions to develop customized solutions to reduce supply chain dependence.
- Differentiated pricing: Maintain the technology premium for the high-end market, while launching a simplified version of the device to meet the needs of the middle end.
- Strengthen service network: improve after-sales response speed, make up for the localized service advantages of domestic brands.

### **4.3. Internal Situational Analysis**

#### **4.3.1. Characterization of the company**

Alpha Corporation, founded in 1977 and headquartered in Florida, USA, is a renowned professional in scientific instrument design and manufacturing. For over 40 years, it has been at the forefront of providing cutting-edge technology detection and analysis instruments for particle detection and analysis. The instruments developed by the company have long held a high global reputation and have been honored as the best experimental instruments in the United States on multiple occasions. Committed to innovation, Alpha Corporation constantly focuses on developing granulometers with excellent functionality and advanced technology, aiming to offer powerful tools for R & D, quality control, and production processes.

Alpha has long been dedicated to the nano-science and technology field. It provides comprehensive solutions for the manufacturing, particle size characterization, application development, analysis, and improvement of nano-materials. By continuously introducing and developing leading nanotechnology and products, the company is determined to contribute to the industrial upgrading of China's Industry 4.0.

In 2010, Alpha established its presence in China, with its headquarters and R&D center located in Shanghai. Recognized as a national high-tech enterprise, the roots of its technical expertise trace back much earlier. As early as 1980, the team was already engaged in nanotechnology projects at the California Institute of Technology. They entered the Chinese market in 2000, initially focusing on serving the semiconductor manufacturing and pharmaceutical industries. Team members have concentrated on applying nanotechnology in drugs, making significant contributions to the technological and quality standard upgrades of complex pharmaceutical dosage forms like liposomes and fat emulsions. Currently, Alpha's business scope and partnerships span across various high-tech industries, including pharmaceuticals, semiconductors, aerospace materials, 3D printing, solar energy, new materials, chemicals, and filtration. Their services offer robust technical support for the overall upgrading of China's industries.

#### **4.3.2. Mission, vision and values**

**Mission** - Our mission is to pioneer and expand international state-of-the-art micro and nano technologies. In China, we strive to disseminate nanotechnology and granularity-related knowledge extensively. Our goal is to be a strong pillar for China's industrial transformation and to fuel its scientific and technological innovation, enabling Chinese industries to step onto a global stage with enhanced competitiveness.

**Vision** - We envision a future where we consistently bring in and foster advanced technologies and products within the nanotechnology domain. With unwavering dedication, we aim to be the vanguard in facilitating China's Industry 4.0 industrialization evolution. By doing so, we help Chinese industries embrace digitalization, automation, and intelligent manufacturing, driving them towards a new era of high-efficiency and high-quality development.

**Values** - At our core, we are committed to presenting an all-encompassing solution for the entire lifecycle of nanomaterials. This includes their production and manufacturing processes, precise particle size characterization, in-depth application development, meticulous analysis, and continuous improvement. We believe that by providing such comprehensive support, we can empower our clients in various high-tech industries to achieve technological breakthroughs and sustainable growth.

#### **4.3.3. Business Strategy**

At present, Alpha company has built a deep integration of online and offline operation system, and actively promotes digital transformation and upgrading while maintaining the advantages of traditional exhibition marketing. The company has formed an online promotion matrix with Baidu search engine improvement as the core and vertical industry platform as the support, and participates in more than 15 international industry exhibitions every year, and realizes the in-depth transformation of customers through independent technical seminars. In terms of customer service, the company has built an all-weather intelligent response system relying on the Internet of Things technology, realized the whole life cycle management of equipment through the remote diagnosis platform and preventive maintenance system, and configured a dedicated technical advisory team for strategic customers. At the level of technological innovation, the company invests 9.2% of its operating income into research and development every year, continuously promotes the iteration of ultra-precision detection algorithms with

five joint laboratories established by the Institute of Nanomaterials of the Chinese Academy of Sciences and other institutions, and collects improvement suggestions from more than 300 key customers through the user technical committee mechanism, forming a collaborative innovation ecology of production, university and research.

Facing the development of the next three years, the Board of Directors has established a three-in-one strategic direction of "technology-driven, ecological synergy, and value cultivation". In the field of digital marketing, the company plans to build a 3000 long tail keyword matrix, deploy AI semantic analysis system to achieve scenario-oriented search intelligent matching, focus on breaking through the operation of linkedin technology community, create knowledge IP such as "nano frontier technology Weekly", and simultaneously open brand flagship stores on the Tmall platform and develop industry customized procurement systems. In terms of ecological construction, the company will work with Thermo Fisher and other multinational enterprises to build equipment service systems, initiate the establishment of the analytical instrument industry innovation alliance, and launch scenario-based product packages such as pharmaceutical GMP compliance testing kits and overall solutions for new energy materials testing laboratories. The customer Value in-depth mining project will focus on upgrading the "Alpha Star" membership system, building an integral mall ecosystem with access to more than 20 suppliers, creating an online education platform of "Granularity Academy" with 200+ certification courses, and building new regional service centers in the Yangtze River Delta and the Greater Bay Area, and pilot the "2-hour emergency response Circle" service standard.

In order to ensure the implementation of the strategy, the company is reforming the organizational structure, and a new digital marketing committee and ecological cooperation department are set up to coordinate the allocation of resources. In the next three years, we will focus on introducing a team of AI algorithm engineers and industry solution experts to synchronously build a new generation of laboratory equipment iot platform. By systematically promoting these strategic initiatives, the company strives to achieve the goal of exceeding 35% market share and 82% customer renewal rate of granular analysis instruments in China by 2027, and continues to strengthen its technical voice and market leadership position in the field of nanomaterials testing.

#### **4.3.4. The Customers of Alpha**

Alpha's current core customer base covers pharmaceutical, chemical, food and beverage, etc., and its market penetration is deeply tied to technological changes in the industry.

In the pharmaceutical industry, affected by COVID-19 and other factors, global biomedical companies have shown rapid growth in R&D investment. According to the latest annual global biomedical industry development trend report released by Evaluate Pharma, the global biomedical research and development expenditure will exceed 200 billion US dollars for the first time in 2020 and reach 224.1 billion US dollars in 2021. Customer groups are rapidly migrating from traditional pharmaceutical companies to biopharmaceutical companies, and such customers have very high technical requirements for sub-micron detection accuracy. Alpha's instrument advantage lies in high precision, and field equipment trials can be conducted for such customers to increase their trust.

The chemical field is driven by the explosive demand for new energy materials, lithium cathode material particle size testing equipment procurement surged 68% in 2023, only Ningde times, BYD and other leading enterprises contributed to 52% of the orders in the field, but the corrosive gas caused by equipment loss is still a key obstacle to customer renewal decisions. Alfa's instruments use international standard materials, hardness and corrosion resistance are in line with international standards, can perfectly solve this difficulty.

The food and beverage industry has ushered in new equipment after the implementation of the new national standard for infant formula milk powder in 2023, and the requirements of these companies for detection efficiency have reduced the single analysis time from 8 minutes to 3.5 minutes. The standard test time of Alpha's equipment is five minutes, and we can communicate with customers that this time is developed and verified through analysis methods, so that the data can be valid, otherwise the test results can not be called "real results".

Comprehensive and in-depth customer type analysis is the key measure to accurately grasp the pulse of the market. Through multi-dimensional analysis of customer consumption power, customer categories, focus, information search habits, and interactive channels, enterprises can have a keen insight into market dynamics, accurately locate target customer groups, and formulate more targeted and effective marketing strategies, so as to seize the opportunity in the fierce market competition and achieve sustainable development.

Customer types of products are now analyzed through customer market data from June 1, 2024 to December 31, 2024. All the data are true and accurate. Some data are as follows:

Table 4.1 Summary of customer consultation Information

| No. | Name   | Industry consumption power | The channel | GDP | Attributes of customers | Search habits | Customer focus |
|-----|--------|----------------------------|-------------|-----|-------------------------|---------------|----------------|
| 1   | YZDCXB | 3                          | 3           | 4   | 2                       | 3             | 2              |
| 2   | UYFVTK | 3                          | 2           | 3   | 2                       | 1             | 4              |
| 3   | DGMOLJ | 4                          | 2           | 1   | 3                       | 4             | 5              |
| 4   | GSLVWP | 3                          | 2           | 5   | 3                       | 3             | 2              |
| 5   | KYALCB | 3                          | 1           | 5   | 3                       | 3             | 3              |
| 6   | ELJHTX | 3                          | 1           | 5   | 3                       | 1             | 3              |
| 7   | LNKGIL | 3                          | 2           | 5   | 1                       | 3             | 4              |
| 8   | GVELMP | 3                          | 1           | 4   | 1                       | 5             | 2              |
| 9   | PQTHRU | 3                          | 2           | 4   | 1                       | 3             | 5              |
| 10  | VYPNEC | 3                          | 1           | 5   | 1                       | 2             | 2              |
| 11  | OJJZCJ | 4                          | 2           | 1   | 3                       | 4             | 5              |
| 12  | KYPUGH | 3                          | 1           | 4   | 1                       | 2             | 5              |
| ... |        |                            |             |     |                         |               |                |
| 264 | BEASIK | 4                          | 1           | 5   | 1                       | 3             | 3              |
| 265 | MOPCMF | 3                          | 2           | 4   | 2                       | 3             | 2              |
| 266 | DZXOBQ | 5                          | 2           | 4   | 2                       | 2             | 4              |
| 267 | TKXHAF | 3                          | 3           | 4   | 1                       | 4             | 5              |
| 268 | YAZCWG | 3                          | 3           | 2   | 1                       | 4             | 3              |
| 269 | XJOYHS | 3                          | 3           | 5   | 2                       | 4             | 5              |
| 270 | YSNZMF | 3                          | 2           | 2   | 1                       | 1             | 3              |

Source: Alpha Corporate Marketing Department (2025)

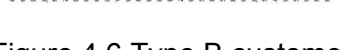
The numbers in the above data represent their own meanings, so as to facilitate the subsequent cluster analysis. The meanings in the above data are shown in the following classification scoring scale, as shown in Table 4.2:

Table 4.2 Alpha user classification rating scale

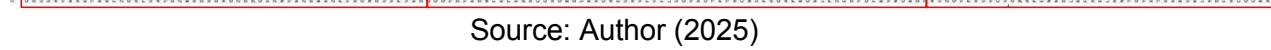
| Content of the scale              | Scale score | Description                                                 | Content of the scale       | Scale score | Description                  |
|-----------------------------------|-------------|-------------------------------------------------------------|----------------------------|-------------|------------------------------|
| Ranking of provincial GDP in 2024 | 1           | Heilongjiang, Jilin, Gansu, Hainan, Ningxia, Qinghai, Tibet | Industry consumption power | 1           | College of University        |
|                                   | 2           | Guangxi, Shanxi, Inner Mongolia, Guizhou, Xinjiang, Tianjin |                            | 2           | Unit of government           |
|                                   | 3           | Beijing, Shaanxi, Jiangxi, Chongqing, Liaoning, Yunnan      |                            | 3           | Chemical Company             |
|                                   | 4           | Hubei, Fujian, Hunan, Anhui, Shanghai, Hebei                |                            | 4           | Biological company           |
|                                   | 5           | Guangdong, Jiangsu, Shandong, Zhejiang, Henan, Sichuan      |                            | 5           | Pharmaceutical company       |
| Attributes of customers           | 1           | Prospect                                                    | Search habits              | 1           | Blind browsing type          |
|                                   | 2           | Customer                                                    |                            | 2           | Preliminary exploration type |
|                                   | 3           | Repeat Customer                                             |                            | 3           | Goal specific type           |
|                                   | 4           | Loyal Customer                                              |                            | 4           | Deep research type           |
|                                   | 5           | Advocate                                                    |                            | 5           | Professional guidance type   |
| Customer focus                    | 1           | Basic function focus                                        | The channel                | 1           | Distributors                 |
|                                   | 2           | Performance and quality focused                             |                            | 2           | Third party platform         |
|                                   | 3           | Function expansion and innovation focus                     |                            | 3           | Website                      |
|                                   | 4           | Overall solution focus                                      |                            |             |                              |

Source: Author (2025)

Figure 4.5 Type A customers

[illegible]

D2



Based on the results of cluster analysis, we can roughly divide the above data into four categories, which are explained as follows:

There are 41 class A customers, accounting for 15.19%, most of which are government unit customers. When searching for procurement instruments, government units will give priority to officially designated procurement platforms, such as the government procurement network of various local governments. In addition to authoritative platforms, government units also collect information extensively through a variety of channels. On the one hand, I will use the search engine to input accurate instrument name, technical parameters and application fields and other keywords, and obtain the official websites and product introduction pages of major instrument manufacturers, so as to comprehensively understand product performance and price range. When searching for instruments to purchase, government units pay attention to the evaluation of instruments by other users. Through industry forums, social media groups and other channels, check the real feedback of instrument users to understand the convenience and failure rate of the instrument in practical operation. Instruments with good reputation tend to be more favored in the search process, which also urges suppliers to focus on product quality and user experience to stand out in the procurement competition of government units.

There are 19 class B customers, accounting for about 7.04%. These clients are university colleges. University colleges attach great importance to instrument performance, including measurement accuracy, resolution, data processing ability, etc. In the search, the performance parameters of different brands of instruments will be compared in detail, and professional evaluation reports will be referred to. At the same time, the compatibility of the instrument with the existing experimental equipment and software system is considered. The professional community of teachers, researchers and laboratory managers is an important way for university colleges to obtain information on instrument procurement. In academic exchange groups, professional forums, and the national University Laboratory Management Association community, members share equipment use experience, procurement experience, and market trends. When searching for instruments, faculty members will actively participate in community discussions, ask about the performance of specific instruments in actual teaching and research, and refer to others' procurement decisions and suggestions to avoid procurement mistakes.

There are 48 class C customers in total, accounting for about 17.78%. These customers are mainly chemical companies. Chemical companies purchase instruments primarily to serve production. In the search, closely around the production process of each link, such as raw material detection, reaction process monitoring, product quality control, etc. The chemical industry is regulated by strict laws and regulations, with clear standards for product

quality and production safety. Chemical companies refer to the procurement experience of peer enterprises when searching for procurement instruments. Through the exchange activities organized by industry associations, private communication between enterprises and other ways to understand the actual effect of peers using a certain instrument, including instrument stability, after-sales service quality, etc. At the same time, pay attention to the supplier's reputation, inquire the supplier's reputation record in the industry, customer evaluation, etc. Give priority to suppliers with good reputation and high reputation in the industry, reduce procurement risks, ensure that the purchased instruments can be put into use smoothly, and ensure production and operation.

There are 162 category D customers, accounting for about 60%. These customers are divided into pharmaceutical companies and biological companies, which have similar attributes, but there are some differences in details. D1 is a pharmaceutical company. In the pharmaceutical industry, granularity analysis instruments have a significant impact on the quality and efficacy of drugs, and pharmaceutical companies have a unique habit in search and purchase. The stability and accuracy of particle size analysis instruments are strictly required. The purchasing staff of the company will conduct in-depth research on industry standards, such as the relevant provisions on API particle size in the Chinese Pharmacopoeia, and search for instruments that meet the standards based on this. Pharmaceutical companies will also hire professional consulting agencies to comprehensively evaluate the brand reputation and after-sales service ability of instruments with the help of their market research reports, so as to make accurate procurement decisions and ensure that the particle size analysis instruments purchased can efficiently help drug production and research and development. D2 is a biological company. The purchasing personnel of the company will deeply study the international and domestic regulations and standards related to biological products, such as the quality guide for Biological products of the US FDA and the provisions on particle size detection in the Biological Products Regulation of China, and search for compliant instruments according to these standards. Some biological companies with large scale or high requirements for procurement decisions will also entrust professional market research institutions to comprehensively evaluate the market reputation, technological innovation ability and after-sales service level of instrument brands with the help of their detailed market research reports, so as to help enterprises make scientific and accurate procurement decisions. Ensure that the purchased particle size analysis instruments can effectively serve the biological R&D and production work. D3 is a relatively special customer group, which includes biological companies and pharmaceutical companies. However, what they have in common is that when these customers search for

instrument information, they search with "answers". These customers have studied Alpha's brand and instruments in depth and are Alpha's brand advocates.

#### **4.4. SWOT Analysis**

##### **Strengths**

- Advanced technology - The imported instrument adopts advanced laser scattering principle, high-precision sensors and other international cutting-edge technology, which can realize the accurate particle size analysis of nanometer to millimeter particles.
- Reliable product quality - The company produces instruments in accordance with strict international quality standards, from raw material procurement to finished product assembly, every link is carefully controlled.

##### **Weaknesses**

- Higher prices - Being an imported product entails additional costs, such as tariffs and transportation, resulting in higher prices than domestic equivalents.
- Limited after-sales response speed -- because the company's headquarters is abroad, once the instrument fails, the maintenance time is long, which affects the normal production or scientific research progress of customers.

##### **Opportunities**

- The development of emerging industries brings opportunities - such as the rise of new industries such as 3D printing and new energy materials, which have a strong demand for material research and development and production.
- Strengthening trend of industry-university-research cooperation - Domestic universities, research institutes and other scientific research institutions have increasingly close cooperation with enterprises, and the transformation of scientific research results has accelerated.

##### **Threats**

- The rise of domestic competitors - the technical level of domestic instrument manufacturing enterprises continues to improve, and some enterprises have made significant progress in the field of particle size analysis instruments, and launched products with similar performance and more competitive prices.
- The uncertainty of trade policy - the international trade situation is complex and changeable, and factors such as tariff policy adjustment and trade friction may affect the cost and supply stability of imported instruments.

## 4.5. Objectives of the plan

The objectives of this plan are presented on the following table.

Table 4.3 Objectives of this plan

| Objective                       | Target                                                       |
|---------------------------------|--------------------------------------------------------------|
| Increase sales                  | Increase sales by 20% annually                               |
| Increase market share           | 5.125% (compared to the current 3.68% of China market share) |
| Acquire new customers           | 100 new customers                                            |
| Increase the customer retention | Increase 45% in loyalty customers                            |

Source: Author (2025)

## 4.6. Commercial Strategy: Marketing, Sales and Business Development

### 4.6.1. Segmentation, Targeting, and Positioning

In this chapter, STP analysis method is used to analyze the particle size analyzer. According to the analysis in the above chapters, this project makes a systematic analysis from three aspects.

#### Segmentation

Classification by customer type:

Table 4.4 Breakdown of customer types

|                        | College of University                     | Unit of government                   | Chemical company             | Biological company                     | Pharmaceutical company                  |
|------------------------|-------------------------------------------|--------------------------------------|------------------------------|----------------------------------------|-----------------------------------------|
| Channel of information | Academic journals, conference papers, etc | Industry forums, social media groups | Chemical industry exhibition | Professional medical equipment website | Industry seminar                        |
| Focus on the point     | Instrument performance                    | Legitimacy and normativity           | Comply with industry norms   | Stability and accuracy                 | Quality assessment, process improvement |
| Products               | Low-end products                          | Mid-range products                   | Middle and high-end products | Middle and high-end products           | High end products                       |

Source: Author (2025)

## **Targeting**

All the above customers are target customers, but due to the advantages of the company and products, pharmaceutical companies and biological companies are the key target customers, and they are the easiest to convert potential customers into customers. Next, chemical companies, and finally, universities and government agencies cannot give up. All customers need maintenance, but pharmaceutical customers are the main target customers. The company needs to expand the scope of customer acquisition, increase the means of acquisition and improve the method of customer retention, so as to achieve long-term development and maximize profits.

## **Positioning**

### **Research institutions and universities**

In academic research, granularity analysis instruments are of great significance to multidisciplinary basic research and frontier exploration. To study the microstructure of nano and composite materials in materials science, it is necessary to accurately understand the particle properties and reveal the relationship between material properties and microstructure. When chemical science synthesizes new compounds and studies the formation and growth of crystal nuclei, the instrument can provide key data for the study of reaction mechanism. In the field of life science, cell biology and microbiology research are also inseparable from it. Universities and scientific research institutions rely on the instrument to carry out national and international projects, which have high requirements on the accuracy, functional diversity and stability of the instrument.

### **Biopharmaceutical enterprises**

Biopharmaceutical has strict control over drug quality and safety, and particle size analysis instruments run through the whole process of research and development and production. In the development of new drug preparations, such as nano-drug carriers and liposome drugs, precise control of particle size can improve drug solubility, stability and bioavailability, while the particle characteristics of protein drugs such as insulin affect drug efficacy and injection experience. In production, real-time monitoring and precise control of API, intermediate and final preparation particle size are carried out to ensure consistent product quality between batches and meet domestic and foreign drug regulatory standards, such as FDA of the United States, EMA of Europe and NMPA of China. Biopharmaceutical

enterprises have strict requirements on instrument reliability, detection speed and data compliance.

### **Chemical enterprises**

From basic chemical raw materials to fine chemical products manufacturing, particle size analysis instruments play a key role. In plastic and rubber production, controlling polymer particle size can improve processing and physical and mechanical properties, such as plastic particle size uniformity affects the strength and appearance of products; Paint, ink industry, pigment particle size determines product color, hiding power and fluidity. In order to ensure product quality, improve production efficiency and reduce costs, chemical enterprises need instruments that can adapt to complex industrial environment and have online monitoring function, and have outstanding requirements for durability and anti-interference ability.

### **Food and beverage industry**

The quality, taste and stability of food and beverage products are closely related to the particle characteristics. The particle size of flour, milk powder and other raw materials affects the processing performance and brewing properties, and the particle size of coffee powder determines the brewing flavor. In beverage production, controlling pulp particle size and bubble particle size can improve taste and appearance. In order to meet the needs of consumers and comply with food safety regulations, food and beverage enterprises need easy to operate and fast detection instruments to monitor the quality of raw materials and products.

## **4.6.2. Customer Retention Strategies**

### **Provide customized after-sales support**

For scientific research institutions and universities, detailed instrument maintenance plans are customized for them, and professional and technical personnel are arranged for door-to-door inspection before key time nodes of the project to ensure that the stable operation of the instrument does not affect the progress of scientific research. For biopharmaceutical enterprises, it provides 7×24 hours emergency fault response service and is equipped with professional compliance consultants to assist enterprises in responding to the compliance review of instrument data by drug regulatory authorities. Due to their complex production environment, chemical enterprises can provide customized instrument protection schemes to extend the service life of instruments, and make regular return visits to improve the use parameters of instruments according to the actual production situation. Food and beverage enterprises pay attention to operation convenience, and the after-sales team can

regularly carry out online operation training and update the operation guide. Environmental monitoring departments often need to work outdoors, provide portable instrument maintenance kits, and provide remote guidance and maintenance services for field instrument failures.

### **Create customer-specific services**

Establish exclusive service platforms for different customer groups, such as academic exchange communities for scientific research institutions and universities, share the latest research results and instrument application cases, promote inter-bank exchanges and cooperation, and timely push instrument function upgrade information. Biopharmaceutical companies can get priority to participate in seminars on instrument application related to new drug R&D to discuss the application of the latest particle size analysis technology in drug R&D with industry experts. Chemical companies can enjoy exclusive industry reports covering the latest trends and cost improvement solutions of particle size analysis technology in chemical production. Food and beverage enterprises can obtain personalized analysis reports on raw material particle characteristics, providing data support for their product formulation improvement. The environmental monitoring department can participate in the development of customized instrument functions to make it more suitable for complex environmental monitoring needs.

### **Strengthen customer interaction and feedback**

Regularly carry out online and offline satisfaction surveys for customers in various industries to collect customers' opinions on instrument performance, after-sales service and other aspects. Set up a special customer feedback hotline and email to ensure that customer feedback can be timely communicated and processed. For customers who put forward effective improvement suggestions, certain rewards will be given, such as instrument accessories discount, free maintenance services, etc. Regularly hold online lectures for customers in different industries to answer their problems in the process of using the instrument, share the best practice cases in the industry, and enhance customers' proficiency and trust in the use of the instrument. At the same time, we continue to improve products and services according to customer feedback, so that customers can truly feel that the company attaches importance to their opinions.

#### **4.6.3. Sales Strategies**

Alpha's products are laboratory analytical instruments that are used and purchased under very strict conditions. Such products have been sold by direct sales in the early stage of the company's development. In the middle of the company's development, the company has explored some markets and established cooperation with some distributors. At this time, the sales strategy has increased from the original single direct sales strategy to a partner sales strategy. Today, at the later stage of the company's development, with a relatively mature corporate system and sales system, the company needs to focus on creating valuable content and experience to attract customers, and needs to increase inbound sales strategies. In addition to increasing inbound sales strategies, two strategies, direct sales and partner sales, need to be refined. Alpha company needs to combine the characteristics of limited resources but strong technical expertise to formulate differentiated sales strategies.

In terms of direct selling strategy, the company will accurately focus on high-value customers and achieve accurate access through deep penetration of industry exhibitions, customized services for key customers and O2O sales closed loop. Specifically, we first selected 3-4 vertical industry exhibitions such as China International Powder Exhibition and Material Testing Conference, focusing on three high demand fields of pharmaceutical, new energy battery and nanomaterials, adopted the "experiential marketing" mode, and carried portable prototypes for on-site particle size analysis demonstration. And set up the link of scanning the code to get the White Paper of Industry Granularity Standard to obtain potential customer information. For key customers such as institutes affiliated to Chinese Academy of Sciences and CATL, a two-person service team of "technical consultant + sales" has been established to provide customized services such as free sample testing service, equipment selection and comparison scheme and 5-year life cycle cost calculation model. At the same time, O2O sales closed loop is built, online granularity calculator tool is embedded in the official website to achieve intelligent model recommendation, video number "Granularity Research Institute" is set up to carry out weekly technical live broadcast, and customer engagement is strengthened by retaining viewers to receive electronic manuals.

In the partner sales strategy, the company will focus on building an ecological alliance system. Through hierarchical channel management, establish gold medal partnership with regional scientific instrument leaders (such as Southeast Scientific Instrument), give 15% commission and joint bidding support; Implement the policy of "sales lead for installation subsidy" with testing institutions, MRO procurement platforms and other industry service providers; A "Paper appreciation program" was launched for analysis and testing centers in universities, providing vouchers for supplies to scholars who mentioned equipment models in

their papers. At the same time, the channel empowerment system is established, the wechat "Partner Portal" is developed to realize real-time inventory query and technical document acquisition, the quarterly technical certification plan is implemented to train channel engineers, and typical customer cases are provided monthly through the "Lighthouse Customer" sharing pool to help partners deeply understand the procurement decision chain.

In the inbound sales strategy, the company will take technology-driven transformation as the core to build a digital marketing system. Firstly, knowledge assets were systematically deposited, industry problem knowledge base was created containing 200+ technical Q&A, and in-depth contents such as Granularity Detection Compliance Guide were developed as capital retention tools. Secondly, scenarized content matrix was created, a series of "90-second troubleshooting" short videos were produced for multi-platform distribution, a technical column was set up on Zhihu to invite original engineers from the United States to write, and the Industry Application Insight Report containing real user data was regularly published. Finally, an automated cultivation system was designed to achieve accurate transformation through a 7-step email cultivation process. The trigger equipment selection guide was downloaded from the white paper, and free calibration service was pushed 21 days later, forming a complete digital cultivation chain.

## **4.7. SICAS model Analysis**

### **4.7.1. Brand and user Sense each other (Sense)**

In today's era of digital information explosion, the mutual perception between granularity analysis instrument brand and user has become particularly critical. On the one hand, instrument brands need to let users know their own existence and advantages through various channels. As a basic display platform, the company's official website should present the technical parameters, application cases and other core information of the instrument in a clear and professional way to ensure that users can obtain relevant information quickly and accurately when searching. In professional instrument forums and industry social media groups, actively publish product updates and technical articles, participate in discussions, and enhance brand exposure in professional circles. For example, the case of how particle size analysis instruments can help improve the quality of chemical products was shared in the chemical industry forum to attract the attention of chemical enterprise users.

On the other hand, users are also actively perceiving brands. They learn about different brands of granularity analysis instruments through peer recommendation, online search, and attending industry exhibitions. For users, brand awareness, reputation and influence in the industry are all important factors of perception. A particle size analysis instrument brand with

many successful cases in the pharmaceutical industry and a good reputation is easier to be perceived and recognized by pharmaceutical users.

#### **4.7.2. Generate interest, interact and communicate (Interest & Interactive)**

After users have a preliminary perception of the granularity analysis instrument brand, if the brand can further stimulate users' interest and carry out effective interaction and communication with them, the possibility of user conversion will be greatly improved. The brand can make vivid instrument popular science videos and detailed application demonstration animations, which can be released on Douyin, B station and other platforms to show the application scenarios and operation processes of the instrument in different industries and arouse users' interest. At the same time, with the help of online live activities, industry experts and technical personnel are invited to explain the application knowledge of the instrument, answer users' questions, and interact with users in real time. For example, for users of scientific research institutions, live lectures on the application of granularity analysis instruments in cutting-edge scientific research projects are held, and Q&A sessions are set up in the lectures to collect users' questions and answer them on the spot.

In addition, establishing brand-specific customer communities is also an effective way to promote interaction. In the community, users can share their experience and exchange industry information, while brands can timely understand users' needs and feedback, provide targeted solutions and services, and enhance user engagement. For chemical enterprise users about the stability of the instrument in the complex production environment questions, brand technical staff can answer in detail in the community, and provide corresponding technical support programs.

#### **4.7.3. Action - Form a purchase (Connect & Action)**

In the process of interaction, brands need to provide users with convenient purchase channels and incentives to encourage users to take purchase actions. improve the purchase process on the company's official website to ensure easy operation and secure payment, and provide online customer service to assist users to solve problems in the purchase process at any time. Cooperate with professional instrument e-commerce platform to broaden sales channels and facilitate users to purchase. For users in different industries, personalized purchase preferential policies will be launched. For example, small and medium-sized enterprise users in the food and beverage industry are provided with discount packages for the purchase of instruments, including instruments, accessories and after-sales maintenance services for a certain period of time.

For large procurement projects of large enterprise users or scientific research institutions, professional sales teams are arranged to communicate one-to-one with users and provide customized solutions. From instrument selection, installation and commissioning to after-sales training, the whole process is followed up to eliminate users' purchase concerns and promote purchase actions. For example, for a pharmaceutical company that plans to purchase multiple particle size analysis instruments for a new production line, the sales team makes detailed instrument configuration plans for the pharmaceutical company, and provides equipment installation and commissioning and personnel training plans to ensure smooth procurement and use.

#### **4.7.4. Experience - Sharing (Share)**

The experience of users after purchasing and using granularity analysis instruments is very important. A good experience will encourage users to share and form word-of-mouth communication. The brand should provide high-quality after-sales service, such as quick response after-sales maintenance team, regular instrument maintenance services, etc., to ensure that users have no worries in the process of use. Collect user experience feedback and continuously improve products. If the data accuracy of the biopharmaceutical enterprise user feedback instrument in the detection of bioactive substance particles needs to be improved, the brand R&D team should timely study and upgrade the technology.

To encourage users to share their use experience, a user sharing reward mechanism can be set up. For example, users who share their experience and successful cases of instrument use on social media and industry forums can get rewards for instrument parts and after-sales maintenance service time. Users' true sharing is very convincing to potential users, which can attract more attention and purchase from new users, forming a virtuous cycle. For example, an influential researcher in the field of materials science shares the excellent results of using a certain brand particle size analysis instrument in the research of nanomaterials in a professional forum, which will attract the attention and interest of many peers in the brand instrument.

#### 4.8. Proposals to the Commercial Development of Alpha Company

Table 4.5 Summary of proposals

| Subject                          | Problem                               | Proposal                                                                                                                                                              |
|----------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Market research                  | Insufficient marketing team capacity  | Expand the marketing team to enhance operational bandwidth.                                                                                                           |
|                                  | Limited market insights               | Conduct comprehensive market analysis on particle size analyzer applications quarterly.                                                                               |
|                                  | Unclear customer needs                | Implement multi-channel feedback collection (surveys, interviews, online forums).                                                                                     |
| After-sales service              | Slow response to customer inquiries   | Establish rapid response channels for post-sales feedback.                                                                                                            |
|                                  | Low post-sales efficiency             | Implement region-specific service protocols tailored to market characteristics.                                                                                       |
|                                  | Inadequate technical support capacity | Strengthen technical training programs for post-sales personnel.                                                                                                      |
| Brand Influence                  | Outdated promotional channels         | Expand digital marketing channels (e.g., social media, video platforms).                                                                                              |
|                                  | Low brand recognition                 | Develop engaging product explainer videos and case studies for targeted industries. Collaborate with industry experts and institutions to co-host technical seminars. |
| Customer Acquisition & Retention | Flawed customer management system     | Implement tiered customer segmentation (based on purchase volume, frequency, etc.).                                                                                   |
|                                  | Low customer loyalty                  | Enhance referral incentive programs and host quarterly client appreciation events.                                                                                    |

Source: Author (2025)

##### 4.8.1. Perceive market dynamics and capture customer demand changes.

- Establishment and strengthening of market research team: set up a professional market research team with members including industry analysts and market researchers. Regularly carry out in-depth research on particle size analyzer application industries, including pharmaceutical, chemical, food and beverage, scientific research institutions and other fields. Through questionnaire survey, face-to-face interview, online forum

monitoring and other means, collect customer demand and feedback on instrument performance, function, price, service and other aspects, and form detailed market research report, the frequency is quarterly.

- Establishment of industry trend tracking system: The establishment of industry trend tracking system, real-time attention to domestic and foreign granularity analysis technology development trends, changes in policies and regulations, the emergence of emerging application fields and other information. Subscribe to professional industry reports, participate in international industry seminars, maintain close communication with industry experts, timely transform industry trend information into the company's product research and development and market strategy adjustment basis, monthly trend analysis and summary report.

#### **4.8.2. After-sales service changes in real time according to the market.**

- Quick response mechanism for after-sales feedback: Establish a quick response channel for after-sales feedback. After customers submit after-sales problems through telephone, email and official website feedback platform, ensure that they respond within 1 hour and arrange technical personnel to connect with them. Differentiated response time standards are formulated according to the characteristics and urgency of the industry in which customers are located, such as urgent problems of biopharmaceutical enterprises to be solved within 24 hours, and general problems to be solved within 48 hours.
- Dynamic improvement of after-sales strategy: Evaluate and improve after-sales strategy every six months according to market research results and customer feedback. According to the needs of customers in emerging industries, such as the needs of 3D printing material research and development enterprises for rapid instrument calibration service, timely adjust the content of after-sales package and add corresponding service items. According to the market characteristics of different regions, such as increasing the frequency of door-to-door maintenance in industrialized areas, strengthening remote after-sales support in remote areas.

#### **4.8.3. Increase customer acquisition channels and expand brand influence.**

- Deep cultivation and innovation of online channels:  
Improve the user experience of the Company's official website and add interactive function modules, such as virtual instrument demonstration and online Q&A community. Use big data to analyze users' browsing behavior and accurately push instrument information and solutions that meet customer needs.

Expand the promotion of emerging social media platforms, such as Douyin and Xiaohongshu, and produce vivid and interesting instrument popular science videos and application case sharing to attract the attention of potential customers. Cooperate with well-known bloggers and Kols in the industry to promote products and brands.

Carry out online live broadcast activities, invite industry experts and technicians to explain instrument application knowledge and new product release, etc., and regularly hold online instrument operation training courses to attract more potential customers to participate.

- **Diversification and expansion of offline channels:**

In addition to participating in traditional industry exhibitions, we will cooperate with industry associations and chambers of commerce to hold special seminars and technical exchange meetings, and invite professionals such as enterprises and scientific research institutions in the industry to participate in them, so as to improve the brand's visibility and professional image in the industry.

For geographically dispersed small and medium-sized enterprise customers, carry out regional tour promotion activities, set up temporary display points in key industrial cities, on-site demonstration of instrument performance, to answer customers' questions.

Establish industry-university-research cooperation bases with universities and scientific research institutions, provide instrument and equipment support for them, enhance brand awareness with the influence of universities and scientific research institutions, and tap potential scientific research customers at the same time.

#### **4.8.4. Improve customer maintenance methods, increase customer retention and repurchase rate.**

- **Improvement of customer hierarchical maintenance system:** hierarchical management of customers according to customer purchase amount, purchase frequency, cooperation time and other factors. Provide differentiated services for customers at different levels, such as providing exclusive account managers for high-value customers, giving priority to participating in new product trials, and customized after-sales packages; Send product preferential information and industry information to ordinary customers regularly to enhance customer stickiness.
- **Upgrade of customer loyalty program:** improve the reward mechanism for customer referral, and add the function of points redemption in addition to the original reward, so that customers can obtain points by recommending new customers and participating in company activities, which can be used to redeem instrument accessories, maintenance services, training courses, etc. Regularly hold customer appreciation activities, such as exclusive travel activities for high-end customers and parent-child experience activities

for customers, to enhance the emotional connection between customers and the company.

## 4.9. Implementation

### 4.9.1. Schedule

Based on the theoretical model and the proposed development plan, we will formulate relevant work, the specific work is shown in the following table:

Table 4.6 Annual schedule of work

|                                            | Jan                                | Feb | Mar                                                                  | Apr | May                     | Jun | Jul                                    | Aug | Sep                                                        | Oct                                          | Nov | Dec |
|--------------------------------------------|------------------------------------|-----|----------------------------------------------------------------------|-----|-------------------------|-----|----------------------------------------|-----|------------------------------------------------------------|----------------------------------------------|-----|-----|
| Expand the marketing team                  | Set up a 10-member research team   |     |                                                                      |     |                         |     |                                        |     |                                                            |                                              |     |     |
| Quarterly Market Analysis                  |                                    |     | First survey, 150 survey                                             |     | Analysis and adjustment |     | Second survey, 150 survey              |     |                                                            |                                              |     |     |
| Multi-channel feedback collection          |                                    |     |                                                                      |     |                         |     |                                        |     | Complete the annual report and improve the tracking system |                                              |     |     |
| Establish after-sales channels             | Establish channels and train teams |     |                                                                      |     |                         |     |                                        |     |                                                            |                                              |     |     |
| Implementation of regional services        |                                    |     | Quarterly process evaluation and improvement;                        |     |                         |     | Adjust after sales according to demand |     |                                                            |                                              |     |     |
| After-sales personnel training.            |                                    |     |                                                                      |     |                         |     |                                        |     |                                                            | The satisfaction rate reached more than 85%. |     |     |
| Expand digital marketing channels          | Improve website functions          |     | Post 10 articles on TikTok and Xiaohongshu, and hold two livestreams |     |                         |     |                                        |     |                                                            |                                              |     |     |
| Collaborate with industry and universities |                                    |     |                                                                      |     |                         |     | Hold industry seminars                 |     | Launch a city tour and work with a university              |                                              |     |     |

|                                                 |                                                                            |  |                                                  |                                      |                                          |                                                                                                      |  |  |  |  |  |
|-------------------------------------------------|----------------------------------------------------------------------------|--|--------------------------------------------------|--------------------------------------|------------------------------------------|------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| Implement<br>tiered<br>customer<br>segmentation | Complete<br>customer<br>stratification<br>and design<br>loyalty<br>program |  |                                                  |                                      |                                          |                                                                                                      |  |  |  |  |  |
| Customer<br>reward<br>programs and<br>events    |                                                                            |  | Provide<br>services and<br>referral<br>mechanism | stratified<br>and initiate<br>reward | Hold a customer<br>appreciation<br>event | Summary<br>improvement,<br>retention rate<br>increased by<br>8%, buyback<br>rate increased<br>by 10% |  |  |  |  |  |

Source: Author (2025)

#### 4.9.2. Budget

Table 4.7 Annual Budget of the market

| Subject                          | Proposal                                                                                                                                                                 | Budget (RMB) | Details |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------|
| Market research                  | Expand the marketing team to enhance operational bandwidth.                                                                                                              | 400,000      |         |
|                                  | Conduct comprehensive market analysis on particle size analyzer applications quarterly.                                                                                  | 50,000       |         |
|                                  | Implement multi-channel feedback collection (surveys, interviews, online forums).                                                                                        | 20,000       |         |
| After-sales service              | Establish rapid response channels for post-sales feedback.                                                                                                               | 10,000       |         |
|                                  | Implement region-specific service protocols tailored to market characteristics.                                                                                          | 20,000       |         |
|                                  | Strengthen technical training programs for post-sales personnel.                                                                                                         | 30,000       |         |
| Brand Influence                  | Expand digital marketing channels (e.g., social media, video platforms).                                                                                                 | 500,000      |         |
|                                  | Develop engaging product explainer videos and case studies for targeted industries.<br>Collaborate with industry experts and institutions to co-host technical seminars. | 700,000      |         |
| Customer Acquisition & Retention | Implement tiered customer segmentation (based on purchase volume, frequency, etc.).                                                                                      | 10,000       |         |
|                                  | Enhance referral incentive programs and host quarterly client appreciation events.                                                                                       | 40,000       |         |
| Total                            |                                                                                                                                                                          | 1,780,000    |         |

Source: Author (2025)

### 4.9.3. Control and assessment

Table 4.8 KPI of work

| subject                  | proposal                                                                                                                                                                                                      | KPI                                                                                                                                                                                                          |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer group cognition | Increase the number of employees in the marketing team                                                                                                                                                        | All personnel shall be in place within one month after the approval of the plan                                                                                                                              |
|                          | Carry out in-depth research on particle size analyzer application industry regularly                                                                                                                          | Number of times industry trend information is translated into strategy adjustment: at least once a month                                                                                                     |
|                          | Customer needs and feedback were collected through questionnaires, face-to-face interviews, online forum monitoring and other means                                                                           | Quantity of customer demand feedback collection: no less than 150 pieces every six months                                                                                                                    |
| After sales service      | Establish after-sales feedback rapid response channel.                                                                                                                                                        | After-sales response timely rate: more than 90% within 24 hours for biopharmaceutical urgent problems, more than 85% within 48 hours for general problems; Other industries by the standard of more than 80% |
|                          | Add different after-sales methods according to the market characteristics of different regions                                                                                                                | Number of after-sale strategy improvement: at least 2 major evaluations and 4 minor evaluations per year                                                                                                     |
|                          | Strengthen technical training of after-sales personnel                                                                                                                                                        | Customer satisfaction after sale: more than 85%                                                                                                                                                              |
| brand's influence        | Increase a variety of new media promotion channels, make vivid and interesting instrument popular science videos and application cases to share                                                               | The number of fans on online platforms increased: Douyin and Xiaohongshu had no less than 2,000 per year;                                                                                                    |
|                          | Professionals such as enterprises and scientific research institutions in the industry are invited to participate in the activities to enhance the brand's visibility and professional image in the industry. | Annual visits to the company's official website increased by more than 15%<br>Number of participants for offline activities: no less than 80 for the seminar;                                                |

|                                    |                                                                                                                                     |                                                                                                                                                                           |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer acquisition and retention | Hierarchical management of customers according to customer purchase volume, purchase frequency, cooperation time and other factors. | Customer satisfaction after sale: more than 95%                                                                                                                           |
|                                    | Improve the customer recommendation reward mechanism, regularly hold customer appreciation activities.                              | Customer retention rate: increase by more than 8%<br>Customer repurchase rate: increase by more than 10%<br>Number of customer recommendations: not less than 30 per year |
| Increase sales                     | There cannot be a downward trend in annual sales                                                                                    | Sales growth rate: 8%-20%<br>Sales target completion rate: quarterly and monthly decomposition of more than 85%<br>New product sales: 8%-15%                              |

Source: Author (2025)

## **5. Conclusions**

### **5.1. Project conclusions**

In the Chinese market, the competition in the field of laboratory analytical instruments is extremely fierce, and each brand needs to flexibly adjust its business development plan according to market dynamics to strengthen its brand or product advantages. This project focuses on the particle size analyzer products of Alpha Company, aiming to increase its sales, enhance the brand's influence and recognition in the particle size analysis industry, expand new customer resources, increase the retention of old customers and improve the repurchase rate, and finally achieve a significant increase in turnover.

At the beginning of the project, we collected extensive literature and conducted in-depth analysis on products with similar attributes to Alpha. At the same time, a comprehensive analysis of the market competition situation, precise positioning of products and customer segments. Based on the analysis of Alpha's internal and external environment, we identified its market opportunities and potential threats, and then summarized the challenges faced by the product. From the macro perspective, the positive adjustment of China's domestic policies, the continuous growth of the economy and the enhancement of the inclusiveness of social concepts have created broad market opportunities for Alpha Company. At the micro level, Alpha company has top technology and good brand reputation, but it also has some urgent problems to be solved, such as traditional marketing means, single customer channel and insufficient product innovation. An in-depth analysis of these issues is of great significance to the promotion of Alpha's business development. In view of the above problems, combined with the company's current strategy, formulate detailed annual work plan and supporting corresponding budget and KPI assessment to ensure the effective progress of all work. Through the implementation of this series of annual business development plans with clear time nodes, budget support and KPI assessment, Alpha company is expected to stand out in the competitive market and achieve the expected business growth target.

### **5.2. Project limitations**

Since Alpha's market data has been collected since June last year, it cannot be broken down into specific specialties or sectors. In addition, the project only targeted Alpha companies and lacked the breadth to scale to entire industries or companies with the same attributes.

### **5.3. Suggestions of Future project**

In order to improve the generality and accuracy of the project, it can be improved from multiple dimensions. In terms of data, the amount of data in the current project is limited, so authoritative industry reports and market Research data should be collected, such as the market report of granular analysis instruments published by Research andMarkets and MarketsandMarkets. These reports cover more than 50% of the world's mainstream brands, with data spanning 5-10 years and presenting key data such as market size and growth rate. The data of product R&D investment, market share change and technological innovation achievements of leading brands such as Malvin Panaco, Beckman Coulter, Thermo Fisher, and Agilent in the past three years can enhance the universality and persuactness of project analysis. To carry out differentiated projects, companies of the same type with different scales and development modes can be selected. Regional differentiated comparison projects are also critical. Mature markets in Europe and the United States have strict regulations and standards, and the United States FDA has a very low tolerance for data accuracy deviation of particle size analyzer for drug production. In emerging markets in Asia, such as India and some countries in Southeast Asia, customers are highly price sensitive, and price factors weigh 40%-50% in purchasing decisions. Carrying out regional differentiation projects and analyzing the differences in market demand, policies and regulations, and competition pattern in different regions can enhance the applicability of projects in different regions of the world and provide reference for market expansion and product planning for more companies.

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