INSTITUTO
UNIVERSITÁRIO
DE LISBOA

Commercial Development Plan of Online Master Degree for Golden Company

Yang Lu

Master in Business Administration

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

April, 2025

BUSINESS SCHOOL

Department of Marketing, Operations and General Management

Commercial Development Plan of Online Master Degree for Golden Company

Yang Lu

Master in Business Administration

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

April, 2025

Acknowledgements

This thesis was completed under the careful supervision of Professor Rui Manuel Vinhas da Silva. His profound professional knowledge, rigorous academic attitude, work style of excellence, high moral character, enthusiasm and deeply influenced me. My supervisor, Prof Rui Manuel Vinhas da Silva, has given me a lot of guidance from the selection of the thesis topic to the completion of the thesis. I would like to express my great respect and sincere gratitude to Prof Rui Manuel Vinhas da Silva.

I would like to thank ISCTE-IUL for providing a platform for my master's studies. Thank you to the ISCTE-IUL professors for the lectures, the knowledge and research methods you provided and for supporting my research project. Thanks to Mr Shi Wei for his help and guidance. Thanks to Shanghai University of Applied Sciences for research support.

Resumo

Com o desenvolvimento da economia chinesa e a enfase na educação, os programas de mestrado online e a educação online são uma das tendências no desenvolvimento da educação pela Internet na China e têm um potencial muito elevado. A Golden Company é uma excelente organização de educação online e tem uma vasta experiência na realização de programas. No entanto, devido aos problemas de uma auditoria pouco clara das instituições estrangeiras, de um processo de introdução irregular, de um retrato pouco claro do utilizador final das instituições de ensino para adultos, o nível de desenvolvimento das instituições de ensino no mercado varia. A Golden Company também tem os seus próprios problemas, resultando em maus resultados de inscrição, insatisfação do cliente, e valores de vendas não satisfatórias. Por conseguinte, o objetivo deste projeto é desenhar um plano de desenvolvimento comercial para a Golden Company. Nesse sentido, foram realizados uma análise do ambiente externo, uma análise do ambiente interno, combinada com o método de análise 4P, tendo em vista propor soluções para o desenvolvimento comercial e de marketing da empresa e o seu desenvolvimento empresarial.

Palavras-Chave: Plano comercial, mestrados online, vendas

JEL Classification: M31

Abstract

With the development of China's economy and the emphasis on education, online master's degree programs and online education are trends in the development of online education in China and they have a very high potential. Golden Company, as an outstanding online education organization, has a wealth of experience in carrying out programs. However, due to the problems of unclear audit of foreign institutions, irregular introduction process, unclear end-user portrait, etc. of adult education institutions, the development level of education institutions in the market varies. And Golden Company also has problems, resulting in poor enrollment results, customer dissatisfaction, and, thus, sales are not satisfactory. Therefore, the purpose of this project is to design a commercial development plan for Golden Company. To do so, an external environment analysis, internal environment analysis, combined with 4P analysis method were carried out, in order to propose solutions to the company's commercial and marketing situation and business development.

Keywords: Commercial plan, online degree masters, sales

JEL Classification: M31

Table of Contents

ACKNOWLEDGEMENTS ..... **I**

RESUMO ..... **II**

ABSTRACT ..... **III**

TABLE OF CONTENTS ..... **IV**

LIST OF TABLES ..... **VI**

LIST OF FIGURES ..... **VII**

1. INTRODUCTION **1**

2. LITERATURE REVIEW **2**

2.1. Evolution of Online Education 2

2.2. From Traditional to Online Marketing 2

2.3. Self-media marketing 3

2.4. Customer acquisition and retention 4

3. METHODOLOGY **6**

4. COMMERCIAL DEVELOPMENT PLAN **7**

4.1. Executive Summary 7

4.2. External Situational Analysis 7

4.2.1. PESTE Analysis *7*

4.2.2. Analysis of the education and training market in China *15*

4.2.3. Porter's Five Forces Analysis *17*

4.2.4. Consumer Analysis *18*

4.3. Internal Situational Analysis 20

4.3.1. Description of the company *20*

4.3.2. Marketing-Mix Analysis *21*

4.3.3. Customer Analysis *23*

4.4. SWOT Analysis 24

4.5. Objectives of the Plan 25

4.6. Commercial Strategy: Marketing, Sales and Business Development 25

4.6.1. Segmentation, Targeting and Positioning *25*

4.6.2. Customer Retention Strategies *26*

4.6.3. Sales Strategies *27*

4.7. Marketing-Mix 28

4.7.1. Product *28*

4.7.2. Price *29*
4.7.3. Place *29*
4.7.4. Promotion *30*
4.8. IMPLEMENTATION PLAN 31
4.8.1. Schedule *31*
4.8.2. Budget *32*
4.8.3. Control and assessment *34*
5. CONCLUSIONS 35
BIBLIOGRAPHICAL REFERENCES 36

List of Tables

Table 4-1 - Policies related to the teaching profession 8
Table 4-2 – SWOT Analysis..... 24
Table 4-3 - Schedule..... 32
Table 4-4 – Budget (in yuan) 33
Table 4-5 – Control and Assessment 34

List of Figures

Figure 4-1 - China's GDP and GNI from 2020 to 2025 9
Figure 4-2 - Per capita disposable income and per capita consumption expenditure of Chinese residents from 2020 to 2025 10
Figure 4-3 - Population of China from 2020 to 2024 11
Figure 4-4 - Number of ordinary college graduates in China from 2020 to 2024 11
Figure 4-5 - Employed persons and urban employment in China from 2020 to 2024 12
Figure 4-6 - Size of Internet users and Internet penetration rate in China from 2020 to 2024 12
Figure 4-7 - Webcasting User Size in China, 2020-2024 13
Figure 4-8 - China's cloud computing market size from 2020 to 2023 14
Figure 4-9 - Global Virtual Augmented Reality (AR) and Virtual Reality (VR) Market Size (2016-2024) 14
Figure 4-10 - China's Artificial Intelligence Market Size (2020-2024) 15
Figure 4-11 - Statistics of students in the company's online master's degree programme 23

1. Introduction

The Internet has led the way, facilitating economic reform and enhancing social change. Firstly the COVID- 19 pandemic has accelerated the adoption of online education even more, leading to a significant increase in the number of students enrolled in online university programmes. Secondly, growing competition among universities to offer online degrees and programmes has led to an increase in the number of universities offering online education options. Third, the growing demand for more flexible and accessible educational options has led to the increasing popularity of online university education. The impact of these trends is visible in the numbers, with the global online university education market expected to reach $350 billion. This will grow at a CAGR of approximately 10 per cent by 2025. In addition, the number of students enrolled in online university programmes has increased significantly over the past year, with many universities reporting significant increases in their online programmes and enrolments. Looking forward, the online university education segment is expected to continue its growth trajectory, driven by increasing demand for distance and flexible learning options, as well as advances in technology that can provide a more personalised and engaging learning experience. However, the sector may also face challenges, such as ensuring the quality and accreditation of online programmes, as well as addressing the digital divide and unequal access to technology and internet connectivity. Nonetheless, the overall outlook for the online university education segment remains positive, with strong growth potential in the coming years.

The objective of this thesis is to design a commercial development plan for the Golden Company. This company is a leading company in China's on-the-job education field.

In this project, it was used several methods, such as Literature Review, 4P Marketing Theory, PEST Analysis, SWOT Analysis Model, and Porter's Five Forces Model.

This thesis is divided into five chapters. The first chapter is the Introduction, which describes the background of the chosen topic and the significance of the research. Chapter 2 is the Literature Review and Chapter 3 is the Methodology. Chapter 4 presents the Commercial Development Plan and Chapter 5 presents the Conclusions.

2. Literature Review

2.1. Evolution of Online Education

According to Jiang and Cao (2019), with the rapid development of smart devices and Internet information technology, the use of big data is slowly popularized in many industries in the market, which will inevitably trigger a series of changes in online education.

According to Qin et al. (2020), Canadian education scholar Michael Fullan argues that explanation in the conceptual sense of educational change encompasses four dimensions: Subjective, Objective, Moral, and Intellectual.

Research on online education has appeared abroad in the late 1980s and early 1990s. Kearsley (2000) concluded that in the year 2000 the Internet had become the primary mode of education for schools, companies and families.

2013 is recognized as the first year of China's online education development, while 2014 is the year of China's online education explosion. Mao (2014) concluded that the products and services of online education have also been continuously subdivided in this context, and have comprehensively covered the different learning needs of various school-age levels, from early childhood education, primary and secondary education, higher education and vocational education.

According to Peng et al. (2019), at this stage, Chinese online education has a late start, and there was still a situation of low quality education and incomplete teaching content, especially at this stage. Besides, the construction of the online education assessment system was not yet sound, which leaded to the slow development of online education in general.

2.2. From Traditional to Online Marketing

Kotler (2022) argued that online marketing is the extension and expansion of traditional marketing methods, but its basic principles and methods are similar to traditional marketing.

According to Vivi et al. (2022), especially after the era of Covid-19 epidemics, the impact of social media on businesses has become more powerful, so companies have become more concerned about social media. With the popularization of big data and artificial intelligence technology, online marketing has also stepped into new territory.

However, You (2022) concluded that, in the context of big data technology, online marketing also has a variety of problems, which also requires companies to continue to explore, summarize the experience of the development, improve the quality of big data

technology services, to ensure that the enterprise and the user's privacy protection, in order to allow a faster and better development of the online marketing.

Du (2022) concluded that under the new 4C law, online sales are already a mature marketing model, and enterprises can give their products more interest and vitality through IPization to make their products more attractive.

According to Beom et al. (2006), online marketing has a special mechanism, unlike traditional marketing, as consumers in online marketing can also act as a manufacturer's “sales agent”, in the process of online marketing to obtain their own interests.

According to Naomi (2020), in a study of online marketing strategies, it is believed that the development of online marketing strategies should be considered through the use of online marketing techniques and tools, so that the marketing provided to the customer is more valuable, as it enhances the added value of products and services.

According to Bulantseva (2023), web content marketing is a form of upgraded traditional marketing that utilizes content to satisfy the information needs of targeted stakeholders to close deals.

Fuciu (2022) concluded that social media analytics are of some importance in marketing campaigns, and when using social media it is possible to profile consumers (current and potential) for a successful marketing strategy.

Sreenivasa and Nirmala (2023) argued that in current Internet marketplace, systematic recommendations have become commonplace, allowing companies to pre-set and recommend their products in the online marketing process.

2.3. Self-media marketing

Sun (2023) concluded that self-media is a kind of content creation and privatization of the media platform, with the attributes of multimedia communication, with the dissemination of diversified types of information, and therefore more able to meet the diversified needs of users. Self-media marketing channels are richer and more flexible, which can help enterprises reduce costs and realize better communication and interaction with customers.

Baetzgen and Tropp (2013) concluded that self-media is an information medium where consumers are able to share their own timely, dynamic and valuable information, it is personalized and autonomous, and interaction between the medium and the consumer can be achieved, while the overall cost is low.

Hajduk and Zarzdzanie (2019) concluded that self-media in recent years has been a role in the economic development, and it has reach a huge marketing role in all ways of life.

According to Mason et al. (2021), self-media content, promotional activities, KOL influence, etc. are very attractive to consumers and can have an impact on their purchasing decision process.

According to Les et al. (2021), the effectiveness of self-marketing is related to product category, complexity, cost, and brand status.

According to Zhao and Yu (2021), self-media marketing is characterized by the combination of online and offline, which is suitable for traditional retail and traditional service industries.

Sun (2021) argued that the study of self-media should start from the big V accounts, official accounts, emerging media accounts, etc. in the self-media platform and the whole team in its operation activities, the account is the reality of the self-media bearer.

Liu (2023) argued that self-media marketing should be carried out in four aspects: strengthening the management of the platform, expanding the advertising and marketing market, using big data to do a good job of accurate user targeting, and optimizing short video content.

He (2021) argued that self-media marketing, which can also be referred to as social marketing, usually utilizes self-media platforms such as microblogging, WeChat, short videos, Sohu, Baidu and various other platforms to launch marketing.

Liu (2023) argued that self-media marketing mainly refers to the use of data, traffic, content, and the relationship between the three mutually reinforcing, interdependent, through the conversion of consumption, and making profits.

2.4. Customer acquisition and retention

With the increasingly fierce competition in the market and the rising cost of customer acquisition, many scholars have combined the current situation of the application of user growth and put forward user growth optimization strategies. Yang (2020) concluded that adherence to the content is king, fully consider the needs of users.

Brown and Ellis (2017) concluded that by analyzing user behavioral data to tap into the core needs of users and iterating on the product in a targeted manner, thus achieving explosive growth in the number of users.

According to Huang (2019), the core of user growth is how to achieve user acquisition, activation, retention, realization, recommendation, etc. through product, market, operation, data, creativity, channels and other elements to realize user acquisition, activation, retention, cash, recommendation and so on.

Hu and Zhang (2019) argued that the factors affecting user stickiness on online video platforms were explored through user behavior analysis. It is found that content quality and diversity is one of the key factors affecting user retention. High-quality and diverse content can attract users and increase their stay time and interaction frequency on the platform, thus increasing retention rates.

According to Liu et al. (2020), the impact of user satisfaction on retention was explored through quantitative analysis and qualitative interviews. It is found that there is a positive correlation between user satisfaction and retention rate in video applications. Factors such as content quality, personalized recommendation and social interaction have an important impact on user satisfaction and retention rate.

Edwin and Andrea (2020) concluded that user retention rate is not only an important indicator of brand loyalty, but also a key indicator of user identification and satisfaction with the brand. High brand identity and satisfaction are key factors affecting the high retention rate, which also means that the brand has a high degree of word-of-mouth communication.

According to Xu (2017), high-quality products or services are the key to meeting user needs, high user retention, satisfaction and loyalty.

According to Liang (2020), effective marketing strategies can attract and retain users and increase their stickiness and loyalty. For example, coupons, promotions, memberships, etc. can stimulate the user's desire to buy and experience, increasing user loyalty and stickiness. In addition, when formulating targeted and practical marketing strategies, it is necessary to dig deep into the market demand, grasp the user feedback to accurate marketing, maximize the effect of user satisfaction and loyalty, brand awareness and influence, and then expand the number of users.

According to Chih et al. (2020), the key factor for users to reduce or stop using the product or service is due to problems with the product or service themselves.

3. Methodology

The objective of this project is to design a commercial development plan of online master degree for Golden Company. The methods used in this project are as follows.

(1) Literature review method: By reading relevant domestic and foreign literature in the fields of education and marketing, we can understand the current situation of the development of the education industry and research results. Based on these research results, this project can get relevant theoretical support and help analyze and solve problems at the same time.

(2) Model Analysis Method: Using PEST model, Porter's Five Forces model and other external analysis methods, we analyze the current situation of the education industry in depth from various aspects, such as politics, economy, social, technology, as well as the competition among existing competitors, the threat of new entrants, the threat of substitutes, the bargaining power of the suppliers, the bargaining power of the purchasers, and so on.

(3) Field research method: By conducting field visits and research about Golden company, first-hand information was collected, and then sorted out and integrated the project information according to the actual situation. It provides a strong help to understand the needs of the company and to make suggestions for the improvement of the company.

4. Commercial Development Plan

4.1. Executive Summary

With the development of China's economy and the emphasis on education, online master's degree programs and online education are trends in the development of online education in China and they have a very high potential. Golden Company, as an outstanding online education organization, has a wealth of experience in carrying out programs. However, due to the problems of unclear audit of foreign institutions, irregular introduction process, unclear end-user portrait, etc. of adult education institutions, the development level of education institutions in the market varies. And Golden Company also has problems, resulting in poor enrollment results, customer dissatisfaction, and, thus, sales are not satisfactory. Therefore, the purpose of this project is to design a commercial development plan for Golden Company. To do so, an external environment analysis, internal environment analysis, combined with 4P analysis method were carried out, in order to propose solutions to the company's commercial and marketing situation and business development.

4.2. External Situational Analysis

4.2.1. PESTE Analysis

4.2.1.1. Political and Legal Context

Currently and for the next few years, the political situation in China is basically stable. China will continue to focus on the theme of "peace and development", with an emphasis on restoring the economic decline of the Chinese market after the end of Covid- 19. As the economy continues to develop, the education and training industry has become an emerging industry in recent years, with more and more people realising the importance of knowledge and education. China's population is still in the first place in the world, the Chinese government urgently needs to upgrade China from a populous country to a talent powerhouse, the Chinese government will not only increase financial expenditure to promote the development of the education industry, but will also introduce a series of laws and regulations to protect the development of the education industry, so the education industry will always be in a period of prosperity.

Table 4-1 - Policies related to the teaching profession

Date	Issuing Department	Policy Name	Highlights
2019	Ministry of Education and eleven other departments	Guiding Opinions on Promoting the Healthy Development of Online Education	The field of higher education has vigorously developed national high-quality online open courses, while new governance has begun in the field of basic education.
2020	NDRC	Opinions on Supporting the Healthy Development of New Industries and New Models Activating the Consumer Market and Driving Employment Expansion	Vigorously developing integrated online education, constructing a mechanism for the normalized integration and development of online and offline education, forming a benign interaction pattern, and allowing the purchase and appropriate use of eligible socialized and market-oriented excellent online course resources
2025	Ministry of Education and nine other departments	Opinions on Accelerating the Digitization of Education	Strengthen the forward-looking layout of artificial intelligence and promote the digital transformation of disciplines and specialties, curricula and teaching materials.
2025	State Council of the Communist Party of China (CPC)	Outline of the Plan for Building a Stronger Education State (2024-2035)	Accelerating the construction of a modern vocational education system and cultivating great master craftsmen, skilled artisans and highly skilled personnel
2025	Ministry of Education	Administrative Measures for the Application of the National Comprehensive Platform for the Supervision and Service of Out-of-School Education and Training	Supporting training organizations to directly enter or systematically access the national platform in accordance with policy requirements and technical standards, and introducing, displaying and selling relevant courses and services through the national platform. Encouraging universities, scientific research institutions, industry enterprises and other social forces to support the resources, technologies and services required for out-of-school training regulation and services in the public interest, so as to enhance the effectiveness of out-of-school training regulation and services.

Source: Author (2025)

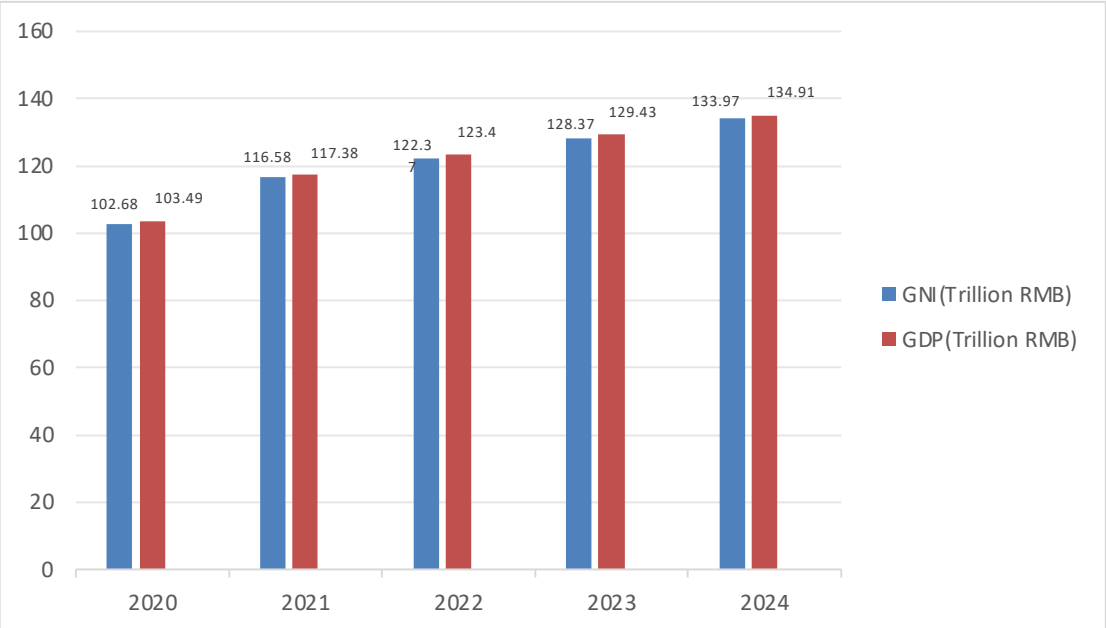
4.2.1.2. Economic Context

Education is an important symbol of the progress of human civilisation and an important source of power for social and economic development. With the arrival of the knowledge economy era, the future of mankind and the prosperity of the country are more dependent on education than ever before. For the country and the nation, education is related to the improvement of the quality of the whole nation and the development of politics, economy, culture and society; for the individual, education is related to whether a person can learn the basic skills for

surviving in the society, whether he or she can enjoy the fruits of the civilisation of the modern society, and whether he or she can improve one's quality of life.

Since the reform and opening up, with the establishment and perfection of the socialist market economic system and the increasing expansion and deepening of opening up to the outside world, China's economic development has maintained a trend of rapid growth. Gross domestic product (GDP) in 2024 was RMB 134.91 trillion, an increase of 5.0% over the previous year. Gross National Income (GNI) in 2024 was RMB 133.97 trillion, an increase of 5.1% over the previous year.

Figure 4-1 - China's GDP and GNI from 2020 to 2025



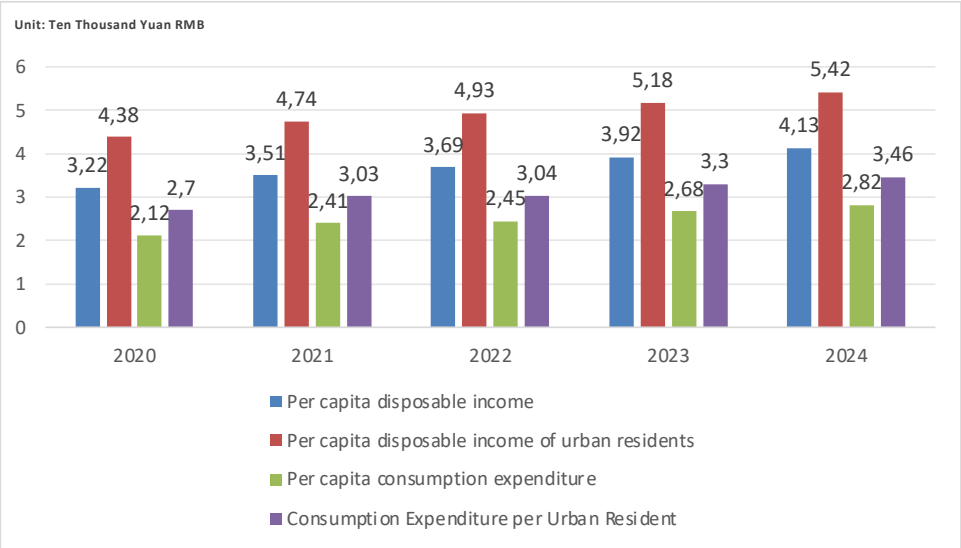
Source: China National Bureau of Statistics (CNBS)

Chinese people attach great importance to the education of the next generation, adhering to the concept of “no matter how poor, you can't be poor in education”, Chinese parents are not “stingy” in investing in their children's education. According to statistics, the ratio of national financial education expenditure to family education expenditure is 1:3. Converting according to the ratio of 1:3, according to the National Education Expenditure Implementation Statistical Bulletin issued annually by the Ministry of Education, the National Bureau of Statistics, and the Ministry of Finance, In 2023, China's national general public budget for education (including education expenses, infrastructure funds and education surcharges) will be 4.08 trillion yuan. Proportionally, China's family education expenditure will be 1.36 trillion yuan.

The most basic factor in economic development is people, and the improvement of human quality depends on education. With the growth of per capita disposable income and per capita consumer spending, which has fueled the rapid development of education and education and

training, in 2024, the per capita disposable income of China's residents will be 41,300 yuan, of which the per capita disposable income of urban residents will be 24,125 yuan; and in the same year, the per capita consumer spending of China's residents will be 28,200 yuan, of which the per capita consumer spending of urban residents will be 34,600 yuan.

Figure 4-2 - Per capita disposable income and per capita consumption expenditure of Chinese residents from 2020 to 2025

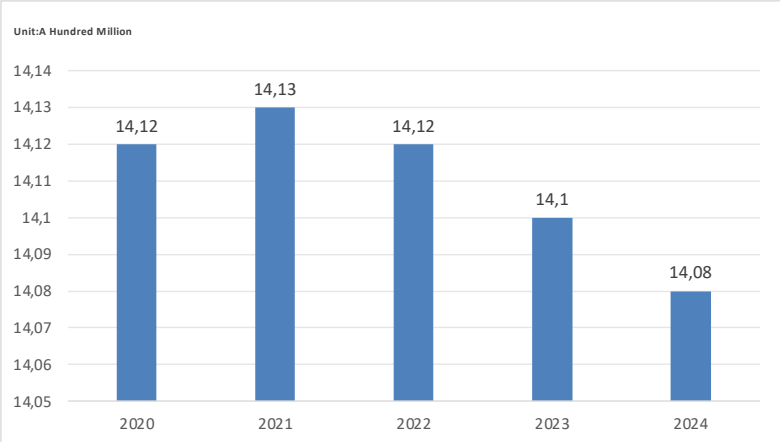


Source: China National Bureau of Statistics (CNBS)

4.2.1.3. Socio-Cultural Context

Historically, China's population has always maintained a large share of the world's population, and from 1949 to 2025, China's population continued to grow. In recent years, China's population growth has slowed down year by year. According to national census data, China's population reached 1.408 billion in 2024, a year-on-year decrease of 1.39 million people, with a natural population growth rate of -0.1%.

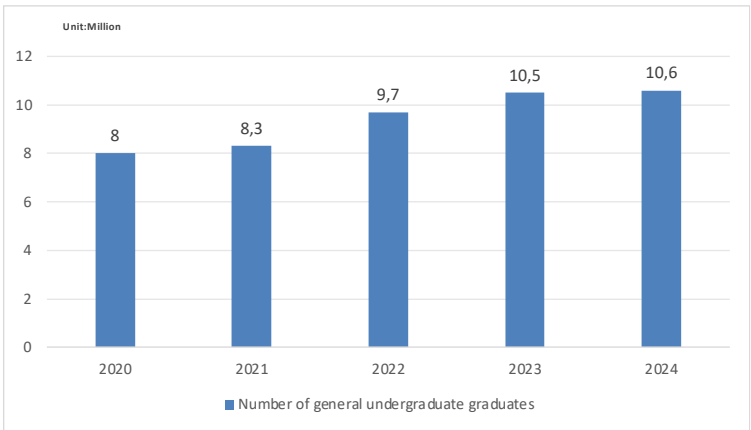
Figure 4-3 - Population of China from 2020 to 2024



Source: China National Bureau of Statistics (CNBS)

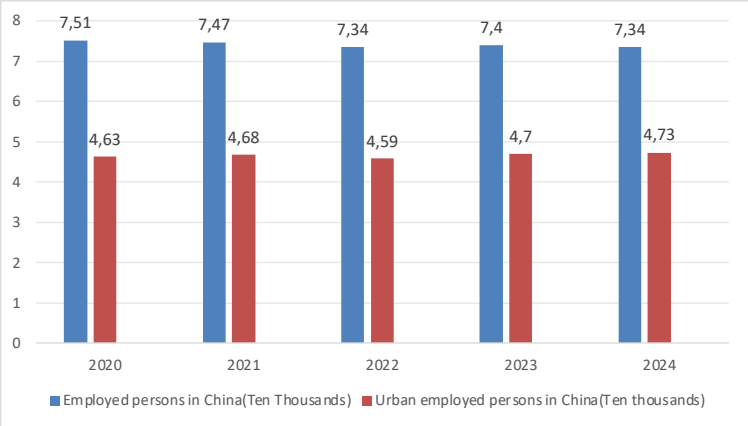
China's current employment situation is grim and competition for jobs is fierce. in 2024, the number of employed people in China was 734 million, a year-on-year decrease of 0.8%, of which the number of employed people in China's cities and towns was 473 million, an increase of 0.6% year-on-year. Meanwhile, the number of Chinese college graduates is increasing year by year, which undoubtedly intensifies the employment pressure. Taking the number of ordinary college and university graduates in China as an example, it will be 10.594 million in 2024, and according to a report released by China Wisdom Recruitment in 2024, the employment rate of college and university graduates in 2024 will only be 55.5%. This shows the current employment situation. Meanwhile, in 2024, China's urban employment increased by 12.56 million people, up 0.96% year-on-year. The urban survey unemployment rate was 5.1%.

Figure 4-4 - Number of ordinary college graduates in China from 2020 to 2024



Source: China National Bureau of Statistics (CNBS)

Figure 4-5 - Employed persons and urban employment in China from 2020 to 2024



Source: China National Bureau of Statistics (CNBS)

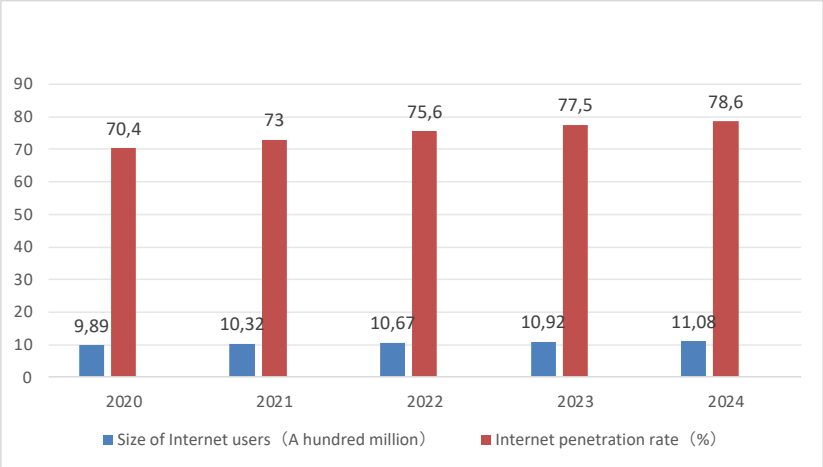
4.2.1.4. Technological Context

The development of high technology promotes educational institutions in many ways. The provision of services in various aspects such as consultation, teaching, counselling, notification and publicity by means of high technology not only enlarges the scale of educational institutions and speeds up the pace of their informatisation but also creates the conditions for the realisation of the benefits of scaling up by educational institutions.

Nowadays, the development of communication technology and information technology makes more educational institutions to open their own branches in the country, the exchange and circulation of information between them are through high-tech means, which not only improves their own efficiency, but also realises the unity of the overall standardisation of the information of the institution, so that the institution's resources can be more efficiently used.

China's huge population base and large volume of Internet users have boosted the development of China's education and training informatization. In recent years, the number of Internet users in China has been increasing year by year, and the Internet penetration rate has also increased. In 2024, the size of China's Internet users was 1.108 billion, and the Internet penetration rate was 78.6%.

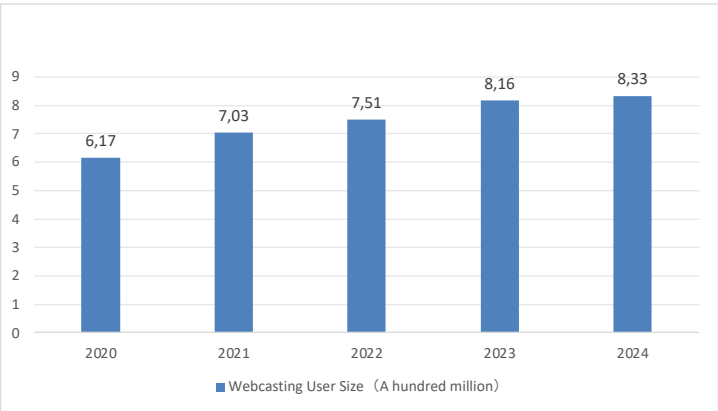
Figure 4-6 - Size of Internet users and Internet penetration rate in China from 2020 to 2024



Source: China Securities Data (CSD)

The sudden black swan event in 2020 has plunged many offline educational institutions into an unprecedented crisis. At the same time, online education has ushered in a new development opportunity, taking advantage of the market. The whole epidemic has turned online education and Internet education from the original auxiliary teaching to the main battlefield of teaching at once. Tens of millions of teachers live online classes, nearly 300 million users scale focus on online, and the daily activity of mainstream online live class APPs such as Xueshi Online School and New Oriental Online is soaring exponentially. By the end of 2024, China's webcasting user scale reached 833 million, up 0.5% year-on-year.

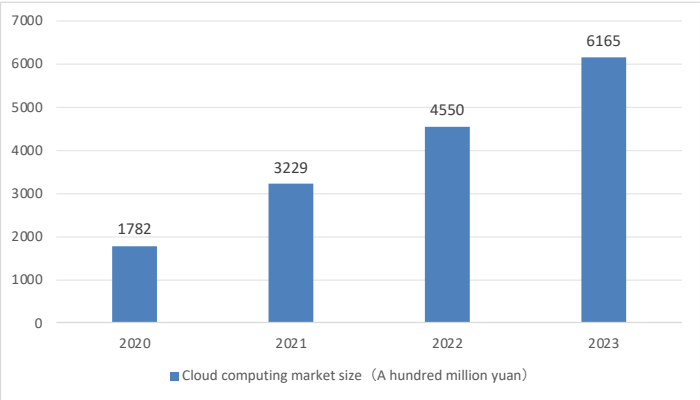
Figure 4-7 - Webcasting User Size in China, 2020-2024



Source: China Business Industry Research Institute

Currently, cloud computing came into being and became the power of education informatisation. Since 2020, China's cloud computing market size has shown a year-on-year growth trend, according to statistics, China's overall cloud computing market size from 178.2 billion yuan in 2020 to 616.5 billion yuan in 2023.

Figure 4-8 - China's cloud computing market size from 2020 to 2023

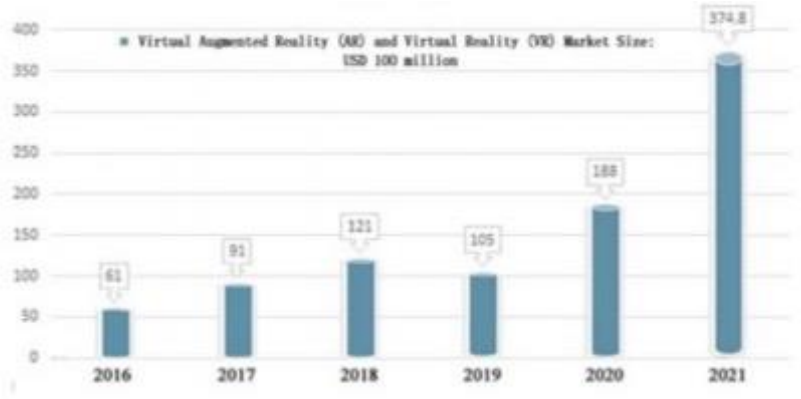


Source: Internet Society of China, China Business Industry Research Institute

VR integrates many technologies such as multimedia, sensors, new displays, the Internet and artificial intelligence, and has become an important force leading a new round of global industrial change. In the key tasks of the 2019 Education Informatisation and Network Security Work Points issued by the Ministry of Education, VR technology is explicitly included in the annual key tasks of education informatisation to promote the in-depth application of new technologies such as big data, virtual reality and artificial intelligence in education teaching.

The global augmented reality (AR) and virtual reality (VR) market size grew year by year from 2016 to 2018, and the virtual augmented reality (AR) and virtual status quo (VR) market size declined to $10.5 billion in 2019, a year-on-year decline of 13.2%; the global virtual augmented reality (AR) and virtual status quo (VR) market size of $18.8 billion in 2020, a year-on-year growth of 79.0%; Global Virtual Augmented Reality (AR) & Virtual Status Quo (VR) Market size is expected to reach USD 37.48 billion by 2024.

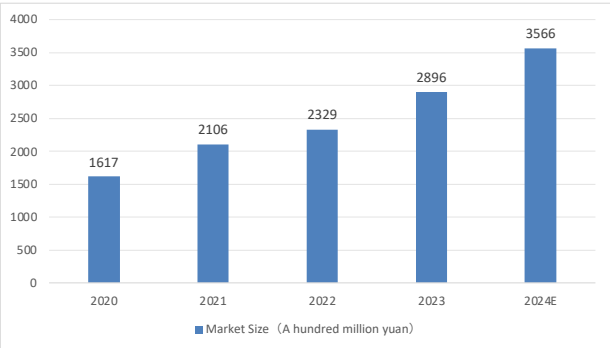
Figure 4-9 - Global Virtual Augmented Reality (AR) and Virtual Reality (VR) Market Size (2016-2024)



Source: China Statistics Bureau

With the rapid development of artificial intelligence and the arrival of the information age, artificial intelligence education has also emerged. Since 2020, the market size of China's artificial intelligence industry has maintained high growth, which continues to inject power into the development of online education. According to the data disclosed by the China Business Industry Research Institute, in 2020, the market scale of China's artificial intelligence industry reached 161.7 billion yuan, and the market scale in 2023 was about 289.6 billion yuan.

Figure 4-10 - China's Artificial Intelligence Market Size (2020-2024)



Source: China Business Industry Research Institute (CBIRI)

4.2.2. Analysis of the education and training market in China

Development status of education and training industry

With the development of social economy, knowledge-based economy and the information age, traditional school education can no longer meet people's educational needs, the training industry came into being, China's education and training development has gone through a total of five stages of development: the budding period, the development period, the opening-up period, the maturity and stability of the period of transition and development.

Budding Period (1978-1992)

The economic reform and opening up had just begun, and the planned economy was still the mainstay, education and training activities were strictly controlled by the government, and the number of social training institutions was scarce; after the 1980s, with the increasing number of college entrance exams, a wave of academic education and training emerged in the society, and with the opening up of the policy of studying abroad, the foreign language training courses were emerging one by one.

Development Period (1992-1998)

After Deng Xiaoping's Southern Speech and the 14th National Congress of the Communist Party of China (CPC), China entered the climax of the socialist market economy construction, the government gradually withdrew from the intervention in the education market, and the education and training market entered the initial stage of development. 1997, China's State Council issued the Regulations on the Running of Schools by the Social Forces to encourage the participation of the social forces in the running of schools, and the rapid development of private education and training organisations.

Opening period (1998-2004)

The numeracy training market has introduced the market competition and elimination mechanism to meet the needs of socio-economic development oriented by market-oriented demands. Various types of short-term training classes, skills classes have debuted. At the same time, China's accession to the WTO sounded the trumpet of overseas training institutions to enter China, overseas educational institutions continue to beach China's education market, a large number of trainings as the main task of the company and the international education and training service industry giants such as Wall Street, EF and other organisations have been stationed in China.

Mature and stable period (2004-2020)

China's education and training market formed the New Oriental, Good Future, Angli, Peking University Youth Bird, Xinhua and other well-known enterprises and in the market segmentation of the formation of language, IT, business, children, civil servants, postgraduate students and other corresponding training services market, the domestic training enterprises from a single skill teaching to the development of integrated training and education group enterprises, and foreign training institutions to form a competitive. In addition, online education is also booming.

The end of the era of teaching and training, training institutions transformation and development (2021)

On 24 July 2021, the "Double Reduction" document came into force, and in less than a month, the trillion-dollar Chinese education and training market has witnessed a drastic shock and adjustment, and the head enterprises have quickly revealed their transformation signals to the market.

According to China Statistics Bureau, in recent years, China's education market has ushered in the peak of investment in the training industry. China's education and training in the field of market space is huge. In 2020, China's education and training industry market size was 2041.8 billion yuan

4.2.3. Porter's Five Forces Analysis

Competitive rivalry among existing competitors

Intense competition: the online master's degree market is highly competitive, with players including traditional universities (e.g., Harvard, Stanford) and purely online education platforms (e.g., Coursera, edX).

Differentiation: institutions compete through differentiation in terms of course content, faculty, tuition and accreditation.

Brand effect: online degree programs of well-known universities are more attractive and have significant brand effect.

Threats from potential entrants

Barriers to entry: technology and content development costs are high for online education, but barriers to entry are low compared to traditional education.

New players: Technology companies (e.g., Google, Microsoft) may enter the market through technological advantages to offer career-oriented online degrees.

Policy regulation: different countries have different accreditation requirements for online degrees, which may affect the market expansion of new entrants.

Threat of substitutes

Traditional Degrees: traditional full-time master's degrees remain the primary substitute, especially in areas where there is a demand for face-to-face interaction and campus experience.

Microcertificates and Short Courses: Microcertificates, nanodegrees, and short courses are alternatives to online master's degrees due to their flexibility and low cost.

Self-study resources: free or low-cost self-study resources (e.g. MOOCs, YouTube tutorials) may also replace some of the demand for online degrees.

Bargaining power of providers

Faculty: The scarcity of high-quality professors enhances their bargaining power, and well-known professors may demand higher salaries or more resources.

Technology platforms: Online education relies on technology platform providers (e.g., learning management system providers) to have some bargaining power in the market.

Content development: the development cost of quality course content is high, and content providers have strong bargaining power in collaboration.

Bargaining power of buyers

Price Sensitivity: Students are sensitive to tuition costs, especially when choosing an online degree from a non-top university, where price is an important consideration.

Variety of choices: With so many online degree programs on the market, students can easily compare prices, course content and accreditations from different institutions.

Diverse needs: Students have diverse needs for course content, learning experiences and career development support, and institutions need to provide personalized services to meet those needs.

Conclusion

The online master's degree market is highly competitive, with existing institutions maintaining an edge through differentiation strategies and branding. The threat of potential entrants and substitutes is high, especially with the rise of tech companies and short-term programs. Suppliers (e.g., professors and technology platforms) have strong bargaining power, while students, as buyers, also have some bargaining power due to diversity of choice and price sensitivity. In the future, the online master's degree market will continue to be influenced by technological advancements, policy changes, and consumer demand, and institutions will need to continue to innovate to remain competitive.

4.2.4. Consumer Analysis

With the rapid development of China's economy, first-tier cities have become an important engine of China's economic development. China's first-tier cities refer to the four cities of Beijing, Shanghai, Guangzhou and Shenzhen, which occupy a large part of China's economy. Tier 1 cities have a fast pace of life and frequent movement of people, with many people flocking to this city every year, most of these people come here for work and life. Due to the

development and urban planning of the first-tier cities, Beijing, Shanghai, Guangzhou and Shenzhen have become the gathering place for talents from all over China. Therefore, the education level of the people in the first-tier cities is generally high. According to data from China's Seventh Population, bachelor's degree or above is 28.6%, and the proportion of people with specialist-level education or above is 43%; in Shanghai, the proportion of people with bachelor's degree or above is 33.87%, with people with bachelor's degree accounting for 21.52% of the total population.

China is a nation founded on education and promotes lifelong learning, especially encouraging young people to keep learning in order to adapt to the increasingly brutal market competition in China. China's first-tier cities have a highly prosperous economy, a high degree of internationalisation, and a wide distribution of industries, with a large number of private and foreign enterprises, of which private enterprises account for the majority in terms of quantity, as shown by the sample data, with private enterprises accounting for 53.68% of the sample data.

After China's reform and opening-up, Chinese private enterprises have achieved extraordinarily long development, demonstrated strong vitality and competitiveness, and have become an important force driving the development of the national economy. The survey shows that, among other factors, human capital is an important support for the sustainable development of Chinese private enterprises. The competitiveness of young employees in China's private enterprises is exceptionally fierce, with everyone striving for advancement and desiring promotion and salary increases. The longer they work in the enterprise, the more senior they become and the more capable they are. They will actively look for new promotion opportunities and higher positions. However, in China's national conditions, academic qualification is the foundation of position development, and China's modern society has higher and higher requirements for professionals, so while middle managers in enterprises are seeking new opportunities, the new opportunities also foretell greater difficulties and higher thresholds, which is a greater challenge for both the ability and academic qualifications of the workplace. Most online master's degrees in China are MBA-based, with a common one-year duration and online delivery. Private companies in China do not have high restrictions on degrees, and there is no requirement for a full system of study. So. The target group can not only make use of systematic learning in the field of management. Ultimately, this can be used as a basis for promotion and new opportunities, for job and salary advancement, and for realising the value of life.

In the sample data, women accounted for 58.95 per cent of the sample data, significantly higher than men. With the founding of New China in 1949, the Chinese Government, through the enactment and implementation of a series of laws and regulations, has granted women and men the same right to education, insisted on giving priority to the development of

education, and continued to implement policies that benefit the people by reducing the gap between urban and rural education. In the historical process of actively promoting educational equity, women's access to education has continued to improve.

Among China's young population in higher education, women are generally better educated than men. According to data from the 2020 Census, a total of 58.94 million people aged 20-34 have undergraduate and postgraduate degrees, of whom 27.88 million, or 47.3 per cent, are men and 31.06 million, or 52.7 per cent, are women.

From the point of view of the formation of China's private enterprises, China's current private enterprises are roughly formed in the following ways: one is an individual will be a family, gradually accumulated and developed, or directly invested by family members of the family-type enterprises; one is a friend, colleague participation in joint ventures to open a co-operative enterprise, and through the formation of the townships or state-owned enterprises, contracting, buyout of the transformation process of the company and so on. The common feature is that the ownership of the enterprise is owned by one or more investors. In short, all private enterprises in China have developed from the rule of man to the "rule of law".

In the process of the continuous development and expansion of China's private enterprises, the same is also the development of the enterprise system from the "rule of man" to the "rule of law" in the process of business managers and key practitioners to improve the ideological and cultural qualities, improve the knowledge structure, influence of narrow consciousness of small production, you can choose to study online master's degree, learning and training on policies and regulations, marketing, human resources, financial management decision-making and other aspects of learning and training. Creating a group of know how to operate will manage, have a brain, with good quality of private entrepreneurs and managers. In the future, the development of enterprises listed, business managers and senior management of all departments have to do information disclosure, senior managers educational requirements shall be master's degree and above, general management staff require bachelor's degree and above, which is also China's economic and social development requirements for business operations.

4.3. Internal Situational Analysis

4.3.1. Description of the company

The main business of Golden company is university education, degree education and vocational education training, course content development and production. It is a comprehensive international vocational education group integrating education and training, education service, education technology and product development. Founded in 2006, after 17 years of rapid development, Golden company has entered a mature period, and has become

an online education group that pioneered a new model of "Internet + education". In terms of online vocational qualification training course online education platforms for most adult students, as well as online course development, online teaching content production, and the main product is a teaching APP developed and operated by the company (referred to as: “Golden Online School”).

At present, the company has several brands and belongs to M-type organisational structure. The enterprise has several business divisions, and each division is responsible for several product lines. Enterprises and financial, online school and tax academy are the three major segments. Each section is divided into different product lines. Each product line is operated independently and is marketed by a local company for products that are accessible to local users. The company has created an operational model that is easier to sell and more knowledgeable about service. At present, it seems that this model can better protect the brand image, to avoid risk. At the same time, it can also avoid unnecessary competition between branches around the world, saving manpower costs and operating costs

Golden's online master's degree programme business is mainly based on the co-operation with overseas colleges and universities in enrolment, co-development of course content and production. Golden is mainly responsible for enrolment and training of students in China, management of students and services of classroom teachers, etc., while overseas colleges and universities that have entered into development of course content. Upon completion of the programme, students will be awarded a Master's Degree by the overseas university.

4.3.2. Marketing-Mix Analysis

Product

As of 2025, Golden company online course products are mainly in the form of “live+video live”. Since 2018, China's network technology and Internet environment has been very mature, which can provide technical support for the course mode. Therefore, Golden company online courses can basically meet the requirements of the students. Since most of the students are working people, the students can make use of fragmented time to study. This “live + video” learning mode can be watched repeatedly and is relatively flexible. Therefore, this product well meets the needs of consumers and the market.

Since the 2020 epidemic, online education in China has been enhanced to a certain extent. Especially in 2021, Golden company developed “one-on-one online class” products and “cloud class” products. In 2024, Golden Company added a “Big Classroom” recording product, which includes financial training and human resources professional training, in order to accelerate its response to market demand.

Price

Fee model is a general term for the pricing model of charging a fee to provide a service and is a specific profit model for merchants. With the reforms in the fee charging model, the current fee charging model then tends to be online. So, Golden company online masters programme is mainly based on one form.

Product + Service Payment. Consumers buy the course, which is matched with professional teachers and classroom services, and students can pay in full directly online, or pay in instalments using payment platforms that work with the institution.

Place

Golden Company's channels are mainly categorized into direct sales and distribution. Direct sales are handled by the company's sales and sales staff, who are in direct contact with consumers through advertising and educational exhibitions. Distribution is mainly with some schools, cooperative education companies, course agents, etc., and these distributors to complete the task of enrollment, recommend students to the company to enroll in the study, pay tuition fees.

Promotion

Market promotion is an essential part of marketing, for Golden company online master project promotion mainly includes: (1) through a large number of online and offline advertisements to play awareness, drive consumers to pay attention to its products, and then through the official website customer service or public customer service to make inquiries; (2) through the free online live seminar for product
introduction and project publicity, to collect potential users.

In terms of marketing promotion, it is mainly divided into network online promotion and offline print promotion. At present, Golden company online master's degree project as long as the operation of the promotion method is network promotion, (1) PC network promotion: through the official website and other websites of the hyperlinks, guide the user to go to the online customer service; (2) mobile promotion: Golden company online master's degree project operation team will use the form of live broadcasting every week to hold online product seminars, production of online Live posters will be pushed to various platforms, and students who want to know more can scan the QR code on the posters to enter the live room of the seminar and communicate with the teachers online

4.3.3. Customer Analysis

Figure 4.1 presents a description of personal information about the students of Golden Company online master's degree programme (based on a sample of 96 participants).

Figure 4-11 - Statistics of students in the company's online master's degree programme

Frequency Analysis Results

Title	Options	Frequency
Gender	Female	56
	Male	39
Age	23-28	15
	29-34	33
	35-40	30
	41-46	13
	>46	1
	>47	3
Academic qualifications	Specialist qualifications	19
	Bachelor degree	74
	Master degree	1
	Above the master degree	1
Industry	Internet, information technology	18
	Others	15
	Manufacturing	2
	Great health	8
	Cultural and creative, education, media	13
	New materials, new energy	10
	New retail, new consumption	1
	Service industry	15
	Financial investment	13
Position	Middle manager	42
	Other	5
	Founder, partner, director	16
	Top management	32
Area	Tier 1 cities	59
	Other	17
	New first-tier cities	12
	Capital city	7
Working years	1-5	12
	11-15	19
	6-10	19
	>15	25
Nature of business	Government and related departments	1
	State-owned enterprises	15
	Foreign companies	28
	Private enterprise	51
Company size (n=91)	-	18
	100-299	8
	1000-4999	12
	300-499	9
	50-99	2
	500-999	8

Source: Internal information from Golden Company

From the sample data, female students accounted for 58.95%, the main force of online master's degree consumption, and men accounted for 41.05%. As regards to the age, 30-40 years old, accounting for 66.32% of the sample. In terms of education, bachelor's degree is the most prevalent, accounting for 77.89%, supplemented by specialist education, accounting for 20%. As regards to the industry, the Internet, finance and service industry accounted for the largest proportion, followed by culture and innovation, education, media. The middle managers are the most prevalent. Most students are in first-tier cities, and their working years are basically 10-20 years, of which 11- 15 years accounted for 41.05%, and more than 15 years accounted for 26.32%. As regards to the nature of the enterprise, foreign enterprises are the main ones, and the private enterprises accounted for 53.68%. Lastly, the size of the company in which the students are working is more than 10,000 people in the highest proportion.

4.4. SWOT Analysis

Table 4-2 – SWOT Analysis

Strengths	Strong Brand Influence
	Strong teaching resources
	Clear positioning
	Sound student service system
Weaknesses	High staff turnover within the enterprise
	Chaotic internal operation and management
	Difficulty in refunding student fees
Opportunities	The online degree education market has great potential in the future
	Educational resources are scarce in second- and third-tier cities, and online education will soon become mainstream.
	Mobile users have become the mainstream, and China has a huge number of online users.
Threats	Numerous small organisations and vicious price competition

Source: Author (2025)

4.5. Objectives of the Plan

The objectives of this commercial development plan for 2025 are:

- Increase the number of new customers
- Increase the retention of customers
- Increase revenues

4.6. Commercial Strategy: Marketing, Sales and Business Development

4.6.1. Segmentation, Targeting and Positioning

Segmentation

(1) Interest online education, self-improvement online education, The program is aimed at users who want to improve themselves, enhance their development and have a certain economic base.

(2) Academic qualification online education, subject tutoring online education, for result-oriented users who aim to pass the exam and get the final degree

(3) Vocational Skills Online Education, Qualification Online Education, The program is aimed at users who are pursuing career development and are willing to devote medium to long-term time to improve their professional skills.

Targeting

Golden Company's main users are working people. Currently, due to the strong consumption power of China's first-tier cities, consumers have obvious awareness of payment and high demand for self-improvement, therefore, Golden Company can target first-tier city working people, who are willing to make up-front investment for self-development and have a certain economic foundation, and they have career demand for in-depth development and self-growth.

In addition, with the economic development of China's second- and third-tier cities, Golden company can target China's more economically developed second- and third-tier cities, such as Suzhou and Qingdao. These cities, because of their rapid development, have new requirements for education, occupation, and personal qualities of the residents. Therefore, Golden company can take the residents of the second and third tier cities, which are developing rapidly, as its target market.

Positioning

(1) Functional value positioning, focusing on emphasizing the ability to deliver results, mainly for vocational skills courses, academic upgrading courses, to a great extent or 100% to ensure that the user can complete the course to achieve the corresponding results, such as a great probability of passing the skills test, get a certificate of academic upgrading and so on.

(2) Emotional value positioning, in the user learning process, to build user emotional identity. Mainly for self-improvement courses, through the value of positive course content to give users emotional identity.

4.6.2. Customer Retention Strategies

Educational products usually have a long learning cycle, and user engagement is a key part of user retention. User retention strategies can be developed in terms of product quality, service quality, and incentives.

Product quality

(1) Set up a tiered course system, with entry-level courses, advanced courses, and advanced courses according to the different levels of students. Enhance the rationality of the courses and improve user satisfaction.

(2) Combine with artificial intelligence to set up online homework correction and learning report pushing. Utilizing artificial intelligence, real-time correction of homework, weekly automatic generation of learning data analysis reports, etc.

(3) Combine with AR/VR to create a real work environment for vocational education online courses, so as to enhance the interest of online courses and the learning force of users.

Service quality

Online courses have uneven service quality due to the irregular location of students, inaccessibility of students and teachers, and the inability of educational institutions to provide on-site services, etc. Golden Company can adopt the “dual-teacher” service, combined with the accompanying service of educational butlers to improve the service quality, enhance the goodwill of consumers, and promote the retention of users. The “dual-teacher system” service mainly refers to the fact that in addition to the main teacher in each class, there is another assistant teacher to provide Q&A explanations and help students solve learning difficulties within 12 hours. The education steward accompanied service mainly refers to the education steward is responsible for the operation of the user study group, regularly reminding students

of the class, the class, the daily progress of learning, homework reminder, etc., as well as regularly encouraging students to punch cards in the group, and issuing rewards.

Incentive mechanism

Golden company's main users are working people with some work experience, who partly need to upgrade their education, partly for self-improvement, and partly have the need to learn specific skills. Therefore, in the long run, Golden company can set up employment incentives, part of the online course to provide employment support services, to enhance user satisfaction and willingness to pay; as well as the company can set up an alumni resource network, for the completion of the user and for the completion of the user to create alumni resource groups, for the user to accumulate network resources to provide protection, thus enhancing user retention.

In the short term, to enhance user stickiness, it can be set up a dashboard of user growth, in the form of charts and graphs, so that users can see their own changes, deepen their understanding of the importance of the course, improve user satisfaction, and enhance the subsequent retention and referrals. At the same time, it can be set up a gamification points reward, such as completing the class to get 100 points, complete the homework to get 100 points, etc., and the points accumulated against the tuition cash, etc., as well as to stimulate the user's interest in the course.

At the same time, it can be combined with regular manual telephone call back, combined with timely adjustment of the course program, increase after-sales service, reduce the degree of user dissatisfaction, and achieve user retention.

4.6.3. Sales Strategies

(1) IP-ization and celebrity teacher effect: Create celebrity teacher IP, show teaching strength through live broadcasts and short videos to enhance brand recognition. Jointly with KOL or education experts, such as inviting bloggers to evaluate the courses, to expand the influence.
(2) High-quality content output: Publish white papers on the education industry, success stories of students, and enhance credibility by combining hot topics. Produce free learning materials (e.g. e-books, question banks) and attract users through WeChat public number or small programs.
(3) Low-price attraction strategy: Launch 9.9 RMB trial class or 49 RMB training camp to attract new users, and guide the upgrade to the regular-priced course through high-quality content and services (e.g. community Q&A, homework correction).

4.7. Marketing-Mix

4.7.1. Product

Golden company online master degree programmes need to rely on a strong brand background and years of customer reputation, and adopt a boutique and differentiated product development strategy. This reduces the cost of time for consumers to consider and choose, and fundamentally meets the immediate needs of students. Therefore, we need to develop products that emphasize quality rather than quantity, and focus on the development of special educational products, such as online examination facilitation classes that meet the needs of finance and accounting in second- and third-tier cities, and online vocational language courses for urban white-collar workers.

First, Golden Company will continue to leverage the absolute advantage it has accumulated in financial training programs to further expand into second- and third-tier cities, especially in terms of course design, which needs to be tailored to the local job market. For example, second- and third-tier cities in China emphasize accounting exams, for which short-term online accounting exam-enabling study classes can be set up.

Secondly, for students of different majors, after different careers in the workplace, everyone's skills and work experience are different, and everyone's needs for choosing courses are also different, some students want to accumulate contacts and improve their circle; some students want to get a degree quickly to realize the promotion and salary increase in the workplace; and some just want to continue to learn and improve themselves. Therefore, considering the needs of job seekers in first-tier cities for full English interviews, online vocational language courses can be offered; considering the needs of those who like to improve themselves in their spare time, online functional training courses can be offered, and so on. This will also continuously promote the continued development of Gold Connect Masters in the Chinese market.

In the process of product development, it is necessary to continuously expand the scope of market research and actively learn from the successful product development experience of first-tier cities such as Shanghai, because first-tier cities are rich in resources, capital and population, which are invaluable references and learning values to accelerate product innovation, create more intense market competition, and make the survival of the product more in line with the immediate needs of the consumers and the market. It is also necessary to establish diversified product development goals, take improvements to existing products, focus on advantageous resources to create a classic product with characteristics that meet market expectations.

4.7.2. Price

Price is an important factor for many consumers to decide whether to buy a product or service or not. The price is determined by the market, but it cannot be completely controlled by the market. Reasonable pricing can win more consumers, which is conducive to expanding the market and establishing a good brand image.

Golden company online master degree programs can adopt a dynamic pricing strategy, setting prices according to the time dimension and class capacity. For example, early bird price is set before the course is offered, with 30% discount on the course fee for the first 30 days of enrollment; off-season promotional price is set, with 10%-20% price reduction for online courses in the off-season other than the summer and winter vacations; and pricing is implemented through the class capacity, with the pricing for a small class of 10 or less being 1-1.5 times of that of a large class of 20 or more, and so on.

Secondly, the company can set up a bundled sales pricing strategy. For example, a 20% discount on the main course of an online course stacked with a minor course, or an “annual subscription package” that includes 12 months of online training and two customized course developments, which is 30% lower than the price of a single course purchase.

4.7.3. Place

Nowadays is the digital era, in terms of the online master's degree program of the gold company, it is necessary to set up more online mainstream channels. First of all, social media and short video platforms, such as Jitterbug, Shutterbug, etc., through short videos to show the highlights of the course product, the results of the students, combined with the live Q&A to enhance interactivity, the use of platform algorithms to accurately reach the target population. At the same time, in cooperation with large online education platforms, the company can be stationed in the new Chinese learning network, Tencent classroom and other platforms, with the help of its traffic pool and accurate recommendation system to reach more than 50 cities, according to the actual enrollment effect of the payment, to reduce the risk of self-employment channels.

Second, integration of offline channels. Through ground promotion and community activities, it conducts trial classes and educational lectures in universities and shopping districts to collect potential customer information. We also organize women's growth-themed activities and vocational training activities in conjunction with urban adult communities to publicize online courses and strengthen brand affinity at the same time.

4.7.4. Promotion

Golden company online master's degree course promotional strategy mainly includes: official website, mobile application advertising promotion, telemarketing by staff, brand promotion.

Official Website Promotion

Official website is an important way for ordinary consumers to obtain information, but also an important factor to measure the value of the company's brand. Golden company can create an official website, set up a website mall containing the company's courses, introduce course products and prices and offers, and also set up online enrollment for instant reductions in enrollment fees, tutoring fees, etc., as well as weekly specials on the website's courses. The establishment of the website needs to achieve a smooth and high-quality pages, efficient service, personalized product display, which can not only greatly enhance the brand image, optimize the consumption process, but also provide consumers with a better customer experience.

Mobile Application Advertising Promotion

In today's China, everyone cannot live without the use of a cell phone. Therefore, Golden company online masters degree programs should focus its advertising and marketing on cell phones, and release the most valuable advertising information on the medium most frequently used by consumers. For example, WeChat, as the most commonly used communication software in China, Golden company can set up an official WeChat video number, put the company's advertising video every week, and open up the functions of forwarding, leaving messages, interaction, etc. to enhance the effect of advertising and marketing. Meanwhile, place a purchase link in the comments section to jump directly to the company's official website purchase page, reducing excessive purchasing steps, combined with link offers, greatly promotes consumer purchases.

Staff Telemarketing

Telemarketing is the practice of salespeople presenting products or services to potential customers over the telephone for the purpose of obtaining an order and making a successful sale. This method is advantageous when used to contact distant customers, or to serve existing the costs of travelling and tourism. The disadvantages of telemarketing are becoming more and more apparent with the rapid development of the times. Telemarketers often cause problems for non-target groups of consumers when they are working, so it is important to do good research when screening potential customers, and to really find the customers who are in need. Golden company online masters programme can be used to collect information from

customers who are in need of it when they make presentations to various companies, so that call backs can be made. The Golden company online master's degree programme can be used to collect information from customers who need it during presentations at companies, so that you can get twice the result with half the effort when you call back.

TikTok And Little Red Book Promotion

As one of the hot short video platforms, TikTok and Little Red Book has a huge user base and potential business value. Doing a good job of promotion on this platform requires not only an in-depth understanding of TikTok's user characteristics and marketing rules, but also the flexible use of a variety of techniques and methods.

Specifically, the company can find 10 or less netroots bloggers whose account style is more suitable for this program through TikTok or China's Xiaohongshu, establish contact first, and invite them to act as agents for such a course. Give them the right to try the program courses for free, such as data analysis, marketing, financial management, and so on. Followed by automatic agent courses or group classes, through tuition-free automatic agent courses, bloggers to attract students to enjoy 10% tuition discounts, after signing up for classes to give bloggers 30% commission.

Brand Promotion

Golden company can establish partnerships with major Chinese enterprises (e.g., Dahua Group Co., Ltd.), regularly cooperate with them to carry out offline activities, carry out free training for their employees in the early stage, and give their employees a price 20% below the market price, so as to strengthen the cooperation. This helps to promote the brand, establish correct brand values and increase the trust of customers and enterprises in the brand.

4.8. Implementation plan

4.8.1. Schedule

The following table present the schedule for the implementation of this plan.

Table 4-3 - Schedule

Jan	Analyze product target audience, competitors and current market trends	foundation stage
February	Optimize the product website to improve user experience and SEO ranking, open TikTok and Xiaohongshu brand accounts, publish brand stories and course promotional videos	
March	Purchase some tweets and traffic and followers on the official backend of TikTok and Xiaohongshu, and post some information about the course to attract potential students	
April	Improve the ranking of your company's website and course content in search engines	development phase
May	Advertisements on the largest traffic platforms in China today, such as TikTok and China's Little Red Book	
June	Participate in domestic and international education fairs to reach potential students directly	
July	Collaborate with colleges and universities to promote courses, or co-sponsor presentations	
August	Co-operate with enterprises to provide free training or educational benefits for employees, and make use of enterprises' vacant venues for co-working or lecturing, which is conducive to the realisation of resources by both sides	
September	In the small red book or TikTok voice backstage contact with the product style fits the netroots blogger agent course, you can first free trial, feel good, you can agent course or group class, this blogger can learn for free, he organised or attracted students, you can give to this blogger commission.	Optimisation phase
October	Gathering information from potential customers and pushing out course information on a regular basis	
November	Analyse data across platforms to optimise marketing programmes	
December	Analyse and test the traffic effect of different channels, choose the most effective channel and increase investment.	

Source: Author (2025)

4.8.2. Budget

The following table present the budget for the implementation of this plan.

Table 4-4 – Budget (in yuan)

	Budget (in yuan)
Analyze product target audience, competitors and current market trends	1000
Optimize the product website to improve user experience and SEO ranking, open TikTok and Xiaohongshu brand accounts, publish brand stories and course promotional videos	30,000
Purchase some tweets and traffic and followers on the official backend of TikTok and Xiaohongshu, and post some information about the course to attract potential students	5000
Advertisements on the largest traffic platforms in China today, such as TikTok and China's Little Red Book	10,000
Participate in domestic and international education fairs to reach potential students directly	100,000
Collaborate with colleges and universities to promote courses, or co-sponsor presentations	200,000
Co-operate with enterprises to provide free training or educational benefits for employees, and make use of enterprises' vacant venues for co-working or lecturing, which is conducive to the realisation of resources by both sides	10,000
In the small red book or TikTok voice backstage contact with the product style fits the netroots blogger agent course, you can first free trial, feel good, you can agent course or group class, this blogger can learn for free, he organised or attracted students, you can give to this blogger commission.	0
Gathering information from potential customers and pushing out course information on a regular basis	0
Analyse data across platforms to improve marketing programmes	0
Analyse and test the traffic effect of different channels, choose the most effective channel and increase investment.	10,000
Total	366,000

Source: Author (2025)

4.8.3. Control and assessment

Table 4-5 – Control and Assessment

Propose	Target
Develop boutique and differentiated products; develop special educational products	The annual development volume of online course products that meet the needs of consumers in second- and third-tier cities reaches 10-15, and that of course products that meet the needs of consumers in first-tier cities reaches 20.
Launching of the official website, creation of a mall module and online registration and consultation module, as well as a promotional area	Annual promotional placement reaches 20-20 times, annual online registration reaches more than 5,000, annual website visits reaches 200,000, annual mall product purchases reaches more than 10,000
Establish partnerships with large Chinese companies to co-organize offline events	Successfully established cooperation with 5 large-scale enterprises to carry out 10-15 employee training activities and company promotional activities.
Partnering with Tik Tok and Little Red Book bloggers	Worked with 10 Little Red Book bloggers and 10 Tik Tok bloggers to complete the agency process.
Select a mobile app platform, complete the ad placement, and set up the purchase link	Select 5 mobile apps, WeChat, Weibo, Xiaohongshu, Tik Tok and Meituan, and place a total of 150 ads. The number of ads viewed reached more than 200,000 and the number of links clicked reached more than 500,000.
Employee Telemarketing	Annual new customer call acquisition over 5,000; annual phone calls over 5,000
Establish offline ground promotion and community activity channels	Established cooperation with 25 colleges and universities and 30 shopping malls to complete ground promotion and conduct 200 offline lectures; completed 50 thematic activities with 50 urban adult communities
Online cooperation with large-scale online education platforms and establishing cooperation with short video platforms	Cooperate with short video platforms such as Jitterbug and Shutterbug, with annual short video playback exceeding 200,000 times, annual attention reaching 50,000, and annual live broadcasts exceeding 15 times; stationed in Xinhua Learning Network and Tencent Classroom, 2 large-scale education platforms, and complete the product rollout within 3 months
Setting up dynamic pricing vs. bundled sales pricing	Four quarters per year set early bird discount price, annual early bird sales increase by 20%, 2 off-season promotional periods per year, 3-4 months in the market, annual off-season promotional sales increase by 25%, small group sales increase by 12-15%; annual subscription package sales increase by 25%, primary and secondary subject bundling sales increase by 25%。

Source: Author (2025)

5. Conclusions

The objective of this project is to design the commercial development plan of Golden Company.

This project uses the analysis of the internal and external environments of the company, and concludes that there are shortcomings in Golden company's internal operation and management that lead to frequent staff turnover and difficulty in refunding fees to consumers. In terms of market, the market in the first-tier cities is not saturated for the time being, and we should continue to make progress steadily by virtue of our strong brand advantages and rich product resources, in addition, there is still a huge market space in the second and third-tier cities, and we should make the products suitable for the local market and consumers at that time.

Analysing the data of the past students of Golden company online master's degree course, we can see that they are "middle and senior managers aged 30-40 with 10- 15 years of working experience in large famous enterprises or foreign enterprises in first-tier cities in China, and most of them are women".

A feasible commercial plan is formulated, and the future marketing means and directions are proposed from the four aspects of product, price, place and promotion, so as to promote the prosperous development of Golden company online master's degree programme, facilitate the reform of the new mode of "Internet + education", and play a positive significance in the normalised development of China's Internet education.

In order to ensure the effective implementation of Golden company online master programme marketing strategy and achieve the expected objectives, Golden company online degree department should set up a special marketing team, form the online and offline interactive marketing thinking, adjust the staff allocation, create a high-quality marketing team, especially need to pay attention to the network publicity, the formation of a scientific network marketing team.

Bibliographical References

Baetzgen, A., & Tropp, J. (2013). Owned media: Developing a theory from the buzzword. Studies in Media and Communication, 1(2), 1–10.

Brown, M., & Ellis, S. (2017). Hacking growth: How today's fastest-growing companies drive breakout success. Ebury Publishing. https://books.google.com.sg/books?id=LcS_DAAAQBAJ

Bulantseva, L. V. (2023). Trends in content marketing at high-tech enterprises in the new information space internet. Russian engineering research, 43(7), 899–902.

Du, Yuman. (2022). Discussion on IP-based Online Marketing Under the New 4C Principles. Cooperative Economy & Science, 23, 55–57. https://doi.org/10.13665/j.cnki.hzjjykj.2022.23.046

Fuciu, M. (2022). Social media profiling for the development of online marketing strategies. Studies in Business and Economics, 17(3), 80–89.

Liang, General. (2020). "Integrated Marketing" is gone, "Link Era" is coming. Enterprise Observer, 2,108-111. https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CJFQ&dbname=CJFDLAST2020&filename=QYGC202002039

Hajduk, G. (2019). Zarządzanie komunikacją marketingową. Integracja, nowe media, outsourcing.

He Jin. (2021). Research on the optimization of self-media marketing strategies for wine products of Beijing Penguin Group [PhD]. Xinjiang University.

Hu, M., & Zhang, M. (2019). Factors affecting user stickiness of online video platforms: An empirical study based on user behavior analysis. Information Processing & Management, 56(6), 102090.

Huang, Yongpeng. (2019)., User Growth Methodology = methodology of user growth: Find the product's enduring growth curve. Revenue User Growth Methodology Find the product's enduring growth curve. China Machine Press.

Jiang Chao & Cao Weici. (2019). The Way of Change in Online Education in the Era of Big Data. Journal of Northwest Institute of Adult Education, 3, 16-20. https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CJFQ&dbname=CJFDLAST2019&filename=XBCR201903003

Liu, J. W. (2023). Discussion on the Marketing Characteristics and Corporate Marketing Strategies in the Era of We-Media. Business 2, 2, 4–6. https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CJFQ&dbname=CJFDLAST2023&filename=SHYE202302001

Liu, Y., et al. (2020). Understanding User Stickiness in Short-Video Apps: A Mixed-Methods Study. Proceedings of the 2020 CHI Conference on Human Factors in Computing Systems.

Mao, Wensi. (2015). Observations on the Online Education Industry in 2014. Publishing Reference, 2, 11–13. https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CJFQ&dbname=CJFDLAST2015&filename=CBCK201502013

Mason, A. N., Narcum, J., & Mason, K. (2021). Social media marketing gains importance after Covid-19. Cogent Business & Management, 8(1), 1870797.

Peng, Y., Xu, W., & Hong, B. (2019). A brief discussion on the construction of an online education course quality evaluation system. Examination Weekly, 5, 29. https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CJFN&dbname=CJFDLASN2019&filename=KDZK201905025

Kotler, Philip. Marketing Management [M]. USA: CITIC Press, 2022.Naomi Blohm.A New Year’s resolution: Develop marketing discipline[J].Southeast Farm Press, 2020, (4):22-26.

Qin YiMing, Cai Xinxin, & Li Jun. (2020). The Establishment of Educational Improvement Science and China's Exploration: Scientific Connotation and Theoretical Origins. Tsinghua Journal of Education, 41(3), 15–24. https://doi.org/10.14138/j.1001-4519.2020.03.001510

Sreenivasa, B., & Nirmala, C. (2023). Hybrid time centric recommendation model for e-commerce applications using behavioral traits of user. Information Technology and Management, 24(2), 133–146.

Sun, Jingyi. (2023). Transformation of Marketing Strategies for Feed Enterprises in the Self-Media Environment. China Feed, 16, 150–153. https://doi.org/10.15906/j.cnki.cn11-2975/s.20231638

Xu, Yingnan. (2017). Research on Innovation of Online Marketing Strategies for Small and Medium Enterprises in the Mobile Internet Era. Foreign Economic Relations & Trade, 2, 93–95. https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CJFQ&dbname=CJFDLAST2017&filename=HLJW201702029

Yang, Yi. (2020). The Path of Video Development for the Financial Times. China Radio & TV Academic Journal, 8,80–82.https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CJFQ&dbname=CJFDLAST2020&filename=GDXK202008024

You, Tianjia. (2022). Opportunities, Challenges and Countermeasures of Network Marketing in the Context of Big Data Technology. Journal of Jilin Engineering Normal University, 38(10), 84–88.https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CJFQ&dbname=CJFDLAST2022&filename=JLGC202210022

Zhao, Yuyao & Yu, Shangjiao. (2021). A Study on the Related Diversity Between E-commerce Enterprises' We-Media Marketing and New Retail Development. Journal of Commercial Economics, 18, 94–98. https://kns.cnki.net/KCMS/detail/detail.aspx?dbcode=CJFQ&dbname=CJFDLAST2021&filename=SYJJ202118025