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# Business Development Plan for CJ Cultural Communication Limited

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MSc in Business Administration

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Department of Marketing, Operations and General Management

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**Resumo**

No contexto da rápida evolução do sector da publicidade na China, caracterizado por um aumento da concorrência no mercado, as pequenas e médias empresas (PME) enfrentam desafios significativos para manter a sua viabilidade e crescimento. A proliferação de empresas de publicidade impôs, consequentemente, normas elevadas para a sobrevivência e o progresso das pequenas e médias empresas. A CJ Culture Communication Co., Ltd., uma empresa de publicidade nascente mas em expansão, ainda não implementou uma estratégia de marketing sistemática e diversificada. As suas actividades de marketing são extensas, mas o conhecimento da marca e a fidelidade do cliente continuam a ser baixos, impedindo uma expansão eficaz do mercado. Este estudo visa colmatar esta lacuna, explorando estratégias de marketing cientificamente optimizadas para a aquisição e retenção eficazes de clientes, aumentando assim a competitividade e a sustentabilidade da empresa no mercado.

Este estudo utiliza uma abordagem multifacetada, englobando uma revisão exaustiva da literatura, um inquérito por questionário e um método de estudo de caso, para analisar sistematicamente o status quo do marketing e identificar áreas de melhoria na gestão de clientes. Ao nível macro, este documento avalia o ambiente externo através da análise PEST e analisa os recursos e capacidades internos utilizando o modelo SWOT. Ao nível micro, o quadro estratégico STP é utilizado para efetuar a segmentação dos clientes, a seleção do mercado-alvo e o posicionamento da marca. O estudo centra-se igualmente na análise e nas recomendações de aspectos fundamentais como a aquisição de clientes existentes, o ciclo de vida dos clientes e a fidelização dos clientes, com vista a melhorar as capacidades globais da CJ em matéria de aquisição, conversão e fidelização de clientes.

Em termos de marketing mix, este documento propõe uma estratégia de melhoria “7Ps”, que melhora de forma abrangente a experiência do cliente e as capacidades de entrega de valor da empresa a partir de sete dimensões: personalização do produto, mecanismos flexíveis de fixação de preços, construção multicanal, actividades promocionais orientadas, formação e gestão do pessoal, formação da imagem de marca e otimização do processo de serviço.

A investigação fornece ao CJ uma estratégia de marketing prática e teórica, que pode ser utilizada para adquirir e reter clientes. Isto tem um grande significado prático e valor promocional para as pequenas e médias empresas do sector publicitário local.

**Palavras-Chave:** Pequenas e médias agências de publicidade; estratégia de marketing; teoria dos 7Ps

**JEL Classification:** M3; C38

**Abstract**

In the context of China's rapidly evolving advertising industry, characterised by a surge in market competition, small and medium-sized enterprises (SMEs) are facing significant challenges in maintaining their viability and growth. The proliferation of advertising enterprises has consequently imposed elevated standards for the survival and advancement of small and medium-sized enterprises. CJ Culture Communication Co., Ltd., a nascent yet expanding advertising enterprise, has yet to implement a systematic and diversified marketing strategy. Its marketing activities are extensive, yet brand awareness and customer stickiness remain low, impeding effective market expansion. This study aims to address this gap by exploring scientifically optimised marketing strategies for effective customer acquisition and retention, thereby enhancing the company's market competitiveness and sustainability.

This study employs a multifaceted approach, encompassing a comprehensive literature review, a questionnaire survey, and a case study method, to systematically analyse the marketing status quo and identify areas of improvement in customer management. At the macro level, this paper assesses the external environment through PEST analysis and analyses internal resources and capabilities using the SWOT model. At the micro level, the STP strategic framework is used to carry out customer segmentation, target market selection and brand positioning. The study also focuses on the analysis and recommendations of key aspects such as existing customer acquisition, customer life cycle, and customer loyalty, with a view to improving CJ's comprehensive capabilities in customer acquisition, conversion, and loyalty retention.

In terms of the marketing mix, this paper proposes a '7Ps' improvement strategy, which comprehensively improves customer experience and enterprise value delivery capabilities from seven dimensions: product customisation, flexible pricing mechanisms, multi-channel construction, targeted promotional activities, personnel training and management, brand image shaping, and service process optimization.

The research provides CJ with a practical and theoretical marketing strategy, which can be used to acquire and retain customers. This is of great practical significance and promotional value for small and medium-sized enterprises in the local advertising industry.

**Keywords:** Digital Marketing, Advertising, Communication
**JEL Classification:** M3; C38

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## Glossary

**Baidu :** China's largest search engine company, providing search and other internet services.
**Bilibili :** A Chinese video sharing website known for its ACG (anime, comics, games) content.
**Bing :** A search engine provided by Microsoft.
**Chyxx :** A professional research report and industry consulting limited liability company in China
**Google :** The world's most famous search engine, offering a wide range of internet services and products.
**Haosou :** Formerly known as 360 Search, a Chinese search engine.
**Kuaishou :** A short video platform in China, similar to TikTok, with a primarily Chinese user base.
**Momo :** A social platform in China that focuses on socialising with strangers and interacting online.
**Pinduoduo :** A Chinese e-commerce platform that features group buying and social shopping.
**QQ :** An instant messaging software in China that provides chat, social and multimedia functions.
**Sina Weibo :** A social media platform in China similar to Twitter that is used to share short messages and content.
**Sogou :** A Chinese search engine that provides search services for web pages, images and other content.
**Soul :** A social app that focuses on connecting users through interest-based matching.
**Taobao :** Alibaba Group's main e-commerce platform that offers a wide selection of goods.
**TikTok :** A popular global short video sharing app that allows users to create and share creative videos.
**Tmall :** Alibaba's high-end e-commerce platform that offers branded and retail products.
**Toutiao :** A news aggregation app launched by ByteDance that pushes news and content based on user interests.
**WeChat :** A multifunctional social app in China that combines instant messaging, social media and payment functions.
**Xiaohongshu（Redbook）:** A Chinese social platform focusing on lifestyle, fashion and shopping.
**Xigua :** A short video platform launched by ByteDance, focusing on rich short video content.
**Yandex:** Russia's leading search engine, providing search and related internet services.
**Zhihu :** A Chinese Q&A community where users can ask, answer and participate in discussions.
**27SEM :**The most high-quality vertical community for Internet promotion in China.
**360 :** A Chinese internet security company that provides a search engine and various security soft

## 1. Introduction

CJ Cultural Communication Co., Ltd., established in December 2017 and headquartered in Shanghai, is a distinguished domestic advertising enterprise. Initially specialising in exhibition services, showroom design and event planning, the company rapidly garnered a strong reputation by delivering high-quality services to prominent brands. The company's founding team, comprising seasoned professionals from the advertising industry, brought extensive expertise and a solid client base to the enterprise. In response to the structural shifts in the market caused by the pandemic, CJ initiated a strategic transformation in 2020, shifting its focus toward branding services for industries such as apparel, toys, beauty retail, and outdoor products. This strategic realignment has precipitated an augmentation of its business scope, encompassing high-end event planning, media representation, and integrated marketing solutions. Nevertheless, the company's marketing strategy remains fragmented and lacks a systematic approach to customer acquisition and retention in the new business context.

The objective of this thesis is to develop a comprehensive and actionable marketing strategy tailored to CJ's current transformation stage, with a particular focus on enhancing its ability to attract and retain customers. To this end, the research employs a combination of qualitative and quantitative methods, including a literature review, questionnaire-based surveys, and strategic analysis tools. The study commences with an assessment of CJ's current market position and the identification of key internal and external challenges. A macro-environmental analysis is conducted using the PEST framework, followed by a SWOT analysis to evaluate internal strengths and weaknesses, as well as external opportunities and threats. The STP (Segmentation, Targeting, Positioning) model is then employed to refine market segmentation and clarify the company's market positioning. The study goes on to propose improvements across the 7Ps of the marketing mix—product, price, place, promotion, people, physical evidence, and process—to ensure a cohesive and customer-centric marketing strategy. The discussion further extends to risk mitigation and implementation measures..

The structure of the paper is as follows:

Chapter 1 provides an overview of the research background, significance, objectives and methodology.

Chapter 2 provides a comprehensive literature review on marketing strategy development and customer relationship management.

Chapter 3 introduces the methodology employed in this thesis.

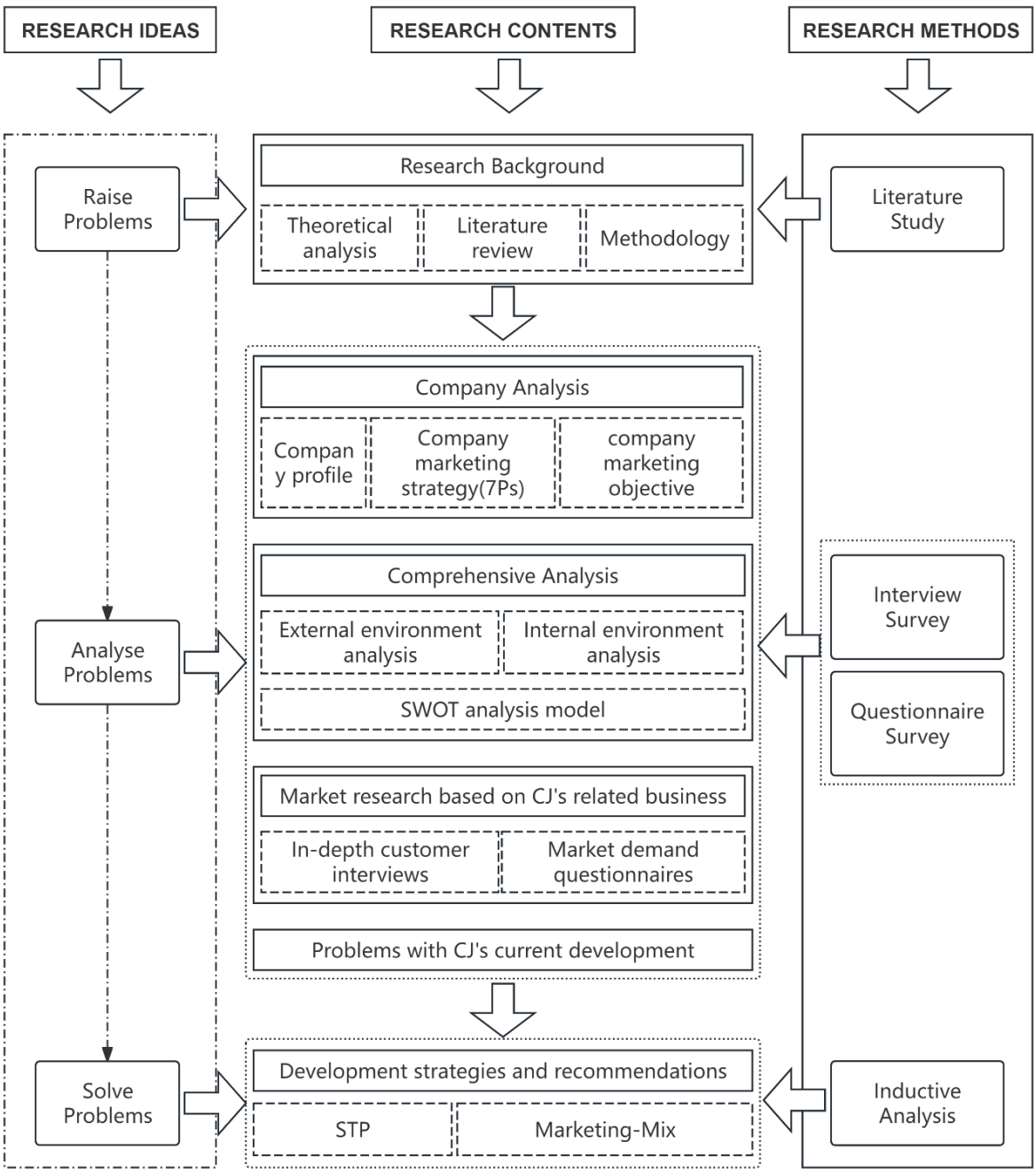
Chapter 4 first introduces the current operating status of CJ and analyses the company's internal and external environment using the SWOT and PEST frameworks; then uses the STP model to segment and position the market and identify the core customer group; finally, based

on the 7P framework, it proposes an improved marketing strategy and outlines implementation safeguards.

Chapter 5 summarises the main findings, theoretical implications, practical recommendations and suggestions for future research.

Through this structured analysis, the research aims to guide CJ Culture Communication in developing a more effective and sustainable marketing strategy in an increasingly competitive advertising environment.

Figure 1.1 Technology Roadmap




Source: Author (2025)

## 2. Literature Review

### 2.1. Fundamental Theories of Marketing

#### 2.1.1. Marketing Theory

The origins of marketing can be traced back to the Industrial Revolution. Since then, with the rapid growth of the economy and the continuous changes in the market environment, experts and scholars have continuously deepened their research, promoting significant progress and development in marketing

In terms of marketing theory, since the early 20th century, foreign scholars have successively proposed the marketing mix theory, the classic 4P theory and the extended 7Ps theory, laying a solid theoretical foundation for marketing practice. According to Smith (1956) , the theory of market segmentation, which advocates the refined division of the market, so that the consumer demand in each market segment tends to be the same, which greatly promotes the accuracy of market analysis and the effective formulation of sales strategies. Coussement and Buckinx (2011) concluded that companies should pay great attention to customer trust based on the 4C theory. Given the relatively loose social relationships in Western countries, in order to enhance brand awareness in the field of marketing, companies can take strategic measures to establish brand awareness in the minds of customers. Valentyn et al. (2018) concluded that based on online marketing theory, by analysing consumer browsing data, we can gain insight into their personal preferences and habits, which in turn can help companies accurately target their target consumer groups and significantly improve the efficiency of marketing. According to Lukosius et al. (2019), concluded that with the vigorous development of the big data era, powerful computer hardware and complex software algorithms have played a key role, and these tools can better meet the practical needs of current research work than traditional isolation theory.

Since 1979, China's economy has entered a period of transformation, and enterprises have gradually shifted to a market-oriented production model, which has given birth to China's initial marketing practices. After entering the mid-1980s, the market economy's position in China became increasingly stable, and the domestic marketing industry also ushered in a period of real vigorous development. Lin (2020) concluded marketing theory has always kept pace with the times and gradually returned to its essential core – the 1P theory, which focuses on providing the right product to the target consumer. Li et al. (2021) concluded that a research framework for simple marketing theory, which consists of five basic components: simple company, simple marketing philosophy, simple marketing behaviour, simple marketing results and respectable reputation. Empirical research has confirmed that there is a positive and causal relationship between these components. According to Li (2022), clearly pointed out that accurately grasping the issue of ‘seeing customers as who they are’ is the cornerstone and

prerequisite of digital transformation. To achieve this goal, it is urgent to explore novel marketing management theories and implementation strategies that are different from consumer marketing and buyer marketing.

### 2.1.2. Marketing Strategy

In the discussion of marketing strategies, Chinese academia has focused on multiple dimensions such as Internet marketing, digital marketing, brand marketing and green marketing. According to Li and Wang (2018), they used the Chinese new energy vehicle industry as a case study to analyse in depth and construct a mechanism model of how corporate organisational resources affect the green marketing mix. The research results show that the strengthening of government supervision and the differences in the personal risk preferences of top managers have, to varying degrees, strengthened the positive correlation between organisational resources and corporate green marketing mix strategies. Zhang (2021) conducted an in-depth analysis by constructing a multiple regression model based on the data collected through a web survey distributed to a specific group. The study found that the IP marketing strategy of Internet celebrity brands can positively promote consumers' stronger purchase intention and consumption behaviour. Zhu and Zhao (2021) conducted that the current marketing field is undergoing a profound transformation, gradually moving from the traditional product-oriented, consumer-oriented and co-creation-oriented orientation to a new stage of digital and data-oriented orientation.

Prince et al. (2021) conducted an in-depth analysis of 1,726 datasets from e-commerce platforms that in a live marketing environment, once a customer becomes a fan, the influence of price on their purchasing decision is significantly reduced. On the contrary, customer engagement becomes a key driver of purchase intention, i.e., the higher the customer's level of interaction during the live broadcast, the stronger their desire to purchase. Kurolov (2021) conducted that the implementation of timely and appropriate innovation policies is a key part of a company's marketing strategy. He believes that these policies not only help companies explore new markets, but also significantly improve production efficiency. Therefore, companies should adopt a proactive attitude towards innovation in order to strengthen their market position and enhance profitability. Rafia (2022) conducted an in-depth analysis of the channel conflict that arises in the O2O online marketing model of e-commerce and proposed corresponding management countermeasures. He pointed out that with the continuous iteration of Internet technology, the e-commerce field is undergoing a profound transformation from electronic retail price segmentation and electronic transactions to modern online transaction models. This new transaction model has become an important communication tool to promote the development of the industry.

## 2.2. Marketing Research in the Advertising Industry

### 2.2.1. New media advertising

In the field of new media advertising, Heejun and Hoan (2020) conducted that the scope of digital media has far exceeded traditional online media such as the Internet, and it covers all media formats with interactive features, such as virtual reality (VR) platforms and offline channels. Digital advertising uses such digital media as a communication medium to accurately convey a company's products, services and core values to consumers. According to Teodorov et al. (2020), they emphasises the importance of the Internet-based marketing environment for digital advertising. This environment is built on a variety of digital media, and advertisers, advertising agencies and advertising audiences are closely connected, shaping a dynamic digital advertising space together. In this context, advertising companies are given a higher mission, that is, they need to pay great attention to the implementation of integrated marketing strategies, fully explore and utilize the huge value of social media, so as to maximize advertising effects. According to Song et al. (2020) , they found that the evaluation system of online advertising effects generally focuses on revenue indicators, but fails to fully consider the brand effect it brings, which to some extent hinders researchers from further exploring the effects of online advertising. With the continuous innovation and evolution of technological theories, it is urgent to establish a new and comprehensive set of online advertising effectiveness evaluation standards.

Compared with the international field, domestic research related to marketing in the advertising industry started relatively late. Duan (2022) conducted that in the context of scientific marketing, mental computing, computational advertising models that grow against the value chain, advertising agency models for intelligent transactions, scientific creativity, and computational Internet of Things advertising all indicate the future development trend of computational advertising. Du et al. (2023) conducted that in recent years, many e-commerce platforms have launched exclusive marketing systems for paid members, through which targeted advertising is pushed, effectively helping businesses to alleviate the pressure of rising advertising costs to a certain extent.

### 2.2.2. Marketing Trends in Advertising

In the field of advertising strategy, Kopalle et al. (2017) conducted in-depth field studies focusing on analysing the relationship between a brand's monthly sales of a product and the quality claims in its advertising. The results show that for low-quality companies, there is no substantial benefit to overemphasising quality in advertising, while high-quality companies can achieve significant positive results. Guitart et al. (2020) conducted a comprehensive analysis

of the TV advertising insertion data of more than 43,000 brands and their 49,000 competitors. The results show that using avoidance strategies is an effective way to maximise the efficiency of private label advertising. Where avoidance strategies cannot be implemented, brands should increase advertising to exceed the volume of competitors' advertising, thereby effectively mitigating the substitution effect that competitive advertising may cause.

In the field of domestic research, According to Zhang et al. (2021), they used Dalian Metro advertisements as the research object, refined the theory and constructed a model. The study found that the promotional effect of Dalian Metro advertisements is affected by various factors such as advertising location, format, and content. It then proposed targeted promotion paths for reference, such as accurately targeting target users, diversifying advertising formats, injecting more innovative elements, and comprehensively improving the quality of advertisements. According to He et al. (2022), conducted a simulation analysis by constructing a circular city model with several businesses, and analysed how businesses should adjust their product pricing strategies based on the level of consumer privacy information sharing. The study found that the privacy information shared by consumers can, to a certain extent, prompt businesses to increase product pricing, but when the level of consumer privacy information sharing exceeds a certain range, businesses need to reduce the pricing level of their products. Wang and Li (2022) conducted a two-stage supply chain model consisting of one manufacturer and two retailers in separate markets in the context of a grey market. It was found that an appropriate advertising incentive strategy can not only suppress the grey market, but also increase the profits of the manufacturer and retailer in the low-end market without reducing the profits of the retailer in the high-end market.

## 2.3. Marketing Research in the Digital Strategy

### 2.3.1. Digital Marketing Theory

The origins of digital marketing can be traced back to the profound changes experienced by the advertising industry. At the end of the 20th century, the emergence of the Internet completely disrupted people's lifestyles and ways of communication, marking the official beginning of the digital age. Schoenbachler and Gordon (2002) conducted the forward-looking concept of ‘multi-channel buyers’ for the first time based on an in-depth study from a consumer perspective. According to Keen et al. (2004), they further refined the consumer classification, dividing them into four major consumer groups: ‘omnivores’, ‘formatters’, ‘price-sensitive’ and ‘experiencers’. He also emphasised the importance of digital marketing as a market segmentation tool, helping retailers and manufacturers to accurately meet the needs of different consumer groups and thus effectively increase turnover. Huang (2008) conducted that digital marketing makes full use of advanced technological methods such as the Internet,

communication technology and digital interactive media to achieve full digitalisation of marketing activities. Lamberton and Stephen (2017) conducted that digital marketing strategies need to be closely aligned with the overall strategic framework of the company. The core is to accurately capture the actual needs and behaviour patterns of target customers, and emphasise the synergies between multiple marketing methods such as advertising and public relations. According to Prantner (2019), he further proposes an innovative dynamic digital marketing strategy that deeply integrates multiple methods such as search engine improvement, content marketing, and data analysis. The strategy aims to effectively enhance brand identity and increase customer lifetime value by providing additional incentives such as gifts and extended warranties to target customers. Abrietal and Valaee (2020) conducted new trends in the social media environment, pointing out that marketing messages can be pushed precisely to users' social circles across social networks to maximise the reach and impact of marketing activities. According to Xu (2022), he profoundly expounds the essence of digital marketing, that is, although it is called “digital”, its core is still marketing itself, and in particular emphasises the importance of data management and analysis in supporting business strategies. Specifically, digital marketing achieves precise targeting and efficient reach of the target market by using digital thinking to deeply analyse customer portraits.

### 2.3.2. Social Media Strategy

Social media strategy involves a comprehensive set of actions taken by organisations to utilise social media platforms in order to meet the needs of the target market and achieve marketing objectives. According to Constantinides (2014), social media strategies are subdivided into two main categories: active and passive strategies through a qualitative research methodology, a theory based on social media's emphasis on content presentation and interactivity. Active strategies involve the use of social media as a tool for public relations, direct marketing, and to stimulate customer creativity by providing a personalised customer experience that taps into the customer's creative potential. In contrast, passive strategies involve using social media as a channel for listening to customers and gathering market information in order to respond to customer input and provide marketers with valuable information about market needs, customer experience, competitor dynamics, and industry trends.

According to Juntunen et al. (2020), from a content perspective, different social media content strategies can significantly affect a company's visibility, knowledge dissemination, trust, and audience likability. By carefully planning and posting various forms of content, companies can demonstrate their professionalism and uniqueness on social media platforms, thus attracting more attention and interactions; by regularly posting valuable information and interactive content, companies can build a stronger connection with their audiences and

enhance their trust. Chaker et al. (2022) argued that salespeople interacting with customers through social media that can be effective in enhancing digital customer engagement and improving sales performance. Social media provides salespeople with the opportunity to establish a personalised connection with their customers, which contributes to the streamlining and efficiency of the sales process. In addition, the study found that social media is not only a simple communication tool in sales, but can also be used to collect market information and customer feedback, providing data to support a company's marketing strategy.

### 2.4. Customer acquisition and retention

Drucker (1973) conducted that the fundamental purpose of a business is to create customer value. Jackson (1985) argued that the core of relationship marketing is to attract, develop and retain customers. Berry (1995) conducted that the concept of relationship marketing and defined it as a strategy for attracting, retaining and strengthening customer relationships in service organisations.

The concept of customer loyalty is derived from the theory of relationship marketing and its core lies in the emphasis on building and maintaining long-term interactive relationships between companies and customers. In the field of academic research, the quantitative calculation of customer value has become a research topic of great interest. Many researchers have proposed various calculation models that aim to accurately assess the relative contribution of customers to a company's value from multiple dimensions Dwyer (1997) conducted that the Customer Lifetime Value (CLV) model proposed,which is a typical representative that is widely used in related research. It is an indicator of the total revenue that a firm can reasonably expect to receive from a single customer account over the life of the relationship. Thomas (2001) conducted that customer acquisition and retention are independent marketing strategies, but there is an intrinsic link between the two and they should work together to promote the company's market share.Dowling (2002) conducted that customers do not have the time, energy or interest to build strong brand relationships. Some customers switch brands or shop around frequently, while others focus on immediate satisfaction of their needs rather than on long-term relationships.

In many Customer Relationship Management (CRM) projects, management continues to search for more efficient ways to retain existing customers and attract new ones. Verhoef (2003) conducted that customer acquisition and retention efforts should be implemented as a team effort across multiple functional areas such as marketing, sales and customer service. Goodwin and Ball (2003) conducted that focusing on customer acquisition can have significant economic benefits. They calculated that for a company with a market share of 16.7%, a 1%

increase in customer acquisition would result in a fivefold increase in revenue compared to a 1% increase in customer retention.

In customer value management, customer lifetime value (CLV) is a quantitative analysis of the economic benefits of long-term customer relationships.Blattberg et al.(2009) conducted that CLV models can optimise the allocation of marketing resources through predictive analysis. Their research shows that a 5% increase in customer retention can lead to a 25-95% increase in company profits. The importance of customer relationship management is therefore clear.

According Kotler and Keller (2016), the Kotler Loyalty Ladder model, provides a classic theoretical framework for understanding the evolution of customer relationships. The model divides customers into five stages, from 'potential customers' to 'loyal advocates', and emphasises the need for firms to adopt differentiated strategies to facilitate the transition of customers to higher levels of loyalty.

Innovations in data technology have reshaped the customer management paradigm, and the application of machine learning algorithms has further improved the accuracy of predictions. Lemon and Verhoef (2016) conducted that the error rate of artificial intelligence-based customer lifetime value (CLV) prediction models is 18% lower than traditional methods.Ascarza (2016) conducted that a method for quantifying customer lifetime value that classifies customers according to their value differences and formulates differentiated service and maintenance strategies accordingly.Pfleger R (2018) conducted that when companies face the challenges of stagnating markets, increasing competitive pressure, dwindling resources, new technological developments and ever-increasing customer expectations, they should pay attention to the application of digital support and the adoption of new business interaction methods to manage customer relationships.Hermenegildo Gil-Gomez et al. (2020) conducted that customer relationship management as an information technology, understanding it mainly in terms of sustainable business models and innovation, and using this to assess the impact and benefits of customer relationship management applications.

Alexandru (2022) conducted that CRM is a key strategy aimed at maintaining long-term relationships and providing added value beyond products and services. By building positive relationships with key customers, companies can gain a deep understanding of needs and meet expectations accurately, thereby increasing customer loyalty and promoting clear strategic development. This helps companies develop personalised marketing and service solutions to meet customer needs.

## 3. Methodology

### 3.1. Research objective

This study is based on marketing theory and combines the actual situation of Company CJ. It further studies Company CJ's marketing strategies through literature research, case analysis and investigation methods. Combining the 7Ps theory, it proposes an improvement direction for Company CJ's marketing in order to achieve a longer-term, healthier and sustainable development. Overall, this study's research mainly consists of the following four parts:

The first part is the research background and significance, which determines the research content, technical route, methods and research tools, and explains the framework structure of the entire text.

The second part is the analysis of the current marketing situation and environment of Company CJ. It introduces the company's profile, organisational structure and current business situation. It analyses the macro environment and internal environment from a macroscopic perspective, and conducts an in-depth analysis combined with SWOT to determine the marketing environment in which the company is operating.

The third part is the improvement and plan of Company CJ's marketing strategy. The research provides new strategies and scientific marketing strategy improvement plans from the perspective of the 7Ps.

### 3.2. Overview of Research Methods

**Literature Research Method:** Based on extensive literature research, this study has obtained basic information on the development of the advertising agency market in China and measures in terms of marketing strategies. At the same time, by summarising the theory of marketing, it provides a basis for improving the analysis of marketing strategies and the actual formulation and implementation of service marketing strategies in combination with the agency's own situation.

**In-Depth Interview Method:** The interviews for this study were conducted from June to August 2024. At the beginning of the study, I conducted an interview with the founder and general manager of Company CJ to identify the company's problems and future business plans. As the study progressed, I had in-depth discussions with senior management and relevant technical personnel within the company, as well as outstanding experts in the industry, to score and record the company's internal and external environment and industry competitiveness. Each interview lasted 0.5-2.5 hours. Guided by the PEST model and SWOT tool, the current situation of the company was comprehensively recorded, challenges were identified, and solutions were proposed from different perspectives. At the same time, I also invited the

company's key customers and conducted in-depth interviews on issues such as the quality of Company CJ 's services. Each interview lasted 1-1.5 hours, and the customer's perspective on Company CJ 's views and suggestions were comprehensively recorded.

**Questionnaire Method:** In order to explore the current channels through which brand enterprises prefer to find partners, gain an in-depth understanding of the types of advertising services currently required by brand enterprises, clarify the specific requirements that brand enterprises have for advertising companies, and lay the foundation for the adjustment of the company's marketing strategy, this study combined 7Ps model to design a survey questionnaire with a total of 12 questions. In order to ensure the accuracy of the target population of the survey questionnaire and the objectivity of the results, a paid method was adopted, and the questionnaire was completed with the assistance of Shanghai-based well-known corporate services company iResearch. iResearch is a leading brand in China's new economy and industrial digital insight research and consulting services, providing professional industry analysis, data insight and market research services, and has established cooperative relationships with more than 10,000 brand enterprises nationwide.

**Delphi method:** Market segments were scientifically analysed using the Delphi method. A 10-member panel of experts was assembled for this Delphi method analysis, including senior industry professionals such as general managers, marketing directors and design and planning directors from CJ Company and two other companies. The expert panel conducted multiple rounds of anonymous assessment and feedback on the key factors of market segmentation in three dimensions: market attractiveness, industry competitiveness and resource matching to reach a consensus. Each round of survey was summarised and fed back to the experts, and opinions were gradually revised to ensure the objectivity and scientificity of the assessment results. Ultimately, the application of the Delphi method provides data support and theoretical basis for the market segmentation strategy of this study.

The questionnaire was sent by the senior business leader of iResearch Consulting via business email to the brand enterprises that have established in-depth cooperation with iResearch Consulting. A total of 400 questionnaires were distributed, 346 were recovered, and 338 were valid, with an effective rate of 97.68%.

# 4. Commercial Development Plan

## 4.1. External Situational Analysis

### 4.1.1. PEST Analysis

#### 4.1.1.1. Political and Legal Context

Driven by free competition and socioeconomic progress, China's advertising industry has shown a diversified and orderly development pattern. In order to regulate the healthy development of the industry, the state has made two important amendments to the Advertising Law of the People's Republic of China, which was promulgated in 1995, in 2015 and 2018 respectively, to improve legal provisions, adapt to emerging advertising scenarios, and promote the healthy development of the advertising industry.

In 2021, the State Administration for Market Regulation released the '14th Five-Year Plan for the Development of the Advertising Industry'. The plan is based on a new stage of development and analyses the development level, characteristics, opportunities and challenges of the advertising industry, with a focus on promoting the intelligent, intensive and international development of the advertising industry. In 2022, the General Office of the CPC Central Committee and the General Office of the State Council issued documents such as the 'Opinions on Promoting the Implementation of the National Digital Culture Strategy' to further promote the healthy development of the cultural industry and cultural market.

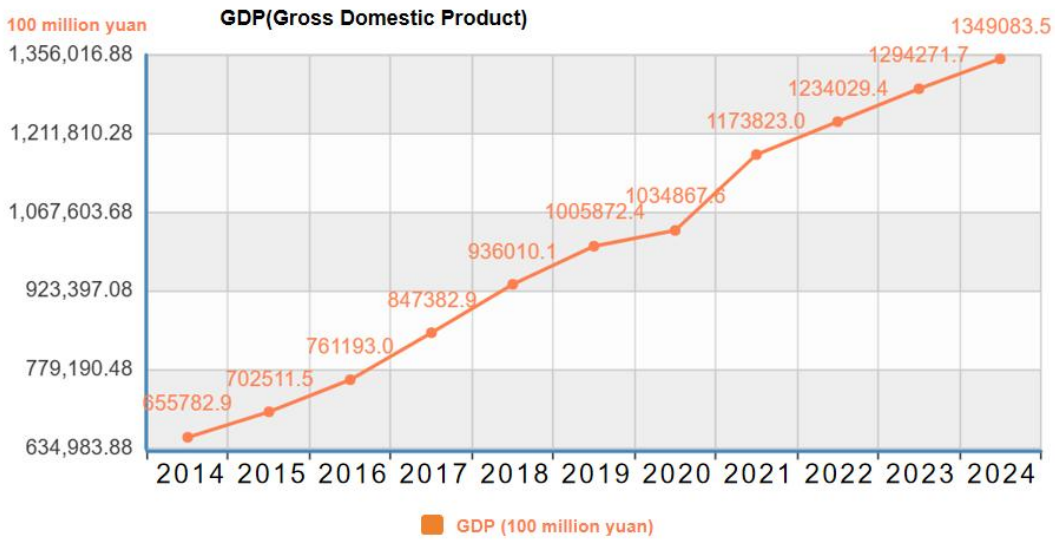
Against this backdrop, Shanghai was the first to add 'digital advertising' to business licenses and support local advertising companies in going international. As of 2023, 17,000 companies in Shanghai have been licensed to operate in the 'digital advertising' business, and the first five advertising companies have received more than EUR 127,176 in special funding support. These initiatives show that China's advertising industry, especially in Shanghai, is moving towards becoming more regulated, digital and international.

#### 4.1.1.2. Economic Context

On 17 January 2025, the National Bureau of Statistics (NBS) officially released the Gross Domestic Product (GDP) data for the year 2024, with the total amount reaching 171.33 trillion euros, achieving an annual growth rate of 5.0% in comparable prices. Examining quarterly GDP growth rates, it is evident that the primary objectives and tasks concerning economic and social development have been accomplished. The first to fourth quarters of GDP growth were recorded at 5.3 per cent, 4.7 per cent, 4.6 per cent and 5.4 per cent, respectively. Despite the fact that China's GDP growth is no longer at a high rate, the optimisation of the economic structure, the innovation-driven development model and the dominance of consumption have resulted in a more sustainable growth logic for the advertising industry. As the economy

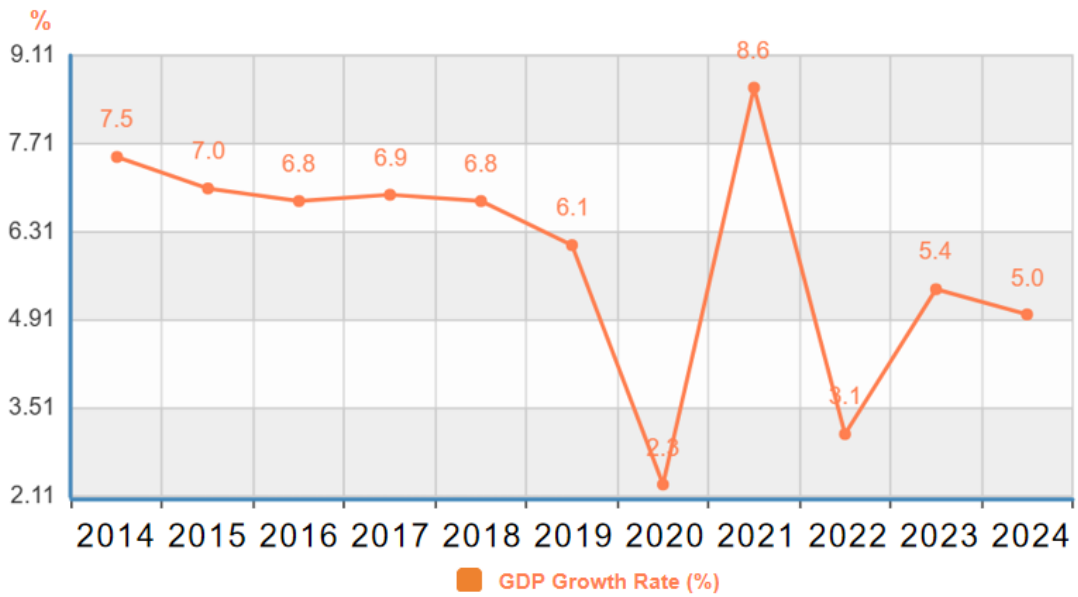
continues to transition towards high-quality development, the advertising industry stands to benefit from consumption upgrades, technological innovations and policy support, thereby becoming a pivotal conduit between the supply and demand sides, thus promoting the internal economic cycle. The Chinese economy has demonstrated a notable degree of resilience over time, evidenced by its ability to maintain stability in the face of global economic downturns. This resilience provides a robust economic foundation for the growth of the advertising industry.

Figure 4.1 Gross Domestic Product from 2014 to 2024




Source: National Bureau of Statistics of China (2025)

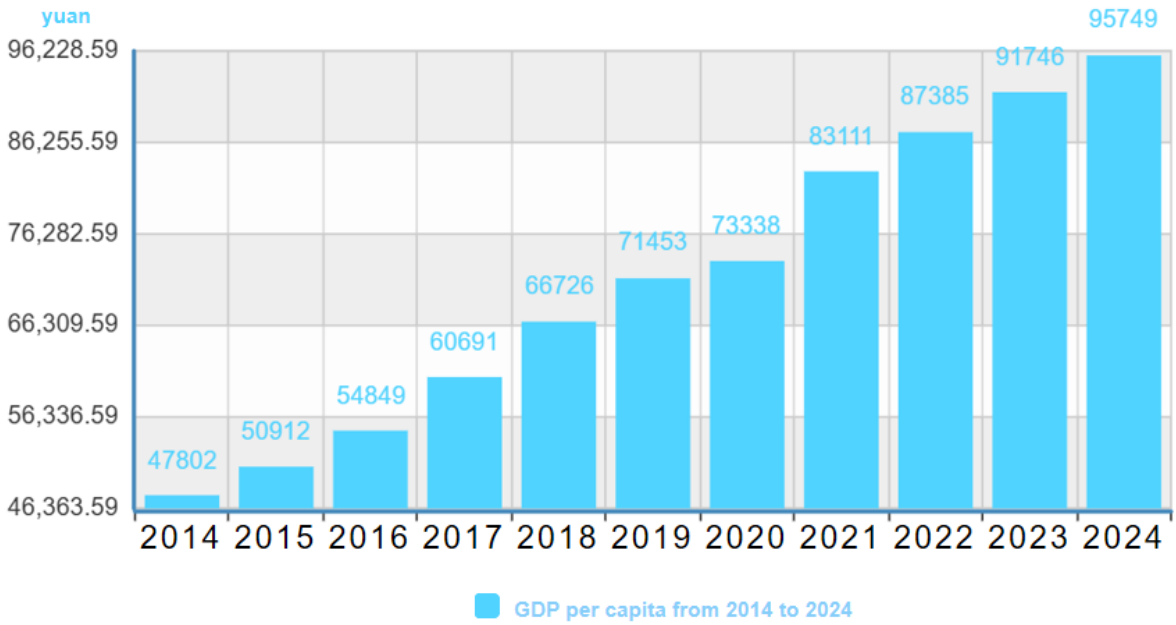
Figure 4.2 Gross Domestic Product's Growth Rate from 2014 to 2024




Source: National Bureau of Statistics of China (2025)

By 2024, China's per capita gross domestic product (GDP) is projected to reach 12,159.12 EUR, signifying a significant milestone in the nation's economic advancement. This achievement will serve to both document past endeavours and progress, and to delineate future development trends. The period between 2014 and 2024 witnessed a substantial rise in China's GDP per capita, which grew from EUR 6,070.65 to EUR 12,159.12, signifying a remarkable increase that mirrors the nation's accelerated economic growth, alongside the progression of industrialisation, urbanisation and globalisation trends. It is crucial to acknowledge that GDP per capita signifies 'output' rather than direct 'income', and is indicative of the vigour of the nation's economy in its entirety.

Figure 4.3 GDP per capita from 2014 to 2024



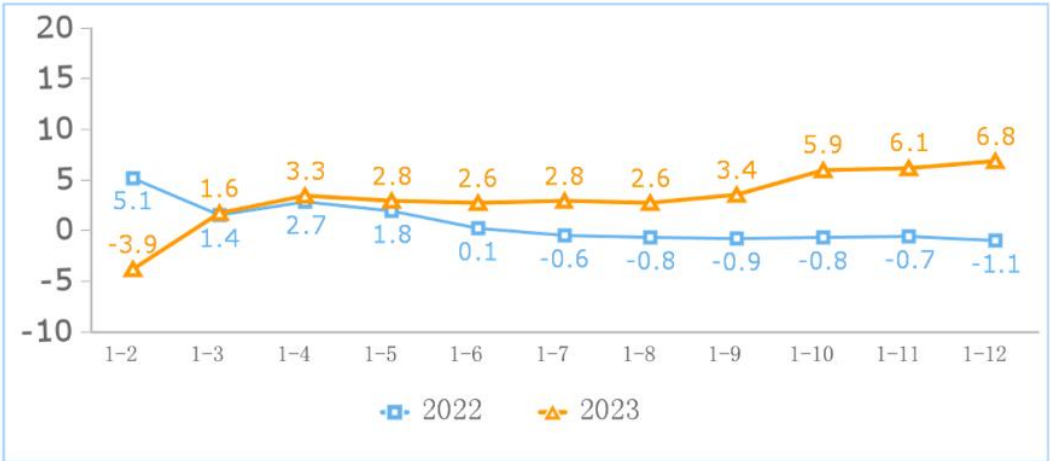

Source: National Bureau of Statistics of China (2025)

Nevertheless, in the context of economic growth and rising educational attainment, the cost of human capital has been increasing annually, exerting an impact on CJ's profitability and financial performance. As a leading city within China's premier Tier 1 ranking, Shanghai boasts a wealth of highly qualified university graduates, consequently leading to a relatively high cost of talent. Consequently, Company CJ. is under urgent pressure to find a balance and improve productivity through the adoption of advanced production technology to alleviate the pressure brought by the cost of human resources. Concurrently, with the progression of globalisation and the proliferation of AI technology, competition in the advertising market has intensified, with new capital companies entering this sector in rapid succession. In conclusion, while Company CJ. faces a favourable macroeconomic environment, the challenges it confronts should not be overlooked.

#### 4.1.1.3. Socio-Cultural Context

In China, nearly 40 years of economic reform have not only met the basic needs of the people, but also given rise to a spiritual pursuit of a high-quality life. Consumers' shopping behaviour and attitudes towards life have undergone significant changes, and new consumption patterns have gradually taken shape. People-oriented business strategies have prompted advertising companies to pay more attention to consumer needs and adjust their business philosophies and organisational structures. According to data from the Ministry of Industry and Information Technology, in 2023, the total revenue from Internet-related businesses of enterprises above a designated size nationwide (referred to as 'Internet enterprises') reached EUR 222.23 billion, a year-on-year increase of 6.8%, showing a steady growth trend.

Figure 4.4 Cumulative growth in China's Internet business revenue in 2023




Source:Ministry of Industry and Information Technology of the People's Republic of China(2023)

At the same time, the operating costs of these enterprises have also increased, with a year-on-year growth of 10.7%. Against this backdrop, new industries are constantly emerging, injecting new vitality into economic development, while traditional industries are also actively adapting to changes in the times and accelerating transformation and upgrading. These changes are not only reflected in adjustments to management systems and development strategies, but also in the updating of marketing strategies. The combination of online and offline marketing methods has become a common choice for many companies, effectively broadening the boundaries of the market.

#### 4.1.1.4. Technological Context

The year 2024 signifies the onset of a novel epoch in the evolution of AI technology within China, a development that is evidenced by the precipitous ascent of Deepseek and the concomitant validation of a series of pivotal breakthroughs in the field of AI within China. These advances are centred on four core areas. Firstly, generative AI technology is maturing, with multimodal fusion technology as well as improved controllability and personalisation features, rendering it more relevant to practical application needs. Cross-modal generation capabilities, encompassing text, images, videos and 3D models, have undergone substantial enhancement, facilitating the generation of high-quality advertising materials with a single click. Furthermore, the technology facilitates the precise calibration of brand style and user preference parameters, thereby ensuring the personalisation of creative output. Secondly, the lightweighting of large-scale models and edge computing technology provide solid technical support for multi-platform applications. The adoption of model compression technology has enabled the real-time execution of models with tens of billions of parameters on mobile devices and IoT devices, facilitating advertisement interaction in offline scenarios. Concurrently, the low-latency response technology optimises the decision time of ad recommendation, thereby reducing the response time from milliseconds to microseconds and enhancing the user experience. Finally, the development of cognitive intelligence and emotional computing technology has rendered AI more anthropomorphic and capable of deeply parsing user intent. When combined with semantic understanding and micro-expression recognition technology, AI is able to dynamically adjust the advertisement discourse to suit the needs of different users. Concurrently, the AI system facilitates values alignment by autonomously ascertaining the alignment of advertisement content with policy-oriented and social ethical standards, thereby effectively mitigating compliance risks.

It is evident that technological development has had a profoundly positive impact on Company CJ. The company has the capacity to utilise machine learning algorithms and natural language processing technology to optimise advertising creativity and content. Automated ad buying platforms have the potential to assist the company in managing ad placements with greater efficiency, optimising ad budgets, and enhancing ad effectiveness.

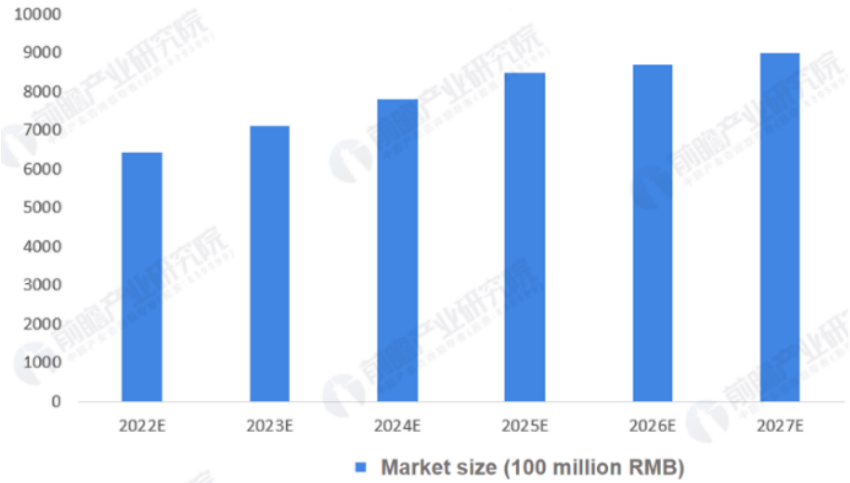
In the context of the continuous advancement of big data technology, CJ has been able to gain deeper insights into the needs and behavioural patterns of target groups in the field of advertising planning and design. By collecting and analysing large-scale data sets, the company is able to capture multi-dimensional information on consumer preferences, purchase history, social media interactions and more. This technological advancement empowers CJ to offer customised advertising solutions to its clientele, facilitating enhanced comprehension of market trends and advertising return on investment (ROI).

While the technological landscape presents unprecedented opportunities for the company, it also poses significant challenges. The rapid pace of technological change necessitates that CJ maintain a current awareness of technological developments to ensure its competitiveness in the market. Furthermore, the issue of data privacy has assumed significant importance and cannot be disregarded. The dual nature of technology means that if Company CJ. is unable to keep up with the times and respond flexibly, it may suffer a strong impact from its technology-driven competitors.

### 4.1.2. Sector Analysis

After 50 years of rapid development, China's advertising industry has made remarkable progress, but it is still in its infancy. According to the '2023-2028 Global and China Internet Advertising Industry Development Analysis' report released by the Statista, from 2015 to 2019, the scale of China's advertising industry achieved strong growth. It is expected that by 2027, China's online advertising market will expand at an average annual growth rate of about 8.55%, and the market size is expected to reach EUR 114.3 billion.

Figure 4.5 2022-2027 China Internet Advertising Industry Market Size Forecast




Source: Statista (Forward-looking Industry Research Institute)(2023)

The advertising industry in Shanghai has officially entered the digital advertising era. In 2023, the revenue of advertising enterprises above designated size in Shanghai reached a record high of EUR 37.38 billion, a year-on-year increase of 23.7%, accounting for 23.2% of the national total. 17,000 enterprises have obtained the business scope of 'digital advertising'. About one-quarter of the leading advertising enterprises in the country are from Shanghai, and the industry development level of Shanghai ranks among the leading regions in the development of the national advertising industry.

### 4.1.3. Competitor Analysis

Currently, within the service industry and market where Company CJ operates, there are more than ten small and medium-sized advertising companies in the Minhang District of Shanghai that are similar to Company CJ. Competition in this field is fierce. After research and analysis, the three companies QY, PDM, and SD were identified as the main competitors facing Company CJ.Several factors that have a significant impact on the advertising industry were selected, and these three companies were compared with Company CJ horizontally and analysed one by one, as shown in Table 4.1.

Table 4.1 Evaluation Matrix of Company CJ's Main Competitors

| Factors | Degree of strength and weakness | | | |
|---|---|---|---|---|
| | CJ | QY | PDM | SD |
| Creative ability | Medium | Medium | Weak | Medium |
| Cost control ability | Weak | Medium | Strong | Strong |
| Bargaining ability | Strong | Strong | Medium | Strong |
| Market share | Weak | Strong | Medium | Medium |
| Organisation and management | Strong | Weak | Medium | Medium |
| Brand image | Medium | Strong | Medium | Weak |
| Technical ability | Medium | Weak | Weak | Medium |

Source: Author (2025)

QY was founded in 2001 and has accumulated 23 years of deep marketing experience. QY's business scope is extensive, covering comprehensive services such as VIS system construction, mall design and operation, packaging operation strategy, corporate image upgrading, advertising film production, micro-film creation and full-process SP filming. QY is a large company with a stable and high-quality customer base, and enjoys a high reputation in the local market.

PDM was established in 2016. Its business scope is extensive, covering key areas such as brand strategy planning, brand visual identity, brand marketing and implementation of public relations activities, including but not limited to the planning and execution of new product launches, preparation of annual meetings, planning and execution of public relations activities, brand packaging design, advertising photography services, and the formulation and implementation of digital integrated marketing strategies. However, the company is still lacking in terms of creative capabilities.

Founded in 2018, SD is a comprehensive professional organisation focusing on advertising planning, design and manufacturing, media management and integrated promotion. The company has successfully built a comprehensive market control and expansion system by tapping into and making extensive use of personal resources. This strategy has enabled

SD to maintain a relatively stable customer base. However, SD has certain deficiencies in management, such as relatively loose management and the lack of a highly unified and coordinated management system. In addition, the company is not very good at maintaining its brand image.

Based on the overall chart, QY is the biggest threat to Company CJ. Company CJ has no advantages in terms of cost control, brand promotion or marketing, while PDM and SD have strong cost control capabilities.

### 4.1.4. Porter‘s Five Forces Analysis

#### 4.1.4.1. Supplier bargaining power

Media owners and advertising material production companies occupy a central position in the main supplier structure of Company CJ. In view of the rapid development of the Internet, the form of media has broken through traditional boundaries and is no longer limited to traditional media such as newspapers, television and large screens. Instead, many new online channels have emerged. When choosing partners, Company CJ tends to establish cooperative relationships with individual or corporate IPs with a large fan base. The scarcity and irreproducibility of such resources currently give them strong bargaining power. However, as the Internet industry gradually enters a new stage, the decentralisation of fan traffic resources is becoming increasingly obvious, and it is expected that this bargaining power will gradually weaken in the future.

#### 4.1.4.2. Purchaser's bargaining power

In the context of the cooperation between advertisers and Company CJ, advertisers are clearly in the buyer's camp and occupy a key position in the industry's ecological chain. In recent years, as market awareness has deepened, advertisers have gradually built their own advertising systems. Not only have they set up dedicated advertising departments, they have also independently operated various media platforms to directly build a bridge for communicating and interacting with consumers. This trend has significantly reduced advertisers' dependence on external advertising companies. At the same time, as we enter the new media era, the accuracy of advertising placement has become the focus of advertisers, who place greater emphasis on the evaluation of advertising effectiveness and in-depth analysis of feedback data, thus placing more stringent requirements on the selection criteria for advertising companies. In summary, advertisers currently have strong bargaining power, and the domestic advertising market will remain a buyer's market for the current and foreseeable future.

#### 4.1.4.3. Threats from new entrants

For Company CJ, a new entrant that poses a certain threat is Internet Data Corporation. With the rapid development of Internet big data technology, many Internet data companies have begun to enter the advertising industry. These companies provide strong data support services for the advertising industry with their advantages in technology research and development and data analysis. They attract a large number of brand customers pursuing short-term benefits by acquiring small and medium-sized advertising companies or setting up their own advertising departments to achieve precise delivery of advertising strategies through technological means. For Company CJ, these new entrants pose a significant threat due to their technological strength and market strategies.

Furthermore, the presence of artificial intelligence intruders has been demonstrated to result in disruptive advantages. For emerging tech firms that have mastered AI technology, their marginal costs can rapidly approach zero. Specifically, the cost for these firms to produce 10,000 advertising programmes is virtually indistinguishable from the cost of producing one, in stark contrast to traditional firms where costs grow linearly with scale. Concurrently, AI companies are able to accumulate data through model iteration, leading to a positive feedback loop: the accumulation of more data results in the creation of superior models, which in turn attracts more customers, ultimately leading to further increases in data volume. This dynamic engenders technological barriers that are challenging for traditional companies to surmount.

#### 4.1.4.4. Substitutes

In terms of current technological development, VR, AR or AIGC may become a partial substitute for the advertising industry. The general public's perception of VR and AR is brand new, and the allure of novelty can attract their attention and arouse their interest in VR and AR advertising. At the same time, a technology-driven advertising model is gradually taking shape. For example, AIGC technology has been widely used in smart advertising, which provides the industry with more opportunities to reduce costs and improve efficiency. This will have a certain impact on traditional talent-based technology advertising companies. However, both the research and development of VR and AR technologies and the learning of AIGC require time and certain labour costs, and Company CJ is also constantly expanding its capabilities in this area.

#### 4.1.4.5. Rivalry

Looking at the national market, the rapid economic development of major cities such as Beijing, Shanghai, Guangzhou and Shenzhen has attracted a large number of talented people and the headquarters of large brand companies. At the same time, high-quality 4A advertising companies are mostly gathered here, and they control most of the brand resources, so competition is fierce. Although high-quality 4A advertising companies are strong and have excellent technology, they are prone to difficulties in the final implementation stage of marketing. Due to the geographical restrictions of Internet marketing, competition between advertising companies in Shanghai and small and medium-sized advertising companies from other regions is also fierce.

Table 4.2 Analysis of Company CJ 's Five Forces Model

| Five Forces | Details | Level |
|---|---|---|
| Supplier bargaining power | There are many advertising production companies, the entry threshold is low, competition is fierce, product homogeneity is serious, and bargaining power is weak. | Weak |
| Purchaser's bargaining power | Advertising in the new media era is more precise, and it can collect and analyse feedback data, reducing the financial investment in offline marketing. | Strong |
| Threats from new entrants | Internet companies enter the advertising industry with their technological and platform advantages, and big-name companies acquire small and medium-sized advertising companies or set up their own advertising departments.<br>The advent of technology companies that are nascent in their development yet have achieved mastery over AI has given rise to the establishment of substantial technical barriers, which are proving to be a considerable challenge for established companies to surmount through technological means alone. | Strong |
| Substitutes | There is no obvious risk of being replaced, but vigilance is still needed. | Medium |
| Rivalry | Internet marketing breaks geographical restrictions and increases competition. | Medium |

Source: Author (2025)

### 4.1.5. EFE matrix analysis

Based on the above use of the PEST model to assess the macro-environmental factors of Company CJ, and further using the Porter Five Forces model to explain and analyse the basic environment and competition of the industry in which Company CJ is currently located, this section will construct an EFE matrix (i.e. external factor evaluation matrix) to conduct a detailed and objective evaluation of the main opportunities and key threats faced by Company CJ. The specific steps are as follows:

Invite experts for in-depth interviews: To ensure the accuracy and fairness of the evaluation, this project follows the principles of objectivity, fairness and prudence, and invites 10 experts from Company CJ and two other companies, including general managers,

marketing directors, executive directors, and design and planning directors. In addition, there are also technical backbones and field control personnel from Company CJ, who participate in the implementation and are familiar with customer feedback, ensuring the accuracy of the evaluation.

List key external factors: The expert team analysed the external environment of Company CJ and summarised 16 key external factors, including 8 opportunities and 8 threats.

Set the weight of key external factors: The weight of key external factors reflects their importance, with a maximum of 1 point and a minimum of 0 point, for a total weight of 1. The expert team scored based on their experience.

Score the key external factors: Company CJ 's strategy's response to external factors can be scored and measured on a scale of 1-4, representing different levels of response. Briefly describe the company's situation, design a questionnaire, and the expert group scores the key factors based on the strategy.

Calculate the weighted score: Calculate the average score for each key external factor by adding up the scores given by the expert group. Multiply the average score by the weight to get the weighted score for each factor.

Table 4.3 External Element EFE Evaluation Matrix of CJ Company

| | NO. | Key external factors | Weight | Score | Weighted score |
|---|---|---|---|---|---|
| Opportunities | 1 | The state has given strong support in terms of industrial investment, planning, market and policy | 0.05 | 4 | 0.2 |
| | 2 | The national economy is stable, with strong investment and increased domestic demand | 0.05 | 4 | 0.2 |
| | 3 | Market opportunities for improving the quality of life for all | 0.05 | 4 | 0.2 |
| | 4 | Rapid growth in the overall demand for the industry | 0.1 | 3.2 | 0.32 |
| | 5 | Technology is becoming increasingly mature | 0.1 | 3.1 | 0.31 |
| | 6 | Industry regulations and standards are constantly improving | 0.05 | 3.8 | 0.19 |
| | 7 | The industry's application field is constantly expanding | 0.05 | 2.4 | 0.12 |
| | 8 | A fully competitive market | 0.05 | 3.4 | 0.17 |
| Threats | 1 | The advertising industry is becoming increasingly competitive | 0.1 | 3.1 | 0.31 |
| | 2 | The threat of domestic 4A advertising companies | 0.05 | 2.3 | 0.115 |
| | 3 | The promotion of online marketing, neglecting offline marketing | 0.1 | 3.8 | 0.28 |
| | 4 | The company's creative ability is insufficient | 0.05 | 2.1 | 0.05 |
| | 5 | Insufficient technical application capabilities | 0.05 | 1.7 | 0.085 |
| | 6 | Excessive cost pressure and highly sensitive market | 0.05 | 1 | 0.05 |
| | 7 | More and more potential competitors (AI) | 0.05 | 1.3 | 0.065 |
| | 8 | Insufficient talent attraction capabilities | 0.05 | 2.1 | 0.105 |
| Total | | | | | 2.77 |

Source: Author (2025)

According to the analysis of the EFE matrix, Company CJ's overall score is 2.77, which is higher than the average score of 2.5. Among them, the weighted score for grasping external opportunities is 1.71, and the weighted score for effectively responding to external threats is 1.06.Company CJ demonstrates considerable aptitude in capitalising on external opportunities; however, its capacity to respond effectively to threats is found wanting. This results in an overall score that is marginally above average. To achieve a more robust strategic balance, Company CJ should direct future efforts towards enhancing threat management.

## 4.2. Internal Situational Analysis

### 4.2.1. Company profile

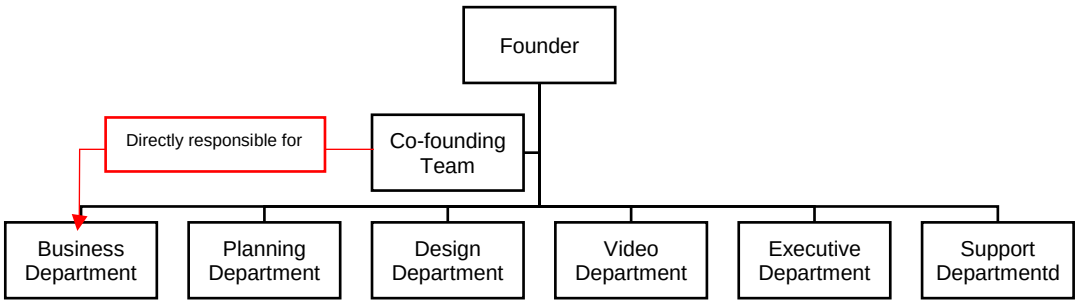
CJ Culture Communication Co., Ltd. is an advertising company with its headquarters in Shanghai. The company was established in December 2017 with an initial registered capital of EUR 254,000. At the outset of its establishment, the company's core business activities were concentrated on the provision of exhibition services, the design and planning of exhibition halls, the organisation of events, and the development of innovative experiential marketing strategies. The Company CJ has a team of co-founders comprising senior advertising professionals with considerable experience and a proven track record in the advertising industry. They have provided comprehensive, high-quality services for a multitude of renowned brands and products, thereby amassing a vast reservoir of customer resources and a commendable market reputation.

Furthermore, the company boasts a cohort of exceptional individuals occupying director-level positions. These individuals possess not only extensive experience in the field of advertising but also exemplify a youthful vitality and creativity. From the initial creative design concept to the comprehensive planning proposal and then to the final precise implementation, Company CJ is able to provide customers with bespoke, flawless solutions thanks to its strong professional expertise and efficient teamwork, thereby enabling customers to gain a competitive advantage in the market.In the two-year period between 2018 and 2019, Company CJ meticulously devised and executed a total of 12 significant offline events, encompassing brand strategy launches, new product launches, national exhibitions, and year-end celebration meetings for listed companies. These endeavours culminated in the attainment of annual profits exceeding EUR 635,000.

However, in the course of its continued growth and expansion, the company also encountered a number of challenges and obstacles. The initial challenge pertains to the restricted range of customer acquisition channels. The company's initial management team comprised individuals who had previously held senior positions in four of China's leading advertising agencies. The company's initial strategy involved establishing a single-line connection with the company

based on the personal customer resources of its management team. This approach led to a reliance on the management's personal connections for customer acquisition.Furthermore, the sudden emergence of the SARS-CoV-2 virus in 2020 had a significant impact on the company, resulting in the complete disruption of the offline event planning business and the loss of the company's primary source of income. Furthermore, the departure of several members of the management team not only undermined the company's leadership structure but also resulted in the loss of a significant portion of its accumulated customer resources, placing the company in a highly challenging position.

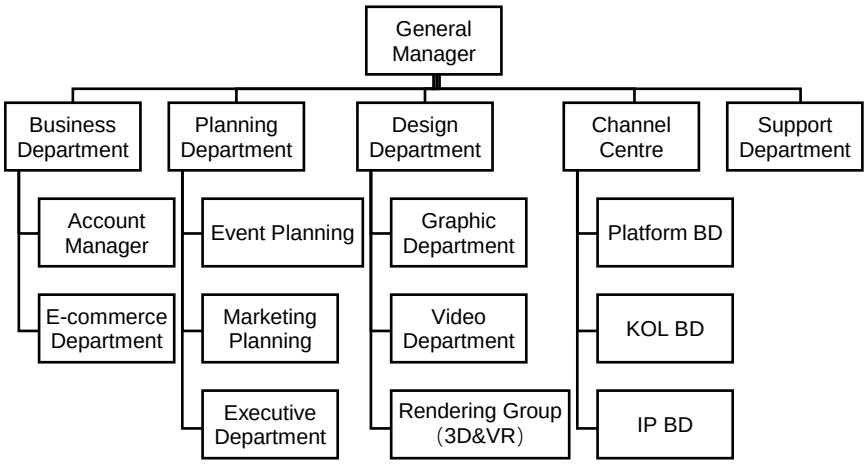
Figure 4.6 The organization chart of Company CJ (2019)




Source: Company CJ and Author (2025)

In 2021, Company CJ formally initiated its digital transformation process, prioritising the expansion of new business areas, the deepening of industry customer relationships, and the comprehensive upgrading of internal management mechanisms. At the business level, the company has established an e-commerce department and a marketing planning department, thereby further expanding the scope of its services. The e-commerce department's primary objective is to facilitate the establishment of online stores via e-commerce platforms such as Taobao. Additionally, it offers comprehensive media agency services, encompassing content operation and advertising agency services on various media platforms. The marketing planning department is committed to offering customers a comprehensive range of integrated marketing solutions, encompassing creative design, the establishment of new media accounts, content planning, traffic promotion, online event operations (including live events), the formulation and execution of brand marketing strategies, and numerous other facets. However, the actual profits fell short of expectations.

Figure 4.7 The organization chart of Company CJ (2023)




Source: Company CJ and Author (2025)

As of 2023, Company CJ has successfully provided services for a total of 23 brands across multiple industries. In the second half of 2023, with the advent of the post-epidemic era, the economy is exhibiting preliminary indications of recovery. In light of these circumstances, Company CJ has devised a meticulous plan for its future development. The company's core development strategy is to establish Shanghai as its primary operational base and subsequently extend its business scope to encompass first-tier cities. The company will continue to prioritise the needs of its customers, with the objective of providing optimal advertising planning services to brand owners and becoming a key partner in the growth of brands. Concurrently, the company will endeavour to establish a first-class local advertising brand and will continue to enhance its service capabilities in terms of overall planning and implementation.

### 4.2.2. Business conditions

The business activities of Company CJ are primarily concentrated in the Shanghai area. The company's business is divided into three main areas: high-end event planning, media agency services and integrated marketing solutions. These are based on customer categories and agency media. There are still notable discrepancies in the revenue generated by the various business segments for the company, with the relative significance of each also differing. Table 4.1 illustrates the advertising revenue generated by Company CJ across its various business categories over the period 2021 to 2024.

Table 4.4 The revenue of Company CJ from 2021 to 2024

| Year | High-end event planning | | Media agency services | | Integrated marketing solutions | | Total (10,000 EUR) |
|---|---|---|---|---|---|---|---|
| | Revenue | Share | Revenue | Share | Revenue | Share | |
| 2021 | 7.87 | 64% | 4.42 | 35.95% | - | - | 12.29 |
| 2022 | 17.02 | 68% | 8.08 | 32.19% | - | - | 25.10 |
| 2023 | 28.32 | 60% | 7.30 | 15.56% | 11.30 | 24.09% | 46.93 |
| 2024 | 35.05 | 59% | 11.43 | 19.1% | 13.08 | 21.9% | 59.56 |

Source: Company CJ and Author (2025)

Over 60% of the revenue generated by Company CJ is derived from its high-end event planning business. This sector of the business represents the company's primary source of revenue and is indicative of its dominant position within the industry. It constitutes a pivotal factor in the company's overall revenue and is closely linked to the company's prospective developmental trajectory. The data from the last three years demonstrates a consistent upward trajectory in the company's business performance within this sector. This phenomenon may be attributed to the elevated unit price of this particular product category. Conversely, the recovery trend of offline activities, which commenced following the epidemic, has prompted an increasing number of brands to return to experience marketing.

The provision of media agency services represents a novel business area that underwent significant expansion during the 2020 epidemic, when the suspension of all offline business activities was in effect. At that time, the Company CJ allocated a significant portion of its resources to this business, resulting in a continued upward trajectory from 2021 to 2022. Nevertheless, the resumption of event planning at the end of 2022, following the epidemic, resulted in the deployment of greater human and financial resources, which in turn led to a significant loss of customers for media agency services and a reduction in the proportion of revenue. Nevertheless, this business primarily offers customers agency and creative design and production services, with a substantial profit margin and minimal labour costs, making it a worthwhile investment with long-term potential.

In March 2023, Company CJ entered into a strategic collaboration with an advertising agency based in Shanghai. In accordance with the terms of the agreement, the advertising agency is tasked with identifying potential clients, while Company CJ assumes responsibility for the provision of services and customer retention. The two parties collaborate to pursue mutually beneficial outcomes. By May 2023, Company CJ had further expanded its new business line of integrated marketing solutions. To date, Company CJ has only provided services to a single client, who was introduced to the company by the aforementioned cooperative advertising agency.

### 4.2.3. Mission, vision and values

**Mission: To make every brand shine online and offline.** Company CJ is dedicated to helping brands achieve all-round market influence through innovative planning and execution, integrating online and offline resources.

**Vision: To become the preferred partner of brands.** Company CJ is committed to becoming the industry's leading integrated marketing service provider, providing one-stop marketing solutions for global brands driven by creativity and technology.

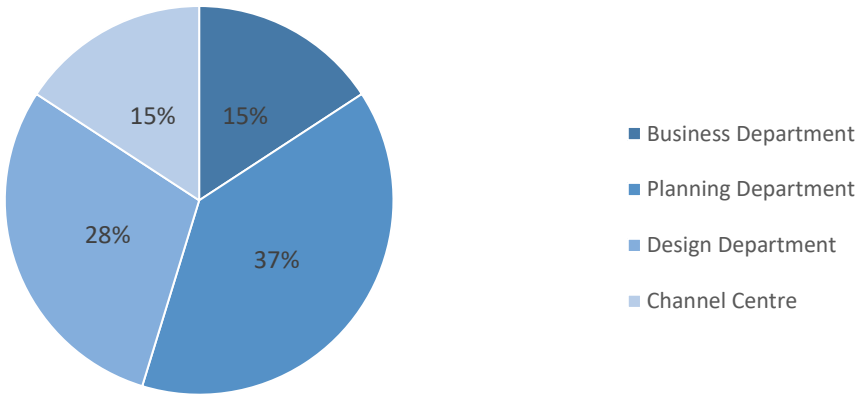
**Value：** Innovation-driven: Constantly pursuing new ideas and technologies. Customer first: The success of our customers is our success. Teamwork: Working together for mutual success. Continuous growth: Constant learning and progress.

### 4.2.4. Resource analysis

#### 4.2.4.1. Team resources

Company CJ, as a small and medium-sized regional advertising agency, has attached great importance to the efficient collaboration and common progress of the team since its inception. In terms of team building, Company CJ focuses on reasonable allocation and sufficient staffing to ensure that it can meet the needs of two offline events at the same time and fully meet the diverse needs of existing customers and the market.

Figure 4.8 Staffing ratio of company CJ departments




Source: Company CJ and Author (2025)

#### 4.2.4.2. Financial resources

Company CJ's finance department was restructured after the epidemic, and a new resource allocation was carried out in response to the business situation of various departments of the company at that time. With the growth rate of business increasing after the end of the epidemic, the company is still gradually improving systematic project management and cost control, and

experience needs to be strengthened. The company's project profits are slightly unstable. The following is a general analysis of the main financial conditions in the past three years, using Company CJ as the main body of accounting.

Table 4.5 Main Data of Company CJ's Balance Sheet

| Unit(10,000 EUR) | **2021** | **2022** | **2023** | **2024** |
|---|---|---|---|---|
| Assets | 26.20 | 37.88 | 55.90 | 104.18 |
| Current assets | 23.01 | 32.57 | 49.26 | 85.59 |
| Non-current assets | 3.19 | 5.31 | 6.64 | 18.59 |
| Liabilities | 5.57 | 8.99 | 12.51 | 16.70 |
| Current liabilities | 5.57 | 8.99 | 12.51 | 16.70 |
| Equity | 20.63 | 28.89 | 43.39 | 87.48 |

Source: Company CJ and Author (2025)

Table 4.6 Main Data of Company CJ's Income Statement

| Unit(10,000 EUR) | **2021** | **2022** | **2023** | **2024** |
|---|---|---|---|---|
| Operating income | 12.29 | 25.10 | 46.93 | 59.56 |
| Operating profit | 6.86 | 12.13 | 24.20 | 33.25 |
| Total profit | 7.09 | 12.34 | 23.68 | 32.80 |
| Net profit | 5.18 | 9.67 | 19.49 | 30.45 |

Source: Company CJ and Author (2025)

Table 4.7 Main Financial Indicators of Company CJ in 2025

| **Metric** | **Calculation formula** | **Percentage** |
|---|---|---|
| Solvency | Liquidity = Current Assets / Current Liabilities | 512.63% |
| Operating capacity | Accounts receivable turnover = 360/accounts receivable turnover days | 346.00% |
| | Current assets turnover = sales revenue/average current assets*100% | 69.59% |
| | Fixed assets turnover = operating revenue/average net fixed assets*100% | 320.49% |
| | Turnover = Revenue from sales / Total assets | 57.17% |
| Profitability | Operating margin = Operating profit / Revenue from sales | 51.13% |
| | Net profit margin = net profit/average total assets*100% | 29.23% |
| Development capacity | Operating income growth rate = operating income growth/total operating income of the previous year*100% | 57.87% |
| | Total assets growth rate = total assets growth/total assets at the beginning of the year*100% | 63.64% |

Source: Company CJ and Author (2025)

Currently, CJ is in a good financial position, with strong debt repayment ability, operating ability and asset management ability. The company's net profit margin of 51.13% exceeds the average profit margin of 30-50 per cent in the advertising industry. With the end of the

pandemic, the company's business is gradually returning to normal and its financial position has now improved. The company's operating and asset management capabilities are on a steady upward trend, providing strong support for the company in a competitive market.

#### 4.2.4.3. Innovation capability analysis

The commercial value of advertising is crucial. Creative advertising can attract the attention of consumers, thereby improving the effectiveness of advertising and, in turn, promoting the sale of goods or services. With the increasing popularity of 3D technology and 5G, the advertising field is undergoing unprecedented changes, with the emergence of various new advertising formats such as AI spokespersons, holographic experiences, AR, and VR experiences. As a pioneer in leading trends, the design industry has always stood at the forefront of technology and deeply integrated the world's top information technology. For products with abstract features that are difficult to present intuitively, Company CJ has found that from the perspective of technological innovation, it is often possible to solve problems more effectively and more closely align with customer needs and consumer preferences.

Based on this insight, Company CJ has officially launched a special training programme for the design team, focusing on in-depth learning and application in the fields of 3D technology and AIGC. At the same time, the company is stepping up its efforts to build and strengthen its own technical team to keep pace with the rapid development of the market, accurately grasp the future trends of the advertising industry, and ensure its leading position in the fierce market competition.

In parallel with the aforementioned developments, CJ is implementing a hybrid workflow integrating AI (Artificial Intelligence) and manpower. This initiative involves the creation of an internal AI tool chain to facilitate the automation of repetitive tasks and the redeployment of personnel to activities with a higher value-added potential. Concurrently, a DMP (data management platform) access programme is being initiated. The objective of this programme is the acquisition of brand-free data through DMP and its subsequent combination with AI analytics to yield insights that are both unique and actionable. This is expected to result in a reduction in reliance on third-party platforms.

### 4.2.5. Current status of CJ's marketing strategy

#### 4.2.5.1. Current products strategy

Product strategy plays a vital role in the marketing mix. Company CJ has developed exclusive product strategies for different products.

**High-end event planning** mainly refers to the planning of single themed events, including but not limited to brand new product launches, brand strategy launches, corporate signing (strategic cooperation) ceremonies, anniversary celebrations, professional forum meetings, etc. Company CJ's high-end event planning business provides comprehensive and meticulous services, including: event creative design, venue selection and layout, invitation card design and distribution, on-site management and execution, entertainment and speaker arrangements, technical support, media publicity, catering services, and post-event feedback collection.

**Media agency services** include media platform content operation services and media platform advertising agency services. This service basically covers all major popular media platforms in China, quickly delivering brand information to target consumers.

Media platform content operation services refer to the comprehensive content management and promotion services provided for customers on various media platforms to enhance brand awareness, strengthen user interaction and promote product sales. Media platform advertising agency refers to the professional advertising services provided for customers on various media platforms. Customers can more effectively utilise the advertising resources of digital media platforms to increase sales and user conversion and obtain a higher return on investment.

**Integrated marketing solutions**. With the booming development of the mobile internet industry, integrated marketing has become a very big trend. The integrated marketing solution services provided by Company CJ are a comprehensive range of marketing services, including: brand strategy and positioning, market research and analysis, marketing strategy planning, advertising creative and production, digital marketing and media placement. Through integrated marketing agency services, customers can obtain one-stop marketing services, ensuring the synergy of various marketing channels and methods, and maximising the return on marketing investment and brand value.

#### 4.2.5.2. Current price strategy

Company CJ's pricing strategy is formulated based on an assessment of the impact of discounts, payment terms and conditions, quality-price ratio, customer acceptance of prices and differentiated pricing systems. Company CJ selects a pricing strategy from three aspects: whether personnel costs can be covered, the payment terms and conditions of the advertiser, and the media agency's policies. After the price is set, it is finally reported to the company, where it is checked by the company's media department and finance department together. Finally, the general manager makes adjustments to the price according to the company's expectations and signs off on it before it is implemented.

**High-end event planning services**: The event planning fee will be determined after a comprehensive assessment of key factors such as the nature and scale of the event, the expected number of participants, the administrative level, and the choice of venue. The minimum charge is 19,050 EUR, and there is no upper limit. After signing the contract, the company needs to pay a deposit of 30% in advance, and the remaining 70% as the final payment, which will be settled within one week after the successful conclusion of the event.

**Media agency services**: There are currently three fee packages. The Basic package costs 508 EUR per month, the Professional package 889 EUR per month, and the VIP package 1,270 EUR per month. The main difference between the packages is the number of platforms and advertising channels represented. Advertisers have the right to choose to sign a one-year or three-year cooperation contract. The fees for both contracts are paid quarterly, and all advertising costs incurred during the service period are borne by the advertiser and are not included in the package fee.

**Integrated marketing solutions**: Because the advertisers for this type of service are mostly large clients, the service cycle is long and the amount of money involved is large, and there are certain requirements for the return rate and brand value enhancement, it is necessary for a professional account manager and the media department to comprehensively quote the price and then report to the general manager for approval before execution.

#### 4.2.5.3. Current channel strategy

**High-end event planning – Networking**

The founder of Company CJ held a senior position at a top global 4A advertising agency, during which time he accumulated valuable client resources. Faced with a bottleneck in his career development, he decided to leave and start his own business. In the early days of Company CJ, it focused on event planning services, and its client base relied mainly on the personal connections of the founder and his senior management team. After accurately grasping the needs of customers, account managers would communicate with advertisers. Thanks to the good relationships they had established with the founder and senior management, they were able to provide relatively stable services, which brought the company continuous and considerable income. However, the impact of the pandemic has resulted in the loss of some customers. Even so, the company still retains some long-term customers, and through the efforts of the founders, it has successfully expanded into new customer groups.

**Media agency services - E-commerce platform**

In 2021, due to the impact of the COVID-19 pandemic, all offline activities in China were suspended. Against this background, Company CJ opened a new business area – media agency. The company set up an official store on the Tmall e-commerce platform, which was

the most popular and had the highest traffic at the time, and launched media agency products. To increase brand awareness on the Tmall platform, Company CJ invested about 19,050 EUR in advertising each year. By 2023, Company CJ had successfully attracted 16 new brand customers through the Tmall platform, with a cumulative revenue of 198,993 EUR, but this result had not yet met the expectations of the company's founders.

**Integrated marketing solutions – Cooperative referrals**

In March 2023, Company CJ signed a strategic cooperation agreement with an advertising agency in Shanghai. According to the agreement, the advertising agency is responsible for recommending customers, while Company CJ is responsible for providing services and maintenance, and the two parties work together to achieve mutual profits. By May 2023, Company CJ had further expanded its new business line of integrated marketing solutions. So far, Company CJ has only served one customer, and this customer was recommended by the aforementioned advertising agency.

#### 4.2.5.4. Current promotion strategy

Looking at the current advertising market, it is not difficult to find that some media advertising companies have extremely strong promotional capabilities. They promote through a variety of channels and media and have a wealth of channel resources. In contrast, when providing advertising services, Company CJ mainly focuses on helping advertisers promote their products, and rarely promotes its own brand. At present, Company CJ lacks an independent promotional strategy, and its pricing strategy is also relatively traditional, which makes it difficult for the company to attract new customers through promotional means.

#### 4.2.5.5. Current personnel strategy

Company CJ relies on its workforce to drive its core business, and currently has more than 60 employees. In terms of advertising planning, the company pays special attention to improving the planning capabilities of its employees, and regularly holds special training courses. For the media customer service team, the focus is on enhancing communication skills with the media and keeping abreast of media trends. The advertising design team is committed to improving design skills.

Given the professional nature of the advertising industry, clients often take a dominant position, which may lead to direct conflicts with advertisers in actual work. In order to avoid the lack of professional quality and ability of employees from affecting customer satisfaction, Company CJ has set a strict academic requirement for recruitment, i.e. applicants must have

a bachelor's degree. After new employees are hired, the company will provide a period of training to help them grow quickly and adapt to the company's work rhythm.

#### 4.2.5.6. Current physical evidence strategy

Tangible display strategy is one of the important strategies in service marketing, which is added according to the ‘dynamic perception’ characteristics of the service content. At present, in addition to the corporate display of the Tmall store, Company CJ has no physical evidence strategy.

#### 4.2.5.7. Current process strategy

As a service company, Company CJ has strict data records related to cooperation between advertisers and media, which are convenient for later record queries when needed. Therefore, the entire service process is as follows.

Step 1: Project approval. The advertiser provides their business license and other relevant qualifications and describes the general target requirements. Company CJ goes through the project approval process and generates the corresponding service information. After the above information is approved by the company management, the salesperson will arrange to discuss the requirements and the customer service will further update the system information.

Step 2: Communication between the two parties. The sales and customer service departments will communicate further with the advertiser based on their goals. After the plan is formulated, the two parties will communicate and negotiate around the specific plan process, including price, personnel, payment terms, etc. If a cooperation intention is reached, the next step is to sign an advertising service contract.

Step 3: Contract signing. The advertiser and advertising company will explain the service process and target content, clarify the rights and obligations of both parties, and complete the signing of the contract based on the voluntary premise of both parties.

Step 4: Start of service. Once the contract is signed, the advertising company's services will begin to be implemented, and Company CJ will provide professional services based on the content of the contract. When the contract expires, the two parties to the contract can decide whether to proceed with the next step of cooperation and the renewal of the contract based on their satisfaction.

### 4.2.6. Marketing objective of Company CJ

#### 4.2.6.1. In-depth interview with the founder

**Interview background:** In order to more clearly define Company CJ's marketing goals for the next three years, the founder and general manager of Company CJ, Mr. Z, was invited for an in-depth interview. Company CJ 's business is divided into three categories: high-end event planning, media agency services, and integrated marketing solutions. Mr. Z has set clear marketing goals for each business.

**Interview subject:** Mr. Z, founder and general manager of Company CJ

**Interview purpose:** Determine Company CJ's marketing goals and strategies

**Interview summary:**

**High-end event planning**

Client maintenance: Mr Z pointed out that the clients of this type of business are usually large brands, and are acquired through Mr Z's personal contacts. The amount of money for each service is high, usually in the millions. Therefore, client maintenance is very important. Mr Z hopes to understand their dissatisfaction and suggestions for cooperation through interviews with clients, and then improve the quality of service.

Promotion and new customer acquisition: Mr Z is personally responsible for the promotion of this business. Mr Z insists on the principle of quality first, rather than quantity, and does not pursue the number of customers, but focuses on the quality of customers. Therefore, the promotion of this business is mainly based on Mr Z's personal connections and word-of-mouth marketing.

**Media agency services**

Current situation analysis: This business has previously been promoted through the opening of an online store on Tmall, which has achieved a certain amount of profit, but has not met expectations. At the same time, there were many customer feedbacks that wanted to split the product.

Future plan: Mr Z plans to establish a new media platform for promotion and customer acquisition based on the needs of brands in the current market. Mr Z hopes to understand market demand through scientific methods and develop an effective promotion plan.

**Integrated marketing solutions services**

Business overview: This business was expanded in May 2023 and has only served one brand so far, and is still in the exploratory stage.

Strategy proposal: Mr Z hopes to understand market demand through scientific methods and provide reasonable suggestions for the marketing strategy of this service.

#### 4.2.6.2. Summary of interview

**High-end event planning business:** In order to fully understand the customer's evaluation of Company CJ 's event planning services, we will select four brands with different cooperation

cycles for in-depth interviews to understand their evaluation of Company CJ's service satisfaction and suggestions for improvement.

**Media agency services:** Through market research, we will analyse the current market trends in the use of media platforms and the actual needs of brands to select the appropriate media platform. We will also develop a detailed promotion strategy, including budget allocation, content creation, target audience positioning, etc.

**Integrated marketing solutions services:** Through market research, understand industry trends and target customer preferences, and establish targeted marketing strategies.

### 4.2.7. Company CJ Customer Satisfaction Survey

Through targeted interviews with Company CJ's customers about their high-end event planning services and satisfaction, the company's current problems were sorted out.
Interview questionnaire: Company CJ customer service survey

**Interview purpose**: To understand the satisfaction of cooperative enterprises with Company CJ's high-end event planning services and to explore marketing problems.

**Interview subjects**: 4 customers in China who have cooperated with Company CJ, as shown in the table.

Table 4.8 Details of the customer interviewed

| Name | Industry | Term of cooperation | Cooperation content | Whether still cooperating |
|---|---|---|---|---|
| ZH | Clothing | 6 years | High-end event planning: new product launch, fashion week catwalk, corporate annual meeting | yes |
| PP | Toys | 4 years | High-end event planning: new product launch, brand strategy launch, joint product strategy launch, pop-up events in popular shopping malls in downtown Shanghai, and offline store ribbon-cutting ceremonies<br>Media agency business: advertising services on media platforms, including Weibo, WeChat official accounts, Xiaohongshu, Douyin, and WeChat video accounts | yes |
| YSR | Outdoor | 1 years | High-end event planning: pop-up events in popular shopping malls in downtown Shanghai | yes |

| | | | | |
|---|---|---|---|---|
| HXZ | Cosmetics | 3 years | High-end event planning: internal event planning, including corporate anniversaries, corporate annual meetings, and corporate welcome parties | no |

Source: Company CJ and Author (2025)

**Interview method**: face-to-face

Due to the different cooperation cycles, the interview outline is designed with separate questions. Details are shown in the table.

Table 4.9 Customer interview outline

| Outline | Content | Subject |
|---|---|---|
| Views on Company CJ | Overall impression: What is your overall impression of our company? (e.g. brand image, professionalism, service attitude, etc.) | ZH<br>PP<br>YSR<br>HXZ |
| | Satisfaction with cooperation: How satisfied are you with our company's services overall? What aspects stand out? What aspects need to be improved? | |
| | Comparative evaluation: Compared to other advertising companies, what aspects do you think our company performs better and which aspects need to be strengthened? | |
| Views on the services provided by Company CJ | Evaluation of service quality: In previous cooperation, what is your evaluation of the specific services we provided? Did they meet your expectations? | |
| | Gap analysis: Have you encountered any situations in which the service did not meet your expectations during our cooperation? In what specific areas? | |
| | Suggestions for improvement: In which service links or processes do you think we can make improvements to better meet your needs? | |
| Criteria for selecting an advertising agency | Factors in the decision to cooperate: What did you value most when choosing to cooperate with us? (e.g. price, creativity, execution, etc.) | |
| | Current needs change: As the market environment changes, what are your requirements for advertising agencies? What aspects do you pay more attention to when choosing an advertising agency? | |
| Comparison of past and present cooperation | Long-term client reflection: In the long-term cooperation, what do you think our company has changed? How do these changes affect the relationship? | ZH<br>PP |

| | | |
|---|---|---|
| | Short-term cooperation feedback: For short-term cooperation clients: What is the reason for choosing to cooperate only for a short period of time? If there is a chance in the future, will you consider cooperating again? Why? | YSR |
| | Analysis of lost clients: For clients who have stopped working together: What caused the break in the relationship? If you were to reconsider working together in the future, what factors would influence your decision? | HXZ |
| Development of cooperation | Business referrals: If your business partner has advertising needs and asks you for a recommendation, would you be willing to recommend CJ? If CJ were to offer you a commission, would you be willing to recommend them? | ZH<br>PP<br>YSR<br>HXZ |

Source: Author (2025)

**Interview Summary**

The interviews with Company CJ 's partners revealed a general satisfaction with the event planning services, although a few areas for improvement were also identified.

**The number of available venues was limited**. With Company CJ having a restricted range of options from which to select. It was anticipated that a greater number of venue options would be made available in order to accommodate the diverse requirements of different events.

**The design style was relatively traditional**. Given the rapid changes in current social trends and the continuous improvement of the public's aesthetic level, Company CJ 's overall design style is still formal and rigid. This makes it challenging for the company to cater to the preferences of today's young people.

**The format of the presentation is somewhat antiquated**. The current event design plan is primarily presented in the form of PPT, which has certain limitations in displaying certain scene effects and increases communication costs. It is recommended that more advanced technological means, such as 3D effects or VR displays, be employed to enhance the presentation effect.

**It is recommended that live streaming services be added**. The geographical location of the audience for offline events is typically constrained. The utilisation of online live streaming enables the event to be accessed by a global audience, thereby facilitating the attraction of a greater number of potential customers and audiences for the company in question. Concurrently, the proliferation of online live broadcasts can furnish crucial data for assessing the efficacy of the event and formulating subsequent long-term strategies through the data collection instruments provided by the platform, including precise statistics on the viewing duration, interactive conduct, geographical dispersion, and other aspects of the audience.

**The application of price discounts to combined products**. It is anticipated that Company CJ will be able to provide a combined price quotation, for example, a combined discount price when both high-end events and media agency services are selected concurrently.

**Open-style review meeting.** The current event review conducted by Company CJ is an internal activity, not accessible to the general public. Clients are provided with only the final version of the review report. It is the intention of the partner companies to engage in a process of event review with Company CJ, with a view to acquiring insights from experience and effecting continuous improvements.

With regard to the matter of collaborative development, the four companies are prepared to propose Company CJ as a potential partner to their own business associates, on the understanding that they will receive a commission for each successful introduction.

### 4.2.8. Company CJ Market Research on Online Marketing Services

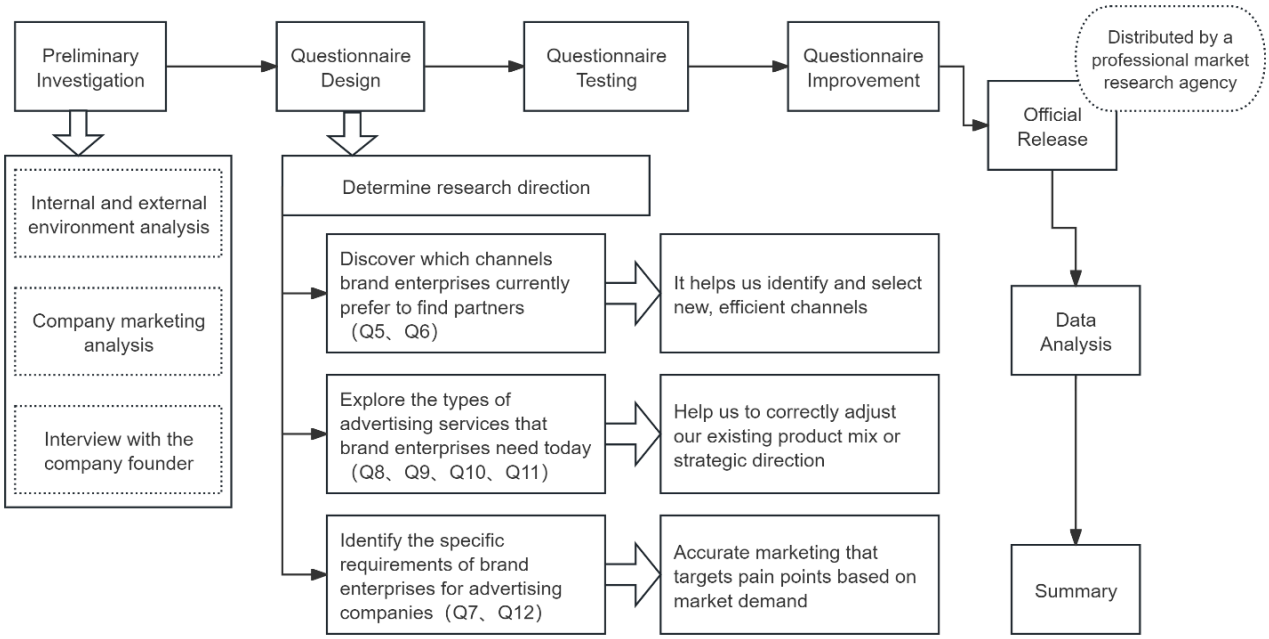
#### 4.2.8.1. Questionnaire design and data collection

**Purpose of the questionnaire:** Explore the current channels through which brand enterprises prefer to find partners, gain an in-depth understanding of the types of advertising services currently required by brand enterprises, and clarify the specific requirements brand enterprises have for advertising companies, laying the foundation for the adjustment of the company's marketing strategy.

The survey questionnaire contained 12 questions. For details, please see the appendix. In order to ensure the accuracy of the target population and the objectivity of the results, the survey was paid for and completed with the assistance of iResearch, a well-known corporate services company in Shanghai. iResearch is a leading brand in China's new economy and industrial digital insight research and consulting services, providing professional industry analysis, data insight and market research services, and has established cooperative relationships with more than 10,000 brand enterprises nationwide.

The questionnaire was sent by email by the senior business leader of iResearch Consulting to brand enterprises with which iResearch Consulting has in-depth cooperation. A total of 400 questionnaires were distributed, 346 were returned, and 338 were valid, with an effective rate of 97.68%. Subsequently, we summarised and analysed the collected data, basically grasping the current market demand and service requirements for advertising agency services. These data will serve as an important reference for market segmentation and improvement of marketing strategies.

Figure 4.9 Questionnaire survey route




Source: Author (2025)

#### 4.2.8.2. Basic data analysis

The basic information of the surveyed customers mainly includes the age, position and industry of the respondents.

Table 4.10 The basic information of customers in the questionnaire

| Question | Option | Frequency | Percentage |
|---|---|---|---|
| What is your age? | Under 30 | 60 | 18% |
| | 31-40 | 143 | 42% |
| | 41-50 | 87 | 26% |
| | 51+ | 48 | 14% |
| | Total amount recovered | 338 | 100% |
| What is your position? | General staff | 97 | 29% |
| | Middle management | 192 | 57% |
| | Senior management | 49 | 14% |
| | Total amount recovered | 338 | 100% |
| What is your company's industry? | Retail | 40 | 21% |
| | Food and beverage | 88 | 17% |
| | Technology | 90 | 18% |
| | Fashion | 45 | 24% |
| | Medical | 65 | 18% |
| | Other | 10 | 3% |
| | Total amount recovered | 338 | 100% |

| | | | |
|---|---|---|---|
| What is the size of your company? | Small business (fewer than 50 employees) | 47 | 14% |
| | Medium-sized business (50-200 employees) | 178 | 53% |
| | Large business (more than 200 employees) | 113 | 33% |
| | Total amount recovered | 338 | 100% |

Source: Author (2025)

The analysis of the age distribution of customers revealed that the predominant customer cohort is concentrated in the under-40 age group. Specifically, the cohort of customers under the age of 30 accounts for 18% of the total customer base, while the cohort of customers aged between 31 and 40 represents the largest proportion, at 42%. Subsequently, the cohort of customers aged 41 to 50 years old represents 26% of the total customer base, while the cohort of customers aged 51 years old and above represents 14%.

An analysis of the customer's position reveals that the predominant roles are in middle management, including those of director and manager, among others. This group of customers represents the core of the market, accounting for 57% of the total. In contrast, the proportion of general employees is 29%, while the proportion of senior managers is 14%.

Company CJ currently provides services for a number of brands, encompassing sectors such as apparel, recreational toys, and beauty and personal care products. In terms of industry classification, the company's primary activities are concentrated in the fashion and retail sectors. In the analysis of the industries in which the customers operate, the fashion industry is the most prevalent, representing 24% of the total, followed by the retail industry at 21%. The technology and medical industries are in a statistical tie for third place, with each accounting for 18% of the total. The food and beverage industry accounts for 17% of the total. Furthermore, an additional 3% of the business is distributed among other complementary industries, including finance, education, logistics, communications, media and human resources.

Upon analysis of the size of the companies, it was determined that the majority of companies are medium-sized, with a workforce of between 50 and 200 employees, representing 53% of the total. The proportion of large companies (i.e. those with more than 200 employees) is 33%. The proportion of small companies, defined as those with fewer than 50 employees, is 14%.

The profile of the survey participants is largely consistent with the market requirements of Company CJ. The results of this study serve as a valuable reference point, facilitating a more profound comprehension of the target customer groups.

#### 4.2.8.3. Analysis of the results of the questionnaire

The questionnaire was designed based on the 7Ps marketing theory of service marketing, and the results of the survey and statistical analysis of the actual situation of market demand are as follows.

**（1）Products**. Among the current market demand for online marketing services, media platform advertising agency accounts for 55%, followed by integrated marketing solutions with the highest proportion of 51%, and finally media platform content operation services with a proportion of 28%.

Table 4.11 Main demand for online marketing services

| Question | Option | Frequency | Percentage |
|---|---|---|---|
| What services does your company need most at the moment? | Media platform content operation services | 96 | 28% |
| | Media platform advertising placement agency | 187 | 55% |
| | Integrated marketing solutions | 171 | 51% |
| | Total amount recovered | 338 | 100% |

Source: Author (2025)

The needs of enterprises are broken down according to their size as shown in the table 4.12.

Table 4.12 Subdivided by company size

| Question | Option | Frequency | Percentage |
|---|---|---|---|
| Small company service requirements | **Media platform content operation services** | **28** | **60%** |
| | Media platform advertising placement agency | 18 | 38% |
| | Integrated marketing solutions | 5 | 11% |
| | Total number of small companies | 47 | 100% |
| Medium company service requirements | Media platform content operation services | 49 | 28% |
| | **Media platform advertising placement agency** | **113** | **63%** |
| | Integrated marketing solutions | 73 | 41% |
| | Total number of medium companies | 178 | 100% |
| Large company service requirements | Media platform content operation services | 19 | 17% |
| | Media platform advertising placement agency | 56 | 50% |
| | **Integrated marketing solutions** | **93** | **82%** |
| | Total number of large companies | 113 | 100% |

Source: Author (2025)

As shown in the Table 4.13, the core service needs of small companies are media platform content operation services, the core service needs of medium-sized companies are media

platform advertising placement agency and integrated marketing solutions, and the core service needs of large companies are integrated marketing solutions.

Table 4.13 Market demand for different products and combinations

| Option | Frequency | Percentage |
|---|---|---|
| Media platform content operation services | 44 | 13% |
| Media platform advertising placement agency | 79 | 23% |
| Integrated marketing solutions | 99 | 29% |
| Media platform content operation services<br>+<br>Media platform advertising placement agency | 44 | 13% |
| Media platform content operation services<br>+<br>Integrated marketing solutionsagency | 8 | 2% |
| Media platform advertising placement agency<br>+<br>Integrated marketing solutionsagency | 64 | 19% |
| Media platform content operation services<br>+<br>Media platform advertising placement agency<br>+<br>Integrated marketing solutions | 0 | 0% |
| Total | 338 | 100% |

Source: Author (2025)

According to the type of service, the summary is as follows in Table 4.15. It can be seen that the demand for integrated marketing solutions is the largest in the current market, accounting for 29%, followed by media platform advertising placement agency, accounting for 23%. In terms of product combinations, the most in-demand in the market is ‘Media platform advertising placement agency + Integrated marketing solutions’ with a 19% share, followed by Company CJ's current media agency services (Media platform content operation services + Media platform advertising placement agency) with a 13% share. However, the demand for the two product combinations of ‘Media platform content operation services + Integrated marketing solutions’ and ‘Media platform content operation services + Media platform advertising placement agency + Integrated marketing solutions’ is almost 0.

**（2）Price**. A survey of the factors influencing companies in the current market to choose online marketing services, as shown in Table 4.14, overall, customers value the advertising company's execution ability and customer service, accounting for 83% and 80% respectively, the advertising company's creativity and planning ability accounted for 77%, the advertising company's past successful cases accounted for 70%, the advertising company's industry

experience accounted for 61%, and finally the price accounted for 49%. It can be concluded that most companies in the current market are not sensitive to price. As long as Company CJ's pricing strategy is in line with the industry average, it can avoid customers leaving because of price.

Table 4.14 Factors influencing the buyer's purchase decision

| Question | Option | Frequency | Percentage |
|---|---|---|---|
| What are the most important factors when choosing an advertising agency? | Price | 165 | 49% |
| | Creativity and planning ability | 261 | 77% |
| | Execution ability | 280 | 83% |
| | Previous successful cases | 237 | 70% |
| | Industry experience | 206 | 61% |
| | Customer service | 270 | 80% |
| | Total amount recovered | 338 | 100% |

Source: Author (2025)

**（3）Channel**. Through the data from the survey, we can see that the majority of clients find advertising agencies through referrals from business partners (76%), followed by video platforms and offline events (64% and 62% respectively). 38%, 37% and 35% of clients get information about companies from search engines, social media platforms and e-commerce platforms respectively. Finally, 30% of clients hope that advertising agencies will contact them.

Table 4.15 Companies' Channel Preference

| Question | Option | Frequency | Percentage |
|---|---|---|---|
| What channels do you usually use to find advertising agencies? | Search engines (Baidu, Google, Sogou, 360, etc.) | 129 | 38% |
| | Social media platforms (WeChat official accounts, Zhihu, Xiaohongshu, etc.) | 126 | 37% |
| | Video platforms (Bilibili, TikTok, Toutiao, etc.) | 216 | 64% |
| | E-commerce platforms (Taobao, Pinduoduo, etc.) | 117 | 35% |
| | Offline events (such as exhibitions and industry conferences) | 209 | 62% |
| | Referrals from business partners | 257 | 76% |
| | Advertising agencies contacting us | 102 | 30% |
| | Total amount recovered | 338 | 100% |

Source: Author (2025)

The following chart shows the breakdown of channel preferences by company size. It can be seen that the preferred channel for companies of all three sizes is business partner referrals.

Table 4.16 Different companies' channel preferences

| scale | Option | Frequency | Percentage |
|---|---|---|---|
| Small company | Search engines | 15 | 32% |
| | **Social media platforms** | **22** | **47%** |
| | **Video platforms** | **36** | **77%** |
| | E-commerce platforms | 17 | 36% |
| | Offline events | 19 | 40% |
| | **Referrals from business partners** | **36** | **77%** |
| | Advertising agencies contacting us | 7 | 15% |
| | Total number of small companies | 47 | 100% |
| Medium company | Search engines | 71 | 40% |
| | Social media platforms | 60 | 34% |
| | **Video platforms** | **116** | **65%** |
| | E-commerce platforms | 71 | 40% |
| | **Offline events** | **110** | **62%** |
| | **Referrals from business partners** | **129** | **72%** |
| | Advertising agencies contacting us | 63 | 35% |
| | Total number of medium companies | 178 | 100% |
| Large company | Search engines | 43 | 38% |
| | Social media platforms | 44 | 39% |
| | **Video platforms** | **64** | **57%** |
| | E-commerce platforms | 29 | 26% |
| | **Offline events** | **80** | **71%** |
| | **Referrals from business partners** | **92** | **81%** |
| | Advertising agencies contacting us | 32 | 28% |
| | Total number of large companies | 113 | 100% |

Source: Author (2025)

First, Company CJ should give priority to establishing a solid cooperative relationship with well-known advertising agencies or associations in the industry, while also strengthening customer relationship management, enhancing industry reputation, and winning priority recommendations from business partners. Second, there are differences in the preferences of companies of different sizes for online and offline channels. Small companies tend to seek advertising partners through online platforms such as social media and video platforms, while medium-sized and large companies tend to do both. While obtaining basic information about advertising companies online, they also expect to have more in-depth business exchanges with advertising companies through offline activities. Therefore, Company CJ needs to strengthen the construction of offline channels.

**（4）Promotion**. According to the research on the factors and channels that affect the choice of online marketing services by enterprises in the current market, enterprises with advertising needs are not price-sensitive customers. They value the business capabilities and service quality of enterprises more, and more enterprises trust advertising companies recommended by business partners. Therefore, Company CJ can give some rebates to intermediary companies such as advertising agencies to encourage them to recommend more customers to Company CJ.

**（5）Personnel**. The results of the survey on the core needs of companies in the current market for different services are shown in the table 4.17.

Table 4.17 Core requirements for different services

| Question | Option | Frequency | Percentage |
|---|---|---|---|
| What are your core needs for media platform agency services? | **Content creation** | **133** | **39%** |
| | Social media management | 124 | 37% |
| | Data analysis and improvement | 81 | 24% |
| | Total amount recovered | 338 | 100% |
| What are your core needs for media platform advertising agency services? | Advertising strategy development | 86 | 25% |
| | **Campaign performance monitoring** | **138** | **41%** |
| | Data analysis and improvement | 114 | 34% |
| | Total amount recovered | 338 | 100% |
| What are your core needs for integrated marketing solutions services? | **Omni-channel marketing integration** | **134** | **40%** |
| | Cross-platform advertising | 79 | 23% |
| | ROI (return on investment) improvement | 125 | 37% |
| | Total amount recovered | 338 | 100% |

Source: Author (2025)

Company CJ employees need to improve their business skills according to the needs of the company. Employees responsible for media platform agency services need to strengthen their content creation capabilities and improve their use of content creation tools. Employees responsible for media platform advertising agency services need to strengthen their ability to monitor advertising effectiveness and improve their sensitivity to data. Employees responsible for integrated marketing solutions need to strengthen their ability to integrate omni-channel marketing and strengthen their ability to operate omni-media platforms. Company CJ needs to provide corresponding skills training and education for these content.

**（6）Physical evidence**. According to the data analysis of the questionnaire survey on the demand for tangible display in the market, more companies hope to learn about a new advertising company through offline presentations and exchange meetings, accounting for

77%, followed by case studies and success stories accounting for 72%, customer reviews and testimonials accounting for 57%, and company websites and promotional materials and social media introductions and activities accounting for the same 36%. At present, Company CJ has not effectively covered any of the above forms, which shows that there is much room for improvement and promotion in tangible display.

Table 4.18 Companies' need for a physical evidence

| Question | Option | Frequency | Percentage |
|---|---|---|---|
| What forms of communication would you like to use to quickly get to know a new advertising agency? | Company website and promotional materials | 123 | 36% |
| | Case studies and success stories | 245 | 72% |
| | Customer testimonials and letters of recommendation | 193 | 57% |
| | Social media presence and activities | 123 | 36% |
| | Offline presentations and networking events | 260 | 77% |
| | Total amount recovered | 338 | 100% |

Source: Author (2025)

**（7）Service process**. From the question ‘What are your expectations of the quality of services provided by advertising agencies?’, as shown in Table 4.19.

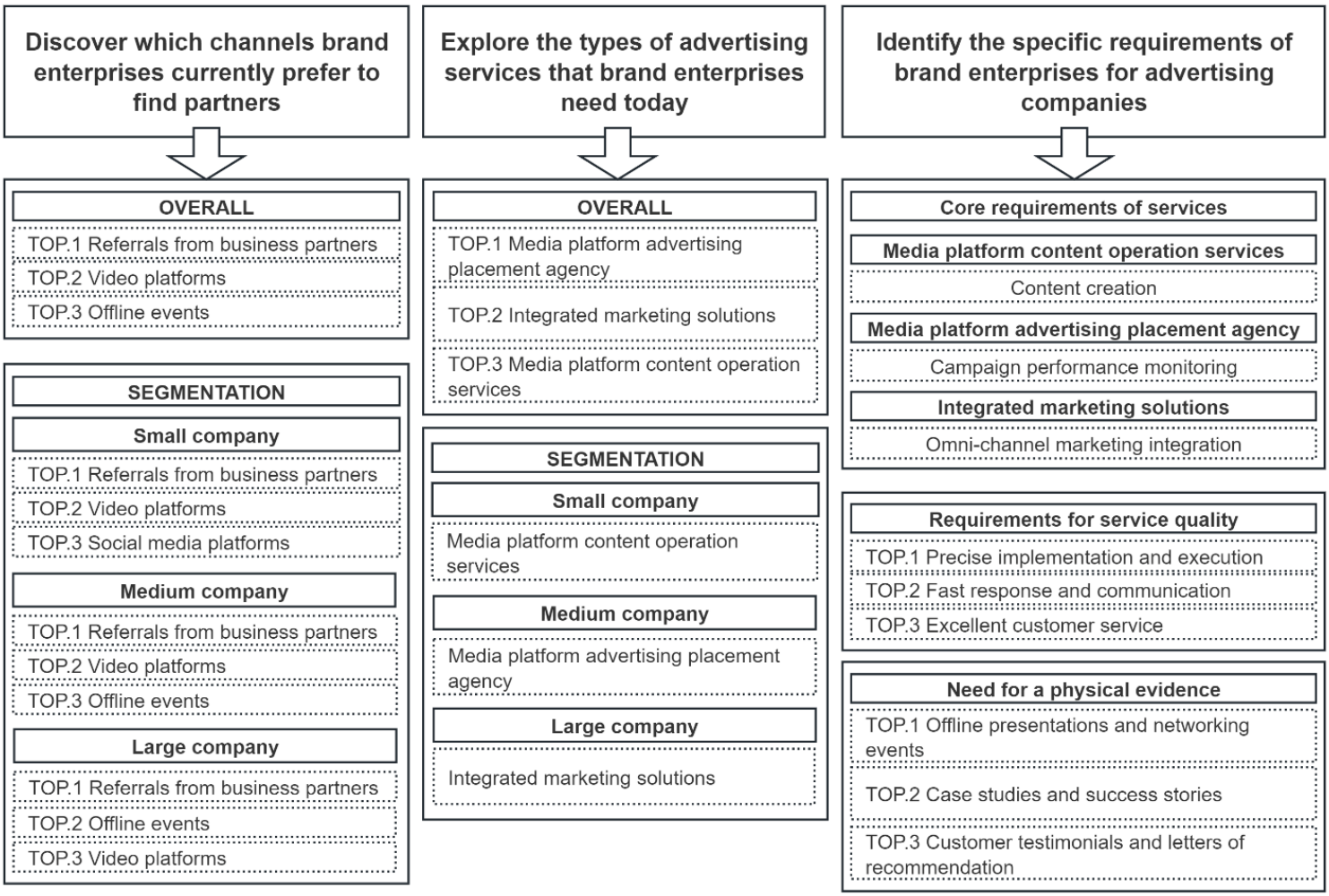
Table 4.19 Company requirements for customer service

| Question | Option | Frequency | Percentage |
|---|---|---|---|
| What do you expect from the quality of the services provided by advertising agencies? | High-quality ideas and planning | 198 | 59% |
| | Precise implementation and execution | 241 | 71% |
| | Fast response and communication | 238 | 70% |
| | Excellent customer service | 209 | 62% |
| | Total amount recovered | 338 | 100% |

Source: Author (2025)

‘Precise execution and implementation’ accounted for the highest proportion of 71%, followed by “quick response and communication” at 70%, showing that companies have very high requirements for service efficiency. At the same time, there are also high requirements for the quality of customer service, with “quality customer service” accounting for 62%, and finally “high-quality ideas and planning” accounting for 59%. Overall, in the service process of Company CJ, the standard and efficiency of the service process need to be improved.

Figure 4.10 Summary of the questionnaire survey




Source: Author (2025)

### 4.2.9. IFE matrix analysis

Based on the description and research analysis of Company CJ's internal environmental factors, this section will construct an EFE matrix (i.e., an internal factor evaluation matrix) to conduct a detailed and objective evaluation of the major opportunities and key threat factors currently faced by Company CJ. The specific steps are the same as the EFE matrix analysis above, and the result is table 4.20.

Table 4.20 IFE Evaluation Matrix for Internal Elements of Y Company

| | NO. | Key internal factors | Weight | Score | Weighted score |
|---|---|---|---|---|---|
| Opportunities | 1 | Team perfection, high efficiency and combat advantages | 0.05 | 3.5 | 0.175 |
| | 2 | Brand advantages | 0.1 | 2.8 | 0.28 |
| | 3 | Strong operational management capabilities | 0.05 | 3.3 | 0.165 |
| | 4 | Good financial position | 0.15 | 3.8 | 0.57 |
| | 5 | Product quality management | 0.1 | 3.6 | 0.36 |
| | 6 | Human resources planning | 0.1 | 3.1 | 0.31 |
| Threats | 1 | Weak market development capabilities | 0.15 | 3.8 | 0.57 |
| | 2 | Poor resource allocation capabilities | 0.1 | 2.8 | 0.28 |
| | 3 | Technological innovation capabilities need to be improved | 0.05 | 2.8 | 0.14 |
| | 4 | Cost control capabilities need to be improved | 0.15 | 3.4 | 0.51 |
| Total | | | | | 3.36 |

Source: Company CJ and Author (2025)

According to the evaluation results of the IFE matrix, Company CJ 's overall score reached 3.36, exceeding the industry average (2.5). Specifically, its internal strengths scored 1.86 and its internal weaknesses scored 1.5, indicating that Company CJ needs to further compensate for its internal weaknesses, make full use of its own advantages to offset its shortcomings and make continuous improvements, so as to achieve a leading position in the industry.

### 4.3. SWOT analysis model

Using the SWOT analysis method, a comprehensive and systematic evaluation of the external and internal conditions affecting Company CJ was made. Company CJ should choose the SO (Strength-Opportunity) strategy. In terms of target market positioning, it should give full play to its internal advantages while making full use of external opportunities to develop the company's own advantages and strengthen its services to advertisers. At the same time, it should make good use of relevant policies issued by the state to provide more and better services and continuously improve the company's marketing improvement strategy.

Table 4.21 SWOT Model Analysis Table of Company CJ

| | **Strengths** | **Weaknesses** |
|---|---|---|
| | S1. Well-established team, high efficiency<br>S2. Brand advantage<br>S3. Strong operational management capabilities<br>S4. Good financial position<br>S5. Quality management system ensures product quality<br>S6. Reasonably planned human resources | W1. Market development capabilities need to be strengthened urgently<br>W2. Resource allocation capabilities have no obvious advantages<br>W3. Technological innovation capabilities need to be further improved<br>W4. Cost control capabilities are slightly weak |
| **Opportunities** | **SO Strategy** | **WO Strategy** |
| O1.Strong support from national policies<br>O2.Economic stability and increased investment<br>O3.Improved quality of life for all and a larger market<br>O4.Rapid growth in the overall demand for the industry<br>O5.Technologies becoming increasingly mature<br>O6.Industry regulations and standards constantly improving<br>O7.Expanding industry application areas<br>O8.A fully competitive market | 1. Seize market opportunities, improve technical application capabilities, serve existing customers well,<br>and seek more customer brands (O1-O8)<br>2. Strengthen teamwork, inject more<br>energy into strengthening creative design and execution capabilities, and give full play to brand advantages (SI-S3, S5, S6)<br>3. Improve capital utilisation (S4) | 1. Learn the market development strategies of outstanding companies in the industry and improve their own market development capabilities (W1, O1-O4, O6-O8)<br>2. Strengthen the sharing of resources with partners and continuously improve the team's proposal-making and technical application capabilities (W2-W3, O5)<br>3. Improve cost control capabilities (W4) |
| **Threats** | **ST Strategy** | **WT Strategy** |
| T1. The advertising industry is becoming increasingly competitive<br>T2. Threat from domestic 4A advertising agencies<br>T3. Focus on online marketing, neglecting offline marketing<br>T4. Insufficient creative ability<br>T5. Insufficient technical application ability<br>T6. High cost pressure and high market sensitivity<br>T7. Threat from more and more potential competitors<br>T8. Lack of talent attraction ability | 1. Effectively utilise the resources of government and enterprises with which we have established good relationships to strengthen the comprehensive strength of the enterprise (T1-T5, T7, S2-S4)<br>2. Strengthen the utilisation efficiency of other resources in the market and prepare for more market opportunities (T6, S5)<br>3. Strengthen talent cultivation (T8, S1, S6) | 1. Improve service quality and ensure the stability of existing customers (T1-T7)<br>2. Improve costs and improve resource allocation capabilities (T8, W1-W4) |

Source: Author (2025)

### 4.4. Segmentation, Targeting and Positioning

#### 4.4.1. Segmentation

**Customer size:** Enterprises are generally divided into foreign-funded enterprises and local enterprises based on attributes such as the location of the enterprise. Enterprises are simply divided into large enterprises, medium-sized enterprises and small enterprises based on aspects such as enterprise scale, operating income and total assets. The overall media promotion strategies of foreign-funded and large state-owned enterprises are mostly planned and compared by 4A companies. Most local small and medium-sized private enterprises prefer to have their media promotions carried out by local advertising companies or to be directly responsible for them themselves. Although the overall planning capabilities of local advertising companies are slightly inferior to those of 4A advertising companies, local small and medium-sized private enterprises place more importance on the advertising agency's superior control of media resource prices, strength of project execution and post-client data services, so it is easier for local advertising companies and small and medium-sized private enterprises to establish relatively solid cooperative relationships.

**Customer type:** Based on the differences in the size of advertisers and the advertising they place, Company CJ divides the company's customers into enterprise customers, agencies, and individual customers.

(1) Corporate clients

This category of clients has a relatively high market awareness and is generally well-known. They are relatively large corporate clients and also invest relatively large advertising budgets in corporate brand promotion. Corporate clients are characterised by long-term brand advertising cycles, large advertising budgets and high requirements for advertising planning. Company CJ has always been committed to the development and maintenance of such corporate clients. The main clients include the apparel, trendy toys, beauty and personal care, outdoor products, finance, furniture and other industries.

(2) Agency

An agency is a company that fully undertakes and represents advertising business. Company CJ and advertisers do not communicate directly or handle business together. All advertising and brand promotion is handled by the agency, which is fully responsible. The agency helps advertisers integrate media resources in the market and obtain some of the revenue. This type of advertiser is mainly small and medium-sized companies.

(3) Individual clients

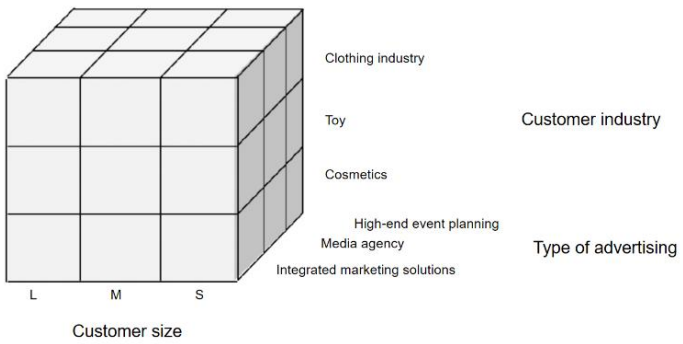
Individual clients mainly refer to small companies and self-employed individuals. This type of advertiser does not have a large demand for advertising services, and is mainly focused on the design and production of advertising content. Moreover, the advertising costs of this type

of advertiser are not high, and most of them are one-off or short-term clients. There are not many clients, and basically, advertisers find Company CJ themselves, and after communication and consultation, they finally place advertisements as natural persons.

**Customer industries:** According to the advertiser's industry category and type, Company CJ divides the client industries it mainly serves into the apparel industry, trendy toys-toys industry, and beauty industry; and the client companies it mainly serves into large companies, medium-sized companies, and small companies. In addition, based on the company's business type, Company CJ's main business can be divided into three categories: high-end event planning, media agency, and integrated marketing solutions.

Based on the above three aspects of segmentation, the service market of Company CJ is further re-segmented and combined, and a matrix diagram of the segmentation model is constructed, as shown in Figure 4.11.

Figure 4.11 Company CJ Market Segmentation Matrix




Source: Author (2025)

Currently, the apparel industry constitutes the core target market of Company CJ. While this primary market is being consolidated, the secondary target markets of trendy toys and the beauty industry are also showing strong growth momentum. As an advertising agency, it is crucial to further develop and expand these markets, especially in the areas of live e-commerce and new media agency resources, which have broad prospects.

### 4.4.2. Targeting

#### 4.4.2.1. Evaluation of market segmentation

The Delphi method was used to conduct a round-robin survey of 10 expert groups from Company CJ and two other companies, including senior industry insiders such as general managers, marketing directors and design planning directors. A scientific assessment was conducted in terms of market attractiveness, industry competitiveness, and resource matching. The results of the assessment are shown in Table 4.22.

Table 4.22 Advertising Company Market Segmentation Assessment Form

| Market segments | Considerations | Corporate client business market | Agency business market | Individual client business market |
|---|---|---|---|---|
| Market attractiveness | Market size | Large | Large + | Large + |
| | Growth | Large | Large + | Large + |
| | Profitability | Large | Large + | Large + |
| | Economies of scale | Medium | Large + | Large + |
| | Risk | Small | Small | Small |
| Industry competitiveness | Existing competitors | High | High | Low |
| | Substitute threat | Medium | High | Low |
| | Potential entrants | Medium | High | Medium |
| | Supplier bargaining | Medium | High | Medium |
| | Buyer bargaining | High + | High | Medium |
| Resource matching degree | | High | High | High + |

Source: Company CJ and Author (2025)

**Corporate client business market**

Market appeal: Advertisers' demand for and use of advertising is constantly increasing, and more and more advertisers are beginning to increase their investment in advertising and marketing, driving the rapid development of the entire advertising industry. There is also huge potential and broad development space in terms of market development and profitability.

Industry competition: Although the advertising industry is relatively competitive, Company CJ has formed its own stable customer resources through long-term cooperation and customer management.

Resource matching: Company CJ has long provided these customers with high-end event planning, integrated marketing solutions and other multi-dimensional business cooperation, which is a market segment that is consistent with the company's resources and goals.

**Agency business market**

Market attractiveness: The agency business market is attractive, with a large overall market space and relatively low risk. Company CJ currently has a deep cooperative relationship with an advertising agency, serving clients together to achieve a win-win situation. This part of the business has a large space for market development and profitability.

Industry competition: The threat of potential substitutes is high, and the bargaining power of the agency is strong, often requiring Company CJ to offer lower prices.

Resource matching: It mainly provides integrated marketing solutions for advertisers, with a high degree of resource matching.

**Individual client business market**

Market attractiveness. The content design and production capabilities of individual proprietors and small advertisers are relatively weak, such as the production of short videos,

scripts, filming and editing. The cost of this part of the market is relatively low compared to advertising planning and media costs, and the risk is relatively small.

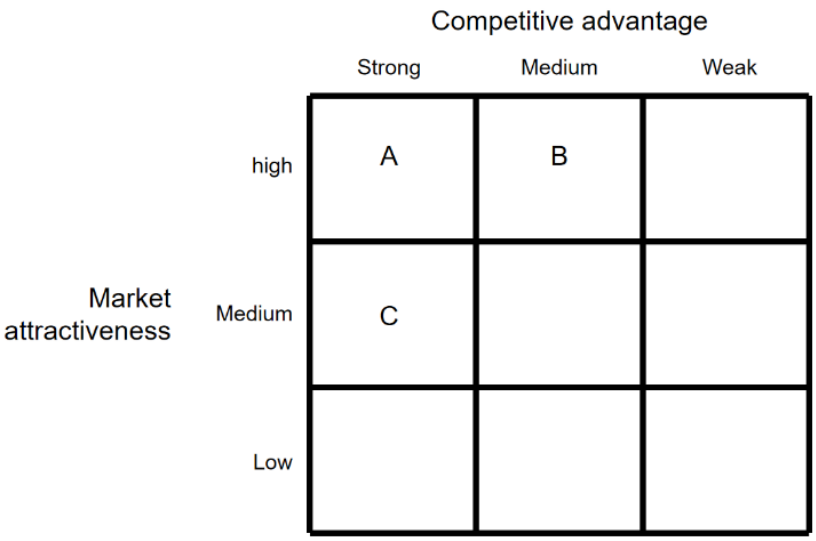
Industry competition. At present, there are relatively few companies in the advertising market that provide professional advertising design and production services for sole proprietors and small companies. Potential substitutes are not strong, and existing competitors focus their capabilities on large and medium-sized company services.

Resource matching. The media agency services of small companies are mainly concentrated on human resources. Company CJ fully utilises the company's excellent human resources system to allocate talent rationally and further expand the company's service content.

#### 4.4.2.2. Selection of target markets

After analysing and evaluating Company CJ's target market segmentation, combining the two elements of market attractiveness and competitive advantage, the combination matrix in Figure 4.12 was formed.

Figure 4.12 Company CJ Business Portfolio Chart



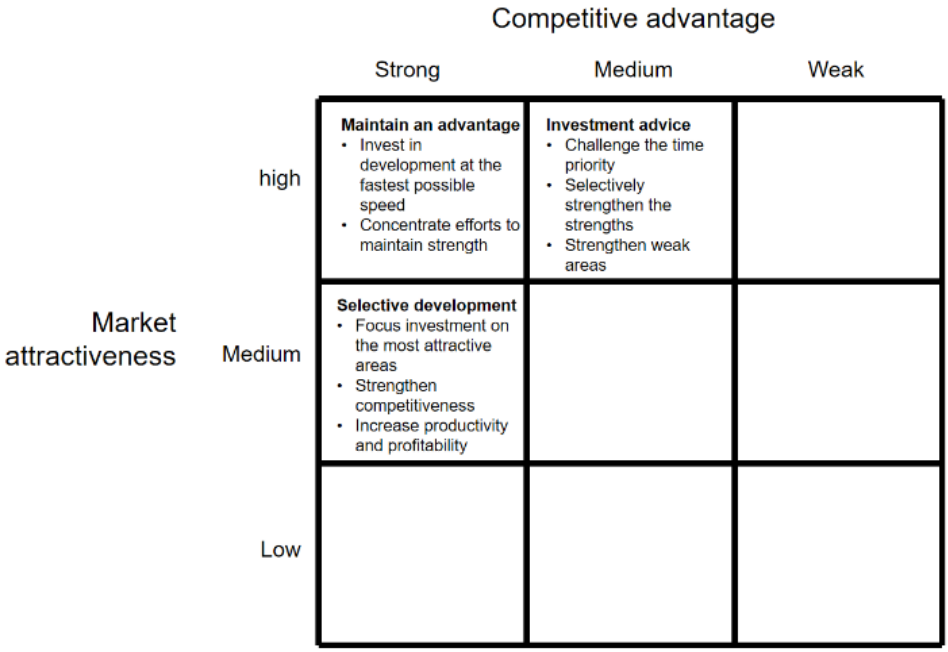

Source: Author (2025)

Figure 4.12 ‘A’ represents the market for high-end event planning and integrated marketing solutions for corporate clients, and Company CJ should quickly expand and develop this business. ‘B’ represents the media agency services for small companies with individual clients, and Company CJ needs to strengthen the training and development of personnel's ability to operate media platforms efficiently and expand the remaining market space that can continue to cooperate. ‘C’ represents the integrated marketing solutions business for agency

clients, and this segment of the market requires key investments from industry clients to enhance the company's competitiveness in this area.

For Company CJ's different market segments, the company needs to choose different methods and strategies to scientifically and accurately verify the market segments, and ultimately determine the company's target market selection, forming a multi-factor combination matrix, as shown in Figure 4.13.

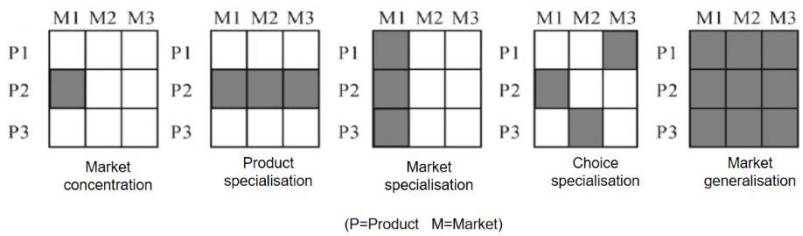
Figure 4.13 The multi-factors mix matrix of Company CJ




Source: Author (2025)

From the perspective of company operation and development, Company CJ should choose a target market that has two elements: first, the target market should have excellent profitability and relatively strong market appeal; second, it should be in line with the company's long-term business goals and resources can be allocated to the greatest extent. There are five models of target markets for Company CJ to make reasonable choices and combinations, as shown in Figure 4.14.

Figure 4.14 The five models of target market selection




Source: Author (2025)

Based on the above analysis, and based on the analysis and evaluation of each market segment of Company CJ and the reference to the strategy adopted for each market segment, it can be concluded that the target markets selected by Company CJ are: the high-end event planning and integrated marketing solutions market for corporate clients, the integrated marketing solutions business market for agency companies, and the media agency services market for individual clients.

### 4.4.3. Positioning

#### 4.4.3.1. Analysis of the advertiser's needs

In order to gain a deeper understanding of the current situation of competitors in terms of the overall quality of employees and the ability to act as a media agent for mainstream media, a Delphi method was used to conduct a circular survey of 10 experts from Company CJ and two other companies, including general managers, marketing directors, executive directors, and design and planning directors. A high score indicates a clear advantage, as shown in Table 4.23. Company CJ can further improve its service staff, who have a high overall quality, to create a gap between its services and those of its competitors.

Table 4.23 The competitive positioning identification form of Company CJ

| Competitors | Core competencies | Company status | Importance of improving status | Ability and efficiency of improving status | Action measures |
|---|---|---|---|---|---|
| CJ | Overall quality of staff services | 8 | High | High | Innovation |
| | Ability to represent mainstream media | 8 | Medium | Medium | Unchanged |
| QY | Overall quality of staff services | 7 | Medium | Medium | Unchanged |
| | Ability to represent mainstream media | 9 | High | Medium | Innovation |
| PDM | Overall quality of staff services | 6 | High | Low | Unchanged |
| | Ability to represent mainstream media | 7 | High | Medium | Unchanged |
| SD | Overall quality of staff services | 5 | Medium | Medium | Improvement |
| | Ability to represent mainstream media | 7 | High | Medium | Unchanged |

Source: Author (2025)

#### 4.4.3.2. Market Position Description

Company CJ's employees have high overall ability and quality, which lays the foundation for the company to provide high-quality advertising services. Service is the core asset of an advertising company, and Company CJ's employees have rich industry experience and in-depth market insight, which enables them to provide more accurate advertising services to clients. Based on this competitive advantage, Company CJ can take service as its purpose and value as its orientation, and take the value of service as the company's target market positioning strategy.

At the same time, based on the conclusions of the questionnaire survey, the quality of advertising agency services in the current market is a core consideration for advertisers in making purchasing decisions. Therefore, the market positioning of Company CJ can be described as: service-oriented, value-oriented, and service creates value.

## 4.5. Marketing Strategy

### 4.5.1. Product

In order to meet advertisers' needs for diverse products, increase the value of advertising, attract more potential customers, and retain existing customers, Company CJ needs to continuously innovate advertising service products. Service product innovation includes three aspects: service content upgrades, creative improvement, and an increase in the product mix.

**Service Content Upgrade：** Based on the above, in-depth interviews with Company CJ's cooperative customers through high-end event planning services were conducted to carry out service innovation for the product of high-end event planning from both horizontal and vertical dimensions. The specific content is shown in Table 4.24.

Table 4.24 Product strategy for high-end event planning

| High-end event planning strategy | |
|---|---|
| Horizontal innovation | **Cross-industry integration**<br>Cooperation with technology companies: Although Company CJ has already started planning for the internal learning of AR and VR technology, in order to quickly respond to market demand, it can first establish friendly cooperative relationships with some technology companies that have mastered mature technology to add virtual scene experiences to event planning, so that customers can intuitively experience the effects of the event during the design stage. At the same time, it can also accelerate the accumulation of experience in Company CJ's internal technology department.<br>Cooperation with the cultural and entertainment industry: The current market has a greater demand for event innovation. Company CJ can combine art and cultural elements to launch customised themed events, such as immersive experience exhibitions, to enhance the cultural connotation and uniqueness of event planning. |

| | |
|---|---|
| | **Multi-channel promotion**<br>Combining online and offline: According to the results of the interviews with cooperative clients mentioned above, there is currently a strong demand for multi-channel promotion in the market. Company CJ can provide clients with multi-channel promotion solutions such as online live broadcasts, social media interaction, and short video promotion to achieve comprehensive coverage and increase the impact of the event. |
| | **Data-driven decision-making**<br>Data analysis services: Company CJ 's previous event planning did not provide data analysis services for the event site. This gap should be filled in the future to provide customers with event data analysis, including participant behaviour analysis, satisfaction surveys and social media communication effectiveness analysis, to provide data support for the customer's next event planning, while also enhancing customer loyalty and increasing the possibility of re-cooperation. |
| Vertical innovation | **Improve service depth**<br>Personalised customisation: Company CJ 's current event planning services are relatively formulaic and do not perfectly meet the customised needs of customers. In the future, this part of the service content needs to be improved, and the period of customer understanding in the early stages needs to be increased. By deeply understanding the customer's brand positioning and event goals, highly customised planning solutions can be provided to ensure that each link meets the needs of customers and matches the customer's brand style. |
| | **Customer relationship maintenance**<br>Follow-up service for events: Currently, Company CJ only holds internal meetings to review events. After the report is completed, the documents are sent to the client. According to interviews with clients, they attach great importance to event reviews and hope to be able to attend the review meetings. Company CJ needs to increase the content of its services in response to this demand, review events with clients after they are completed and provide reports, while also providing long-term cooperation plans for major clients, regularly organising open exchange meetings to review events, and establishing a solid cooperative relationship with partner companies. |

Source: Author (2025)

According to the results of the questionnaire survey of companies in the current market above, it can be seen that there is a clear stratification of the needs of companies in the current market, and almost no customers need both media agency services and integrated marketing solutions. This means that the current packaging and selling strategy may not be able to fully capture the diverse needs of customers, thus limiting the market potential of Company CJ. Innovations in the two products of media agency services and integrated marketing are shown in Table 4.25.

Table 4.25 Product strategy for Media platform advertising placement agency & Integrated marketing solutions

| Product strategy | Details |
|---|---|
| Unpackaged sales, increasing product flexibility | Standalone sales: The content operation services of the media platform and the advertising agency business are separated, and each has its own independent price, so that customers can choose the appropriate services according to their specific needs. This flexibility helps attract customers who only need a single service. |
| | Customised combinations: According to the survey results, 19% of clients require a combination of media platform advertising agency and integrated marketing solutions, while 13% require media agency services (including a combination of media platform content operation services and advertising agency). For these two service combinations, we should quickly improve and launch the services. |
| Improved integrated marketing solutions services | Improve the service experience: CJ's recently launched integrated marketing solutions are a new product that currently only serve a single brand and are still in the early stages of market recognition and customer feedback. However, the market demand for this service has shown strong momentum. Therefore, CJ must quickly improve the quality of the service to ensure that it meets industry standards and quickly bring it to market. |
| | Improve integration capabilities and enhance synergies: The survey results show that customers in the market prefer to have different services delivered by the same company. Therefore, CJ must further enhance the synergies between its integrated marketing solutions and other services to build a strong product chain to attract more customers to choose our combined services. |

Source: Author (2025)

### 4.5.2. Price

Company CJ's current pricing system is relatively traditional, which makes it difficult for the company to establish a strong competitive advantage in the market. Company CJ should adopt a dynamic pricing strategy, based on the three factors that affect pricing, combined with the characteristics of different service items and customer needs, flexibly formulate different pricing strategies, and comprehensively use diversified and differentiated pricing strategies and methods by appropriately adjusting discounts, payment terms, service fees, etc.

**Methodology for Pricing New Services:**Once the service process has been perfected to meet market standards, an introductory or trial version can be launched to allow customers to experience the service at a lower cost, thereby increasing customer awareness and recognition of Company CJ 's service. This will then facilitate the gradual expansion of the company's market influence.

**Pricing Method for Combined Products:**The company combines different forms of service products and employs a bundling sales approach, which also allows idle media advertising resources to be sold effectively.

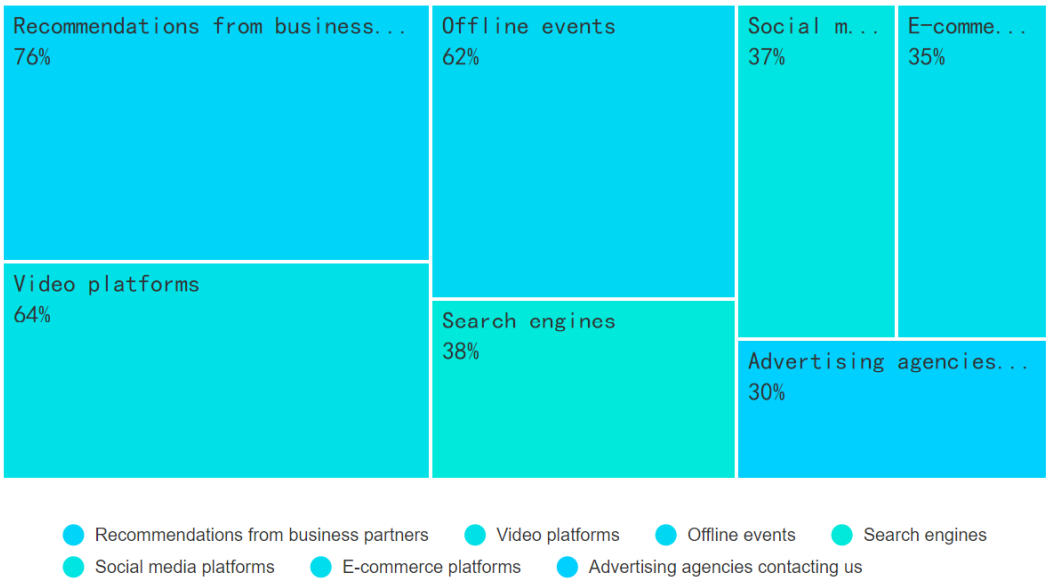
**Pricing techniques:**Pricing techniques are flexible and vary according to the payment terms and methods of different customers. These may include payment by instalments, prepayment, or cash discount. Advertising contracts exceeding 2,540,000 EUR can be paid after one month. Furthermore, customers who pay quickly can enjoy a 5% discount on advertising.

### 4.5.3. Place

One significant issue facing Company CJ is the homogeneity of its marketing channels, which makes it challenging to expand into new markets and attract new customers. Therefore, Company CJ should adopt a multi-channel business strategy, strengthen the development of direct sales channels, and cooperate with industry-related agencies and new media companies to develop indirect customer acquisition channels. This will be a key measure to promote the company's development.

According to the results of the preliminary questionnaire survey, Figure 4.15 can be used as an important reference for channel selection. According to the nature of the channel, it can be divided into online marketing and offline marketing. Online marketing includes search engines, social media platforms, e-commerce platforms, and video platforms. Offline marketing includes offline activities (such as exhibitions, industry conferences, etc.) and business partner referrals and offline visits.

Figure 4.15 Companies' Channel Preference




Source: Author (2025)

**Improve industry awareness**

When looking for an advertising agency, companies generally prefer recommendations from business partners and offline activities (such as exhibitions and industry conferences), because marketing activities often involve high budgets and important brand images. If the advertising agency fails to meet the requirements, it may result in significant losses. Advertising agencies recommended by business partners usually have had successful cooperation experiences, which helps to reduce the risk of cooperation and avoid unnecessary trouble and losses. Advertising agencies exhibiting at exhibitions and industry conferences are usually companies with a certain reputation and professionalism in the industry. By participating in these exhibitions, companies can directly contact companies that have been screened by industry standards, thereby reducing the uncertainty and risk of cooperation. In view of this, Company CJ should make the following improvements.

(1) It is essential to establish and maintain a robust network of relationships. When companies place greater trust in business partner recommendations, it is crucial for Company CJ to proactively leverage this trend to increase the likelihood of being recommended and to enhance cooperation opportunities with potential customers.

From the customer perspective, it is essential to cultivate a robust and enduring relationship with existing customers, nurture positive and mutually beneficial relationships with current customers, surpass their expectations through exemplary service, and leverage high-quality services to inspire them to become brand ambassadors. Conversely, interviews with cooperative customers revealed that all were willing to actively recommend Company CJ when incentives were available. It is imperative that Company CJ expeditiously devises incentive mechanisms for its cooperative customers. It may be beneficial to consider offering discounts, service upgrades, or other incentives to encourage existing customers to recommend Company CJ to their business partners.

From the perspective of industry service providers, Company CJ currently has only one agency partner, which is insufficient to meet the current marketing needs. Company CJ must expedite the formation of strategic alliances with pertinent industry service providers, including public relations firms, media agencies, and channel partners, to establish a collaborative network of mutual referrals. Concurrently, it may also collaborate with additional business partners to organise events or undertake joint projects, thereby fostering mutual trust and understanding, and concluding mutually beneficial agreements with partners willing to participate in referrals. This will ensure that they can also obtain corresponding benefits from referrals, thereby further promoting mutual referral behaviour.

(2) It is recommended that Company CJ participate in advertising exhibitions and industry conferences. Such events provide an excellent opportunity for showcasing a company's products and services. By means of on-site demonstrations, interactive experiences and face-

to-face communication, the advantages and features of the products can be rapidly demonstrated to potential customers, attracting their attention and further promoting sales.
In regard to advertising exhibitions, Company CJ must develop an annual exhibition plan, select the most advantageous exhibitions for the company's business, and guarantee that Company CJ has adequate exposure at these events. Concurrently, it is imperative to guarantee the calibre of the booth design and to invest in ingenious and proficient exhibition design, thereby ensuring that it can capture the attention of a greater number of prospective customers at the exhibition.

With regard to industry conferences, Company CJ has become a member of the Shanghai Advertising Association but has not yet participated in any related industry conferences, which represents a shortcoming that requires improvement. Firstly, it is imperative that Company CJ actively joins the most influential associations within the industry and regularly participates in their significant conferences and exhibitions. This will ensure that Company CJ has a notable presence at these events, thereby demonstrating the company's professionalism and innovation. In the event that the requisite funds are available, it may also be feasible to consider sponsoring pivotal industry conferences and assuming the role of a partner in these events. Sponsorship provides an opportunity to enhance brand exposure and facilitate interaction with participants.

Table 4.26 China's leading advertising association

| Name | Details | Website |
|---|---|---|
| China Advertising Association(CAA) | This is a national organisation of the advertising industry in China, established in 1983. It has a high degree of authority and influence in the Chinese advertising industry, with more than 3,000 registered units. | (china-caa.org) |
| China Association of Accredited Advertising Agencies(CAAAA) | 4A is the abbreviation for the Comprehensive Agency Committee of the China Advertising Association. The competent ministry is the Ministry of Civil Affairs of the People's Republic of China, and it is a second-level institution of the China Advertising Association. It has more than 200 registered units. | http://china4a.org/index |
| Shanghai Advertising Association(SAA) | The Shanghai Advertising Association was established in 1985 as a non-profit organisation comprising advertising agencies, advertisers, media, advertising education institutions and advertising research institutions. It has more than 400 registered members. | https://h5-shadv.shaa.org.cn/#/home |

Source: Author (2025)

In terms of industry awards, Company CJ has not won any advertising industry-related awards, which has a negative impact on brand endorsement. Company CJ can join relevant

associations and actively participate in the industry awards held by the association, or take the initiative to sponsor the selection activities, which will help to improve the award rate. These third-party endorsements can significantly enhance the credibility of the brand and increase the chance of being recommended.

**Strengthen the construction of online channels**

（1）Video platforms can vividly display the cases and ideas of event planning companies through videos. This intuitive display method is more attractive than traditional graphic introductions. At the same time, the content on short video platforms is highly interactive. Users can interact with the content by liking, commenting, and sharing, and customers can directly interact with the company through the platform to learn more details. Figure 4.16 shows that Tik Tok and Kuaishou currently have the higher number of users and activity on video platforms in China. Given limited resources, priority can be given to creating a Tik Tok account for platform promotion.

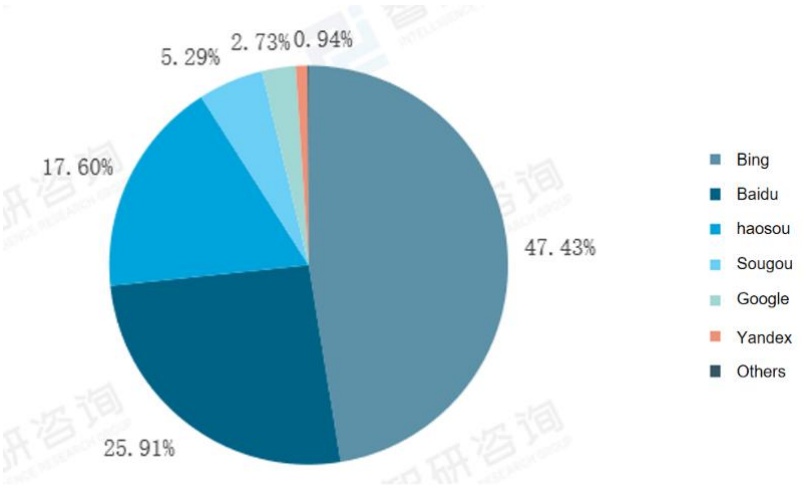
Figure 4.16 April 2023 Short video media advertising platform user data

| APP | Monthly active users (in 10,000) | Growth rate | Male | Female | 18 - | 18 -24 | 25-30 | 31-35 | 36-40 | 41-45 | 46-50 | 51-60 | 60+ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| TikTok | 90927 | 1.96% | 53.62% | 46.38% | 1.32% | 15.62% | 16.29% | 16.21% | 12.59% | 11.38% | 11.25% | 11.92% | 3.42% |
| Kuaishou | 49194 | 2.72% | 53.75% | 46.25% | 1.45% | 15.63% | 15.86% | 15.94% | 12.49% | 11.44% | 11.41% | 12.15% | 3.62% |
| Bilibili | 16631 | 1.12% | 52.73% | 47.27% | 2.04% | 23.39% | 18.08% | 14.38% | 10.97% | 10.07% | 9.57% | 8.93% | 2.57% |
| Xigua | 13929 | 4.81% | 55.01% | 44.99% | 1.36% | 15.71% | 16.24% | 16.20% | 12.53% | 11.27% | 11.20% | 12.03% | 3.46% |

Source: 27SEM(2023)

（2）Search marketing generally includes two types: SEM and SEO. SEM (search engine marketing) refers to obtaining the maximum number of clicks at the lowest cost, and includes aspects such as keyword placement, keyword bidding, keyword ranking, creative depiction, and conversion clicks. SEO (search engine improvement) refers to the improvement of a website's structure and content through technical means, which can help a website improve its search ranking and increase its exposure. Company CJ currently does not have its own official website, so website design and development needs to be carried out first, followed by search marketing planning. Considering the current market share of search engines, Company CJ should prioritise SEM and SEO marketing activities on the three major platforms: Bing, Baidu and Haosou.

Figure 4.17 China's search engine market share in June 2024 (computer terminal)




Source: Chyxx(2024)

（3）Social media platforms are those on which users can interact with different groups of people. Marketing on social media can quickly capture target customers. Through marketing activities that encourage users to produce their own content and spread it to those around them, brand trust can be enhanced. Referring to Figure 4.18, we can see that the social media platforms with the largest user bases at present include WeChat, QQ and Weibo. Given that the characteristics of QQ are not particularly suitable for commercial use, it is recommended that WeChat and Weibo be selected as the main channels for marketing.

Figure 4.18 April 2023 Social media advertising platform user data

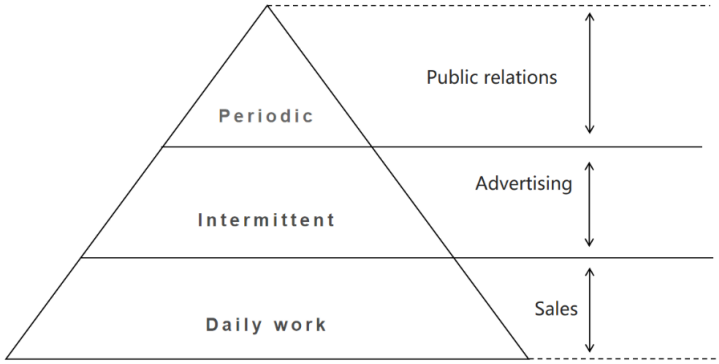
| APP | Monthly active users (in 10,000) | Growth rate | Male | Female | 18 - | 18 -24 | 25-30 | 31-35 | 36-40 | 41-45 | 46-50 | 51-60 | 60+ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| WeChat | 112074 | 0.60% | 55.06% | 44.94% | 1.31% | 15.31% | 16.19% | 16.19% | 12.69% | 11.48% | 11.38% | 11.96% | 3.49% |
| QQ | 62895 | -0.23% | 53.88% | 46.12% | 1.61% | 18.27% | 16.98% | 15.93% | 12.27% | 11.02% | 10.54% | 10.38% | 3.00% |
| Sina Weibo | 57644 | -0.50% | 53.43% | 46.57% | 1.48% | 18.11% | 17.11% | 15.57% | 11.93% | 10.85% | 10.78% | 11.07% | 3.11% |
| Momo | 9649 | -0.98% | 59.39% | 40.61% | 2.06% | 22.34% | 19.41% | 15.50% | 11.13% | 9.87% | 9.19% | 8.17% | 2.34% |
| Baidu | 3465 | 1.11% | 52.30% | 47.70% | 2.03% | 22.74% | 17.31% | 14.52% | 11.43% | 10.41% | 9.94% | 8.92% | 2.70% |
| Soul | 2242 | -0.89% | 52.79% | 47.21% | 2.66% | 28.90% | 21.95% | 14.66% | 8.94% | 7.57% | 7.09% | 6.02% | 2.22% |

Source: 27SEM(2023)

### 4.5.4. Promotion

Company CJ should combine its own situation and scientifically and systematically combine the three promotion methods of personal selling, advertising and public relations to bring their different characteristics into play and achieve better promotional results. According to the frequency of use of promotional methods, Company CJ should use personal selling as the basis, and interactively use advertising and public relations, increase the frequency of use of advertising and public relations as promotional methods, and enhance the company's competitiveness and visibility in the advertising industry, as shown in Figure 4.19.

Figure 4.19 The Company CJ promotion strategy chart




Source: Author (2025)

**Personnel promotions:** Company CJ's marketing personnel can use telemarketing, email marketing, WeChat marketing, etc., in their daily advertising services, and they can also directly visit customers for promotional activities. The company needs to further increase training for employees, focusing on cultivating their marketing concepts and proactive marketing awareness, as well as improving their ability to establish relationships with customers.

**Advertising promotions:** Company CJ can advertise the company's promotional videos and present the advantages of the company's product and service offerings on media outlets with which the company has a long-term partnership, such as TikTok, WeChat, Baidu search, etc. At the same time, Company CJ builds its own official website to showcase the company's case studies and its values and mission. Advertising and promotions can also be launched in advance at key nodes, such as major promotional festivals like Double 11.

**Public relations promotions:**

(1) Regularly participate in industry celebrations, awards ceremonies, etc. Invite the company's core customers, potential customers, etc. to participate in these activities to expand the influence of customers and the company.

(2) Pay attention to the relationship between the company and the relevant government departments. Company CJ companies need to strengthen and stabilise cooperation and communication with government advertising departments, and actively cooperate with and implement national advertising policies.

(3) Invite new and old customers to visit the company headquarters. This can be scheduled for the company's anniversary event to showcase the company's latest service projects, advertising products and innovative content to customers, allowing advertisers to learn more about the company's current situation and development.

### 4.5.5. Personnel

**Increase the recruitment and training of outstanding talent:** In recent years, competition in the advertising industry has become increasingly fierce. In order to better develop its business, Company CJ needs to cultivate existing outstanding personnel and at the same time continue to introduce outstanding talent from the advertising market. Company CJ can attract outstanding talent from multiple channels within the industry, such as industry associations, online recruitment, and employee referrals, and conduct interviews in strict accordance with the standards for high-calibre marketing talent.

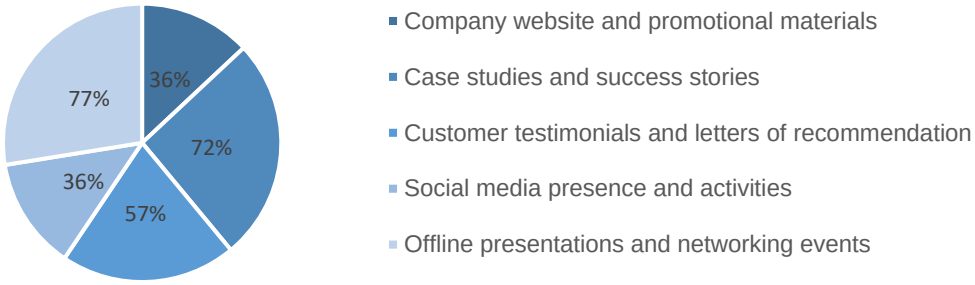
**Regular training at training institutions:** The constant changes and developments in the advertising market are inevitable. Therefore, Company CJ must maintain a keen sense of observation and a constant learning attitude in order to adapt to market changes and challenges. Although the company has already started training its employees, these trainings are often random and irregular. Company CJ needs to establish its own training system and conduct regular trainings, such as quarterly, monthly, and weekly training sessions of different types and sizes. The training formats can be expert forums, brainstorming, industry trends, and more. The company needs to establish a mechanism for storing and sharing knowledge training to achieve the goal of information sharing.

### 4.5.6. Physical evidence

**Set up a professional exhibition centre:** Company CJ is located in Minhang District, Shanghai, but the company is located on the 7th floor of an office building, with only a sign on the first floor. Unlike other advertising companies that have stores on both sides of the street, the location is not eye-catching enough. Therefore, in terms of offline tangible display strategy, it is recommended that Company CJ set up a professional display centre and assign a dedicated person to manage it, update the product display style in a timely manner, and regularly invite potential customers to visit, so that customers can fully feel the company's professionalism and sincerity of service, and increase customers' understanding of the products and their overall good feelings and experience of the company.

**Enrich online display content:** Online marketing capabilities have a significant positive impact on the social and economic performance of social enterprises. Therefore, when formulating an online display strategy, Company CJ should plan its online display content based on the results of the aforementioned questionnaire survey.

Figure 4.20 Customer content preferences




Source: Author (2025)

In terms of content selection, customers prefer to quickly understand an emerging advertising company through case studies, success stories and customer reviews. In the design of the official website, priority should be given to displaying Company CJ's past successful cases. On the media platform, these cases should be edited into compelling stories, and by continuously promoting these success stories, the user's mind can be cultivated and the brand image can be shaped. On the e-commerce platform, the focus should be on optimising buyer reviews to ensure that the store's products receive high praise ratings, so that when potential customers browse, they can enhance their trust in Company CJ's services.

### 4.5.7. Process

**High-end event planning:** In light of the issues identified in the customer interviews, Company CJ must implement the following improvements:

An innovative design style is required. It is recommended that research be conducted on fashion trends and the preferences of young people, with a view to fostering innovation amongst the design team. It is possible to engage the services of fashion consultants or young designers in order to facilitate the design process and introduce a more creative and contemporary design style. Moreover, it is recommended that the design team be regularly organised to participate in relevant training and seminars, with the objective of remaining informed of industry trends and ensuring that the design plan is aligned with contemporary standards.

It would be beneficial to expand the range of venue resources available. This could be achieved by forming partnerships with additional venues and increasing the number and variety of venues accessible. A database of venue resources can be established to record the characteristics, capacity, supporting facilities, and other pertinent information for each venue in detail. This will facilitate the quick matching of customer needs with the appropriate venue when planning events. It is recommended that new venues be visited on a regular basis in

order to gain an understanding of their latest facilities and policies. This will ensure that the flexibility and diversity of cooperation are maintained.

It is recommended that improvements be made to the technology used for the presentation of solutions. It would be prudent to invest in and introduce advanced presentation technology, such as 3D modelling and VR presentations, in order to provide customers with a more intuitive experience of the solutions. It is essential to provide training to the design and technical teams to ensure proficiency in the utilisation of these novel technologies. It is recommended that a variety of 3D or VR presentation templates be prepared, taking into account the different types that may be required in order to respond promptly to customer needs in the initial stages of a project and to adapt them according to the specific characteristics of the project in question.

A review mechanism should be established to assess the efficacy of the aforementioned activities. It is recommended that a standardised process for the review of activities be established, encompassing the collection of feedback, data analysis and the preparation of an experience summary. It is recommended that customers be invited to participate in activity review meetings, during which the effectiveness of the activity in question and potential areas for improvement can be discussed. A plan for improvement should be developed and subsequently implemented in subsequent activities. It is recommended that experience be accumulated through a process of continuous review in order to facilitate ongoing improvements in service quality and customer satisfaction.

**Media Agency Business:** The results of the questionnaire survey indicate that the primary demand for media platform agency services is content creation, while the primary demand for media platform advertising agency services is monitoring of advertising effectiveness. It is imperative that Company CJ employees enhance their business acumen in accordance with the requirements of the company. Those employees tasked with the provision of media platform agency services must enhance their abilities with regard to content creation, while also optimising their utilisation of the requisite content creation tools.

Those responsible for media platform advertising agency services must enhance their capacity to assess advertising efficacy and heighten their responsiveness to data. Similarly, those tasked with integrated marketing solutions must fortify their proficiency in omni-channel marketing integration and bolster their ability to operate across all media platforms. Company CJ must provide the requisite training and education in order to develop the necessary skills.

## 4.6. Implementation

### 4.6.1. Business growth plan

Mr. Z, the founder and general manager of Company CJ, is satisfied with the analysis and suggestions for the above marketing strategies, and believes that these strategies are in line with the current development status of Company CJ. In order to ensure the smooth upgrading of marketing strategies and the achievement of profit goals, Mr. Z carefully plans the growth rate of each business. By combining the company's financial situation and human resources with Mr. Z's requirements for each business growth, a specific annual business growth plan for CJ from 2025 to 2027 has been formulated, as shown in the figure below.

Figure 4.21 Company CJ's business growth plan for 2025-2027

| Unit (10,000 EUR) | | Actual data | | | | Forecast data | | |
|---|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
| High-end event planning | Operating income | 7.87 | 17.02 | 28.32 | 35.05 | **45.57** | **59.24** | **77.01** |
| | Target growth rate | - | - | - | - | 30% | 30% | 30% |
| | Business planning | - | - | - | - | Strengthen customer follow-up visits to increase customer trust, and attract customers to recommend new partners through commissions. Ensure that the company can maintain 30% annual growth with limited resources. | | |
| Media agency services | Operating income | 4.42 | 8.08 | 7.30 | 11.43 | **18.29** | **32.92** | **65.84** |
| | Target growth rate | - | - | - | - | 60% | 80% | 100% |
| | Business planning | - | - | - | - | Service ad placement testing in 2024 on the basis of new channels already completed to achieve 60 per cent growth in 2025. | Based on the delivery test data in 2025, a new round of comprehensive delivery tests will be conducted to fully expand new customers and increase business revenue, which is expected to increase by 80%. | Based on the channel marketing data in 2026, a new round of technological innovation will be carried out to achieve the goal of 100% business growth. |
| Integrated marketing solutions | Operating income | - | - | 11.30 | 13.08 | **15.70** | **20.41** | **26.53** |
| | Target growth rate | - | - | - | - | 20% | 30% | 30% |
| | Business planning | - | - | - | - | The technical summary and review of the service content was completed in 2024, and in 2025 a service product more suited to the market needs and capable of being independently performed by CJ was launched and tested, but limited by the size of the team and the inability to take on a larger number of clients, and therefore the need to keep the increase in this product to 20% | Upon realisation of the 2025 marketing plan, the first step will be to expand the team and maintain the quality of service, and upon completion of the team upgrades, there will be an omni-channel rollout, but the growth rate of this part of the business will need to be kept below 30% as human and financial resources are still limited. | Through the summary of the business in 2025 and the improvement of the team, the investment in the business can be moderately increased. It must be ensured that the team resources can fully cover customer needs, and the growth rate must be controlled below 30%. |
| Total income | | | | | | 63.86 | 112.56 | 169.37 |

Source: Author (2025)

### 4.6.2. Marketing Activity Schedule

Given that 2024 will be the first year that Company CJ's marketing strategy changes will be implemented, there are a number of key actions that the company must take, particularly in the area of pre-marketing infrastructure development. Based on the above marketing strategy improvement plan and the company's business growth plan for the next three years, we have estimated the work programme and budget required for the period from July 2025 to June 2026. Project quotations were estimated based on Company CJ's published product pricing, as shown in the table below. The table describes in detail the description and core objectives of each task, and the total cost is estimated to be 41,656 EUR.

It should be noted that since Company CJ itself has a professional media platform operation team, this part of the work is left to the company's internal department to complete, and the cost of this part of the operation is part of the company's daily operation cost (staff salary), so it is not included in this schedule. At the same time, this work plan and budget schedule is flexible, in the specific implementation if there is an emergency, or can not move forward, it is necessary to quickly make adjustments to ensure that at each stage of this project, the best results can be achieved, maximise the benefits, and to meet the marketing needs of Company CJ at different stages of development.

Figure 4.22 Marketing Activity Schedule(2025/07-2026/06)

Source: Author (2025)

# 5. Conclusions

## 5.1. Research Conclusions

Company CJ is an advertising company based in Shanghai. In the early days of its establishment, the company developed rapidly and achieved good results based on the strong customer resources of its founders and senior management. After being hit by the epidemic, Company CJ began to seek change in 2020, constantly adjusting the company's business structure and carrying out fragmented marketing transformation, but it has not formed a complete marketing strategy.

This thesis focuses on how to improve Company CJ's marketing strategy. It uses a combination of literature reviews, questionnaires and case studies to collect and analyse data in order to discover a marketing strategy that is suitable for Company CJ.

This thesis, based on basic marketing theory and using tools such as the PEST model, the five forces model, and the SWOT method, provides an in-depth study of the current operating status of Company CJ and the adjustments and opportunities the company will face in its future development. It also identifies current problems with Company CJ's services and marketing strategies through customer interviews, such as market demand that does not match current products, inflexible product mixes, promotional activities that lack appeal, promotional channels that lack innovation, and incomplete physical displays.

Through scientific data analysis, detailed improvement measures were proposed according to the 7Ps model for product, price, distribution, promotion, personnel, physical display and service processes. Finally, a marketing activity schedule was developed based on the company founder's business growth plan for the next three years.

## 5.2. Research Limitations

This study takes Company CJ as the research object, combines marketing-related theories, uses a variety of methods to analyse problems, and proposes improvement measures, which have a certain reference value. Of course, there are some shortcomings in the research of this study. Some issues have not been studied thoroughly enough, and the study is not innovative enough. Although the improvement strategy formulated in this study has a certain theoretical basis, it lacks practical verification, and there is no way to determine that it is the most mature improvement strategy.

In my future work, I need to conduct in-depth research on the advertising industry, accumulate more practical data, and continue to propose revisions to the strategy to bring more economic benefits to the company.

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## Appendices

### Appendix A –CJ Advertising Company marketing research questionnaire

CJ Advertising Company marketing research questionnaire

Hello, we are conducting a questionnaire survey about the marketing strategy of an advertising company. This survey will be conducted in an anonymous form and will not disclose your survey content. Please fill it in carefully and truthfully.

1) What is your age?

A 30 years and below

B 31-40 years old

C 41-50 years old

D 51 years and over

2) What is your position?

A General staff

B Middle manager and

C Senior management

3) What is your company's industry?

A Retail

B Catering

C Technology

D Fashion

E Medical

F Other: _____

4) The size of your company is:

A Small enterprises (less than 50 employees)

B Medium-sized enterprises (50-200 employees)

C Large enterprises (more than 200 employees)

5) What channels do you usually look for advertising companies?(Can be selected more)

A Search engine (Baidu, Google, Sogou, 360, etc.)

B Social media platform (wechat official account, Zhihu, Xiaohongshu, etc.)

C Video platform (B station, TikTok, Toutiao, etc.)

D E-commerce platform (Taobao, Pinduoduo, etc.)

E Offline activities (such as exhibitions, industry conferences)

F Business partner recommendation

G Advertising company voluntarily contact

H Other: _____

6) How do you want to learn about a new advertising company?(Can be selected more)

A Company 's official website and promotional materials

B Case presentation and success stories

C Customer reviews and recommendation letter

D Social media presentations and events

E. Offline introduction meeting and communication meeting

F Other: _____

7) What factors do you value the most when choosing an advertising company?(Can be selected more)

A price

B Creative and planning ability

C Executive capacity

D Previous successes

E Industry experience

F Customer service

G Others: _____

8) What services do you need most right now?(Can be selected more)

A Event planning and execution

B Media platform content operation service

C An advertising agent on the media platform

D Design Service

E Other: _____

9) Your core requirements for event planning and execution services are:

A Creative event planning

B Event execution on site

C Assessment of activity effects

D Others: _____

10) Your core requirements for media platform agent operation services are:

A Content creation

B Social media management

C Data analysis and improvement

D Other: _____

11) Your core requirements for media platform advertising agency services are:

A Advertising strategy development

B Monitoring of the delivery effect

C Data analysis and improvement

D Other: _____

12) What are your expectations for the quality of the service provided by the advertising company?

A High-quality creativity and planning

B Precise execution and landing

C Rapid response and communication

D Excellent customer service

E Other: _____