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QUALIFYING MASTER'S THESIS

on the topic:

**MARKETING MANAGEMENT OF THE COMPANY IN THE
CONDITIONS OF THE ECONOMIC CRISIS**

submitted by the applicant of higher education **Wang Di**

The thesis is accepted for defence in the EC


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**TASK
FOR A QUALIFYING THESIS
Wang Di**

1. The topic of the thesis: "MARKETING MANAGEMENT OF THE COMPANY IN THE CONDITIONS OF THE ECONOMIC CRISIS".

Scientific advisor PhD in Philology, Associate Professor Viktoriia Shevchenko

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2. The deadline for student submission of work November 18, 2024

3. List of questions to be researched:

In Chapter 1: to elaborate on the theoretical basis of marketing management; to find out the essence, content and classification features of the marketing management of companies; reveal the peculiarities of identification and management of marketing risks of a company; to elaborate on the strategic marketing process; to explain the current marketing environment in China.

In Chapter 2: to analyze company marketing management; to study the technical and economic characteristics of BYD; to study strategic marketing process of BYD; to analyze marketing management of BYD.

In Chapter 3: to present ways for promoting the development of company marketing management; to monitor marketing management as a tool for building company's brand; to implement foreign marketing management experience for enhancing brand competitiveness under economic crisis conditions; to provide recommendations for improving marketing management in the conditions of the economic crisis.

4. Plan of qualifying master's thesis

No	Names of work sections
1	THEORETICAL ASPECT OF MARKETING MANAGEMENT
2	ANALYSIS OF THE COMPANY'S MARKETING MANAGEMENT
3	WAYS TO IMPROVE THE DEVELOPMENT OF COMPANY'S MARKETING MANAGEMENT

5. Date of issue of the task 25.09.2024

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ABSTRACT

The qualifying master's thesis contains 72 pages, 17 tables, 47 references.

The object of the research is the marketing management process

The subject of the research is to provide the scientific basis for theoretical and methodological approaches to marketing management, and strategies for marketing management development.

The purpose of the master's thesis is to scientifically demonstrate theories and methodological methods, and provide practical and feasible suggestions for marketing management of BYD Company.

The tasks of the qualifying master's thesis are as follows:

- to gain a deeper understanding of the essence, content, and classification characteristics of marketing management;

- to explore the essence of the economy and consolidate BYD's scientific methods of marketing management during the economic crisis;

- to study the complexity of BYD Company's marketing management during the economic crisis;

- to study the main trends of BYD's marketing management in foreign and Chinese markets;

- to analyze BYD's technological and economic characteristics;

- to determine the research on BYD's strategic marketing process;

- to analyze and study the marketing management of BYD;

- to determine the ways to promote the development of marketing management in BYD Company;

- to implement foreign marketing management experience as a factor in improving brand competitiveness under the conditions of economic crisis.

Based on the research results, the author formulated theoretical and practical regulations, and transformed them into specific recommendations for market management of companies during economic crises. Practical suggestions were also provided to improve its efficiency, including the use of electronic market management applications for this purpose.

The obtained results can be applied by the management of any company and institution to strengthen the company's market management during economic crises.

Year of the qualification master's work completion: 2024

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INTRODUCTION

Marketing management refers to the management of the process of analyzing, planning, executing, and controlling design schemes by creating, establishing, and maintaining mutually beneficial exchange relationships with target markets in order to achieve business objectives. In the context of an economic crisis, marketing management is particularly important, as it requires companies to be more sensitive to changes in market demand and flexibly adjust marketing strategies to cope with the challenges of economic downturn.

Marketing management involves five aspects: market research, market segmentation and target market selection, formulation of marketing strategies, execution of marketing plans, and evaluation of marketing effectiveness. It has the characteristics of flexibility, innovation, long-term sustainability, and cost control. In the context of economic crisis, marketing management needs to enhance brand awareness, increase market share, promote sales growth, and strengthen corporate competitiveness.

The basic principles of marketing management are mainly based on scientific research results such as consumer behavior theory, market segmentation theory, and competition theory. During the economic crisis, many scientists and their works have made outstanding contributions to the theory and practice of company marketing management. Among them, Philip Kotler is an outstanding representative in the field of marketing. His book "Marketing Management: Analysis, Planning, Implementation, and Control" has had a profound impact on the theory and practice of marketing management. The book elaborates on the basic principles and methods of marketing, providing strong theoretical support for enterprises to formulate marketing strategies in different economic environments. In addition, many other scholars and works have also made important contributions in the field of marketing management, such as Michael Porter's theory of competitive strategy, and the positioning theory of Ai Ries and Jack Trout.

The purpose of this work is to summarize the theoretical foundation of the organization, disclose current practices within the organization, evaluate the effectiveness of the company's market management processes, and find improvements to this work based on existing systematic recommendations on this issue.

To achieve this goal, the following issues have been proposed and addressed:

- to gain a deeper understanding of the essence, content, and classification characteristics of marketing management;
- to explore the essence of the economy and consolidate BYD's scientific methods of marketing management during the economic crisis;
- to study the complexity of BYD Company's marketing management during the economic crisis;
- to study the main trends of BYD's marketing management in foreign and Chinese markets;
- to analyze BYD's technological and economic characteristics;
- to determine the research on BYD's strategic marketing process;
- to analyze and study the marketing management of BYD;
- to determine the ways to promote the development of marketing management in BYD Company;
- to implement foreign marketing management experience as a factor in improving brand competitiveness under the conditions of economic crisis.

The object of the research is the marketing management process. The subject of the research is to provide the scientific basis for theoretical and methodological approaches to marketing management, and strategies for marketing management development.

In this work, various general scientific and specific research methods were used, such as logical summarization and systematic methods, market analysis, and mathematical statistics, which made the dynamic nature of the research process possible. In addition, this study also used table and graph research methods.

The scientific innovation of a qualified master's thesis lies in the implementation of mechanisms to improve the efficiency of the company's market management system and measures to minimize employee turnover, as well as providing suggestions for improving the efficiency of the market management process of new energy vehicle companies.

In China's legislative documents, including the Constitution of China, the Labor Law of China, normative legal documents of the Chinese Cabinet and the development of new energy in China, and Chinese laws such as "On the New Energy Vehicle Market", "On Population Employment", "On Wages", etc., considerable attention has been paid to the research on market management of new energy vehicle companies. The information database for this study includes data from the National Statistical Commission of China, the Chinese new energy vehicle market, the China Association of Automobile Manufacturers, and other statistical sources. Public information on the Internet, such as Time Auto, Auto Expo, Energy Research Frontier, and Auto Home.

The practical significance of the obtained results lies in the fact that proposals and suggestions can be used to improve the efficiency of the market management process of national new energy vehicle companies.

CHAPTER 1

THEORETICAL ASPECT OF MARKETING MANAGEMENT

1.1 Theoretical foundations of marketing management

Marketing Management integrates knowledge systems from multiple disciplines, including economics, psychology, sociology, statistics, information technology, and behavioral science. These theoretical foundations provide solid support for marketing practices, guiding companies on how to effectively promote products and services in a fiercely competitive market environment, as well as establish and maintain relationships with consumers. The following Table 1.1 provides an in-depth exploration of several core theoretical foundations of marketing management [3, 4].

Table 1.1

Core Theoretical Basis of Marketing Management

Theoretical basis	Theoretical analysis	Practical application
1	2	3
1. Market Segmentation theory	This is the foundation of marketing strategy, first proposed by Wendell Smith in 1956 and further developed by Philip Kotler. This theory emphasizes that the market is composed of customer groups with different needs and desires, and companies should divide the market into several sub markets (i.e. segmented markets) based on these differences, evaluate the attractiveness of each segmented market, and ultimately choose one or more segmented markets as the target market.	Through market segmentation, enterprises can more accurately position their products or services, develop differentiated marketing strategies to meet the needs of specific customer groups, and increase market share and customer satisfaction.
2. Marketing mix (4Ps/7Ps)	It was first proposed by Neil Borden in 1953 and later by E Jerome McCarthy simplified it into four elements in 1960: Product, Price, Place (later changed to Placement to emphasize the location and method of promotional activities), and Promotion, known as the famous 4Ps marketing mix. Subsequently, with the rise of service marketing, scholars added three elements: people, process, and physical evidence, forming the 7Ps marketing mix.	Enterprises flexibly adjust the combination of these elements based on the characteristics of the target market to create unique marketing plans and achieve marketing goals.

End table 1.1

1	2	3
3. Customer Value Theory	It emphasizes that businesses should be customer-centric and win customer loyalty by providing value that exceeds customer expectations. Customer value is the difference between the benefits that customers receive from purchasing a product or service and the costs they incur.	Enterprises need to constantly understand changes in customer needs, innovate products and services, enhance customer experience, and create and deliver higher customer value.
4. Competitive analysis	This is an indispensable part of marketing management, which involves identifying, evaluating, and formulating response strategies for competitors. Michael Porter's Competitive Five Forces Model is an important tool for competitive analysis, which analyzes the five competitive forces that exist within an industry: the threat of new entrants, the threat of substitutes, the bargaining power of buyers, the bargaining power of sellers, and the competition among existing competitors.	Through competitive analysis, enterprises can clarify their position in the industry, identify potential market opportunities and threats, and develop effective competitive strategies.
5. Brand management	Brand is one of the core concepts in marketing, representing the uniqueness, quality, reputation, and customer relationships of a product or service. Brand management theory involves aspects such as brand creation, maintenance, promotion, and enhancement.	Through brand building, enterprises can establish a unique brand image, enhance brand recognition, increase brand value, and thus stand out in the fiercely competitive market.
6. Relationship Marketing and Customer Relationship Management (CRM)	Relationship marketing emphasizes the establishment, maintenance, and strengthening of long-term, mutually beneficial relationships with stakeholders such as customers, suppliers, and distributors. Customer Relationship Management (CRM) is a concrete practice of relationship marketing that utilizes information technology to collect, analyze, and manage customer information in order to maximize customer value and business profits.	Through CRM systems, enterprises can better understand customer needs, provide personalized products and services, enhance customer loyalty, and promote long-term sales growth.

Source: compiled by author

Table 1.1 provides a more detailed description of the principles and marketing management underlying the six core theoretical foundations. These six core theoretical foundations provide comprehensive guidance and support for marketing management, helping enterprises better understand the market, formulate strategies, meet customer

needs, and achieve long-term development. However, the theoretical foundation of marketing management is a complex and rich system that provides scientific basis and practical tools for enterprises to formulate marketing strategies, carry out marketing activities, and achieve marketing goals [1, 2]. With the continuous changes in the market environment and the emergence of new theories, the theoretical basis of marketing management will also continue to develop and improve.

And now, I would like to talk about the essence and characteristics of company marketing management under economic crisis conditions. We all know that in the context of the economic crisis, the company's marketing management is facing unprecedented challenges and opportunities. Its essence lies in adjusting flexible marketing strategies to cope with unfavorable factors such as shrinking market demand, declining consumer purchasing power, and deteriorating competitive environment, while capturing weak recovery signals in the market to achieve the survival and sustainable development of enterprises [2, 3]. In this process, marketing management is not just about simple product promotion and sales promotion, but also involves comprehensive and multidimensional strategic adjustments such as market analysis, product positioning, pricing strategy, channel optimization, and promotional activities.

Table 1.2

Characteristics of Corporate Marketing Management under Economic Crisis Conditions

Characteristics	Causes
1	2
1. High sensitivity and flexibility	During an economic crisis, the market environment is constantly changing, and companies must maintain a high level of market sensitivity, respond quickly to changes in consumer behavior, and flexibly adjust marketing strategies to adapt to market fluctuations.
2. Maximizing cost-effectiveness	Due to economic pressures, companies need to be more cautious in their marketing investments and strive to achieve maximum marketing results with limited resources. Therefore, precision marketing and effect marketing have become the goals pursued by enterprises.

1	2
3. Brand loyalty and consumer relationship maintenance	In times of economic downturn, brand loyalty becomes an important defense line for enterprises to resist market risks. Enterprises strengthen interaction and communication with consumers, maintain and enhance brand image by providing high-quality products and services.
4. Innovation and Differentiation	Faced with fierce market competition, enterprises need to continuously innovate and differentiate strategies to break through market bottlenecks, attract consumers' attention, and enhance market competitiveness.

Source: compiled by author

In Table 1.2, I have listed some practical characteristics of company marketing management under economic crisis conditions. Of course, these are not groundless and can be traced back to the experience of dealing with multiple major economic crises in history. From the Great Depression at the beginning of the 20th century to the global financial crisis in recent years, enterprises have gradually developed a relatively mature set of marketing management concepts and strategies to cope with economic crises. These strategies include reducing product lines, focusing on core products, optimizing channel structure, strengthening brand building, and implementing precision marketing. Anyway, these strategies not only help companies overcome difficulties, but also promote the continuous development and improvement of marketing management theory. And it really helps us understand the following text.

In addition, during economic crises, we all know that governments usually strengthen market regulation to maintain market order and protect consumer rights. Moreover, it is necessary for us to understand that in the field of marketing management, relevant laws, regulations, and policies mainly revolve around the following aspects [1, 8].

I. The Anti-Monopoly and Anti Unfair Competition Law. This ensures fair market competition and prevents companies from using unfair means to exclude competitors and harm consumer interests.

II. Consumer Rights Protection Law. This can strengthen the protection of consumer rights, regulate corporate marketing behavior, and prevent illegal activities such as false advertising and misleading consumers.

III. Advertising Law. This provides clear regulations on the content, form, and timing of advertisements, ensuring their authenticity and legality, and maintaining the healthy development of the advertising market.

IV. Industrial policies and macroeconomic regulation policies. The government guides enterprises to adjust their business strategies, optimize resource allocation, and promote stable economic development by formulating and adjusting macroeconomic policies such as industrial policies and monetary policies.

In summary, company marketing management under economic crisis conditions has high sensitivity and flexibility, emphasizing maximizing cost-effectiveness, maintaining brand loyalty and consumer relationships, as well as innovation and differentiation [1, 8]. It has a long history of development, and it must be acknowledged that regulation and legal basis provide strong institutional guarantees for our company's marketing management activities.

1.2 Strategic marketing process

Firstly, we can analyze what corporate marketing management looks like during an economic crisis. We can fully analyze the evolution and practice of response strategies from both historical and current dimensions, combining scientific and practical methods.

Economic crises are a cyclical phenomenon in the economic system, characterized by shrinking market demand, reduced investment, and rising unemployment rates. Multiple economic crises in history, such as the Great Depression and financial crisis, have had a profound impact on the marketing management of enterprises. These crises have forced companies to re-examine their market strategies, adjust their product structure and marketing methods [1, 5].

In history, the main task of enterprises during economic crises was to reduce costs by optimizing production processes, reducing unnecessary expenses, lowering labor costs, and enhancing risk resistance.

Market positioning adjustment: With changes in consumer demand, companies need to adjust their market positioning in a timely manner, shifting from high-end products to more cost-effective products to meet the actual needs of consumers during economic downturns [5, 6].

Brand building and maintenance: In times of crisis, enterprises need to stabilize market share and enhance consumer confidence by strengthening brand marketing, increasing brand awareness and recognition.

Table 1.3

Current analysis methods

I. Scientific methods	
Data driven analysis	
Market research	Utilizing big data analysis, consumer research, and other methods to accurately grasp changes in market demand and provide data support for adjusting marketing strategies.
Trend prediction	Using economic models, industry reports, and other tools to predict economic and consumer trends, providing a basis for developing forward-looking marketing strategies.
Quantitative evaluation	
ROI analysis	Conduct input-output ratio (ROI) analysis on various marketing activities, evaluate marketing effectiveness, and optimize resource allocation.
Customer segmentation	Using CRM system to segment customer data, achieve precise marketing, and improve marketing efficiency.
II. Practical methods	
Multichannel marketing	
Integrated marketing communication	Combining various online and offline channels, such as social media, email marketing, short video platforms, etc., to conduct comprehensive and multi-dimensional marketing communication and enhance brand exposure.
Downward markets	During economic crises, increase marketing efforts to lower tier markets such as towns and villages, which often have significant consumption potential and relatively weak competition.
Public relations marketing and digital marketing	
Public relations marketing	Utilizing public relations activities to enhance brand image, increase consumer trust and loyalty towards the enterprise. The rise of new media has provided a broader stage for public relations marketing, and companies can establish closer connections with consumers through social media, content marketing, and other means.

Digital marketing	Utilizing digital technologies such as search engine optimization, social media advertising, digital outdoor advertising, etc. to conduct precise marketing and improve marketing efficiency and effectiveness. Digital marketing is not only cost-effective, but also able to reach a wider audience.
Customer relationship management	
Enhance customer interaction	Through social media, customer feedback, event planning, and other means, strengthen interaction with consumers, understand their needs and feedback, and adjust marketing strategies in a timely manner.
Membership system and value-added services	Create a membership plan to provide loyal customers with exclusive discounts, point rewards, and other value-added services, enhance customer stickiness, and increase repeat purchase rates.
Risk Management and Flexible Response	
Diversified customer base	Avoid excessive reliance on a single large customer, reduce business risks by expanding new customer base and balancing customer structure.
Flexible pricing strategy	Adjust pricing strategies flexibly based on market demand and competition, such as using discounts, gifts, free trials, and other methods to attract consumers.

Source: compiled by author

From Table 1.3 we can see that, whether from a historical or current perspective [1,11], the marketing management of companies during economic crises needs to combine scientific and practical methods. Through data-driven analysis, quantitative evaluation, multi-channel marketing, public relations and digital marketing, customer relationship management, risk management, and flexible response strategies, enterprises can maintain competitiveness, stabilize market share, and achieve sustainable development in economic crises. These strategies are not only a summary of historical experience, but also a wise response to future challenges.

Secondly, regarding the application of the Strategic Marketing Process in the context of economic crisis, we can conduct a detailed analysis from several aspects. Enterprises need to constantly analyze the nature, severity, and duration of the current economic crisis, and understand the impact of national economic policies, monetary policies, fiscal policies, and other factors on the business environment. And evaluate the overall impact of the economic crisis on the industry, including changes in market demand, consumer purchasing power, and competitive landscape.

Enterprises need to analyze long-term changes in consumer behavior in their target market, including consumption habits, purchase intentions, price sensitivity, etc. And evaluate the strategic adjustments of competitors, including pricing strategies, promotion methods, product innovation, etc.

SWOT analysis:

Advantage: Enterprises need to identify their strengths in brand, technology, products, channels, and evaluate the sustainability of these strengths during economic crises.

Weakness: Analyze the shortcomings of your company in cost control, operational efficiency, and market share, and identify areas that need improvement.

Opportunities: Enterprises should also explore market gaps, changes in consumer demand, and other opportunities that may arise during economic crises to provide a foundation for developing new marketing strategies.

Threats: Enterprises need to assess potential threats to business operations such as competitors, policy changes, and market risks, and develop corresponding response strategies.

On the basis of analyzing the market environment, enterprises need to re-examine their target market positioning to ensure that it matches the current market environment. And segment the target market to develop differentiated marketing strategies for different consumer groups.

Enterprises need to constantly optimize their product structure, eliminate low profit products, and strengthen research and promotion of high profit products. Innovate product features, improve product cost-effectiveness, and meet the actual needs of consumers during economic crises. They need to flexibly adjust product prices based on market demand and competition to ensure that prices are competitive. We can attract consumers and increase market share through discounts, promotions, and other means.

Enterprises can also expand diversified sales channels and reduce their dependence on a single channel. And strengthen communication and cooperation with channel

partners to jointly address the challenges of economic crisis. They need to increase their advertising efforts to enhance brand awareness and reputation. And learn to use new media, social media, and other channels for precise marketing to improve marketing effectiveness.

Enterprises need to develop detailed marketing execution plans, specifying the responsible person and completion time for each task. And establish a marketing effectiveness monitoring mechanism, regularly evaluate the effectiveness of marketing activities, and adjust marketing strategies in a timely manner. They should learn to identify potential risk points in marketing activities and develop corresponding risk response measures. And strengthen communication and cooperation with suppliers, distributors, and other partners to jointly address market risks.

Through the above steps [10,11], we believe that enterprises can develop scientific and reasonable strategic marketing processes during economic crises to ensure stable development in adversity. It should be noted that the strategic marketing process is a dynamic adjustment process, and enterprises should adjust their marketing strategies and plans in a timely manner according to changes in the market environment.

1.3 Current marketing environment in China

It should be noted that in the current complex and ever-changing global economic environment, China's marketing environment is undergoing profound changes, presenting unique characteristics and development trends [7,8]. I will analyze in detail the current marketing environment in China from multiple dimensions, including economy, technology, socio-cultural factors, policies and laws, competitive environment, and consumer behavior.

Firstly, the sustained growth of our country's economy has provided a solid foundation for marketing activities. Despite facing economic downturn pressure and structural

adjustment challenges, the Chinese government continues to promote supply side structural reform and innovation driven development strategies, injecting new vitality into the market. However, the slowdown in economic growth has become an undeniable fact. According to statistics, the global economic growth rate has slowed down from 3.5% in 2022 to 3.0% in 2023, and is expected to further decline to 2.9% by the end of 2024. Nevertheless, China remains an important engine of global economic growth, especially driven by the rise of the middle class and the trend of consumption upgrading. Consumers' demand for high-quality and personalized products is increasing day by day.

Of course, with the rapid development of Internet technology, digital transformation has become the key word of enterprise marketing. Emerging technologies such as big data and artificial intelligence are profoundly changing the way and means of enterprise marketing. For example, key technologies such as machine learning, natural language processing, and data mining are increasingly being combined with the marketing field, providing possibilities for precision marketing and personalized services [8,10]. We have reason to believe that in the next five years, the position of artificial intelligence technology in marketing will become even more crucial, bringing unprecedented changes and opportunities to marketing. At the same time, the rise of social media and e-commerce has reshaped consumer behavior and shopping habits, making online and offline integration a new marketing model that brings us a lot of convenience in modern society.

However, China has a huge population base and diverse ethnic cultures, which also provide rich target markets for marketing. It should be noted that changes in social values, such as increased demand for health, environmental protection, and personalization, can have a profound impact on a company's product design and marketing strategies. For example, the increasing demand from consumers for corporate environmental awareness and sustainable development actions has prompted them to actively pay attention to environmental protection and sustainable development, and take corresponding actions. In addition, the enhancement of cultural confidence will also drive the rise of domestic brands,

and integrating Chinese cultural elements into brand building has become a new trend, which will further enable brands to go further and last longer.

Secondly, the Chinese government continues to strengthen market supervision, improve relevant laws and regulations, and provide a more standardized environment for marketing activities. For example, the implementation of laws and regulations such as the E-commerce Law and the Consumer Rights Protection Law requires enterprises to strictly comply with legal provisions in marketing activities and protect consumer rights [6,12]. At the same time, our government's policy support for some industries such as new energy and Internet plus also provides new development opportunities for enterprises.

However, the competition in the Chinese market is becoming increasingly fierce, and domestic and foreign companies are competing for market share. Brand competition, price competition, channel competition, and technology competition continue to emerge. So, companies need to constantly innovate and provide differentiated products and services in order to stand out in the competition. In addition, at present, cooperation and alliances have become important means for enterprises to enhance their competitiveness. For example, cross-border marketing has become a low-cost and effective promotional strategy adopted by many brands, which stimulates consumers' curiosity through cross-border marketing, thereby increasing exposure and consumer discussion.

Below is a detailed explanation of how the behavior of Chinese consumers is undergoing profound changes. We can see that they pay more attention to the quality, functionality, and experience of their products, and their demand for health, environmental protection, and smart products is increasing day by day. At the same time, consumers' purchasing decisions are increasingly influenced by social media, online comments, and opinion leaders. Consumers are shifting from being price sensitive to being value sensitive, and we are more willing to pay for brands and products that align with their values. In addition, consumers' purchasing behavior is becoming increasingly rational, price sensitive, and demanding higher quality and service.

Therefore, we can foresee that in the next five years, China's marketing environment will present a series of emerging trends and opportunities. Firstly, the trend of reverse consumption will become more apparent, as consumers are more inclined to choose cost-effective products rather than just pursuing brand effects. This will have an impact on traditional brand marketing strategies, prompting brands to pay more attention to product quality and cost-effectiveness. Secondly, with the rise of generation a (Alpha generation), their acceptance and understanding of technology, the Internet and multiculturalism will be more in-depth, and their demand for ESG (environment, society and governance) marketing will also increase [9,12]. Brands need to pay more attention to sustainable development practices to attract this generation of more environmentally conscious consumers. Finally, AI generated content (AIGC) is accelerating its penetration into the field of enterprise marketing, bringing fundamental changes to enterprise marketing strategies. Enterprise marketers need to be proficient in collaborating with artificial intelligence to improve the overall efficiency and accuracy of enterprise marketing.

In short, the current marketing environment in China is full of opportunities and challenges. Enterprises need to closely monitor market dynamics and changes in consumer behavior, and flexibly adjust their marketing strategies to adapt to changes in the overall market environment. By strengthening innovation, enhancing brand value, and optimizing consumer experience, enterprises can stand out in fierce market competition and achieve true sustainable development.

In addition, regarding the determination of research methods and tools, when studying the marketing management of Chinese enterprises during economic crises, we can use various methods and tools for in-depth analysis and formulate corresponding strategies. Table 1.4 lists some methods and tools directly applicable to the following text, along with their definitions and reasons.

Determine research methods and tools

Research methods	Specific details	Effect
I. Case study method	By selecting representative enterprise cases, analyze their marketing management practices during economic crises, and summarize lessons learned.	It can directly provide practical problems and solutions in operation, and has high reference value.
II. SWOT analysis	Evaluate the strengths, weaknesses, opportunities, and threats of a company during an economic crisis, helping the company clarify its positioning and develop targeted marketing strategies.	It can comprehensively analyze the internal and external environment of a company, providing scientific basis for decision-making.
III. PESTEL analysis	Analyze the macro environment in which a company operates from six aspects: political, economic, socio-cultural, technological, environmental, and legal, in order to identify potential market opportunities and threats.	It helps companies grasp the pulse of market changes and adjust marketing strategies in a timely manner.
IV. Market research and data analysis	Collect information on consumer behavior, market demand, competitive situation, etc. through questionnaire surveys, interviews, data analysis, etc., to provide data support for marketing decisions.	It can ensure the accuracy and effectiveness of marketing strategies.
V. Crisis management model	Divide crisis management into four stages: prevention, preparation, response, and recovery, and develop corresponding plans and measures for each stage.	This model can help enterprises systematically respond to the challenges brought by economic crises, reduce losses, and restore market position.

Source: compiled by author

On the other hand, I have found that during the economic crisis, global corporate marketing management has shown the following trends:

Accelerated digital transformation: Faced with economic pressure, enterprises are accelerating their pace of digital transformation, using technologies such as big data and artificial intelligence to optimize marketing strategies and improve marketing efficiency. Digital transformation helps enterprises achieve precision marketing and reduce marketing costs.

Changes in consumer behavior: The economic crisis has led to a decrease in consumer purchasing power and a more rational consumption concept. Consumers' demand for cost-effective products and services is increasing, which may lead to a decrease in brand loyalty. Enterprises need to pay attention to changes in consumer behavior and flexibly adjust marketing strategies to meet market demand.

Increased focus on sustainable development: In the context of economic crisis, consumers' attention to issues such as environmental protection and social responsibility has increased. Enterprises need to enhance their brand image and strengthen consumer trust through sustainable development practices.

Cooperation and alliances: In response to the challenges brought by the economic crisis, strengthening cooperation and alliances between enterprises has become a trend. By sharing resources and complementing advantages, enterprises can jointly resist market risks and achieve win-win development.

At the end of this chapter, Table 1.5 shows some unresolved issues in the company's marketing management during the global economic crisis.

Table 1.5

The unresolved issues in the company's marketing management

Shrinking market demand	The economic crisis has led to a decline in market demand, and companies are facing sales difficulties.	How to effectively stimulate market demand and maintain performance growth has become the primary issue faced by enterprises.
Cost control and efficiency improvement	In an economic crisis, companies need to strengthen cost control and improve operational efficiency to cope with the risk of declining profits.	How to reduce costs and improve efficiency while ensuring product quality and service level has become a challenge faced by enterprises.

End table 1.5

Brand image maintenance	Economic crises may have a negative impact on brand image.	How to maintain brand image and consumer trust through effective marketing strategies has become a problem that enterprises need to solve.
Marketing strategy innovation	Traditional marketing strategies may fail in economic crises. Enterprises need to constantly innovate marketing strategies to cope with market changes and challenges.	How to innovate marketing strategies with limited resources and budget has become a dilemma faced by enterprises.

Source: compiled by author

Anyway, studying the marketing management of Chinese enterprises during the economic crisis requires a comprehensive use of various methods and tools for in-depth analysis. We also need to constantly pay attention to global trends and market changes in order to develop targeted marketing management strategies [15,16]. At the same time, enterprises also need to actively respond to major issues such as shrinking market demand, cost control and efficiency improvement, brand image maintenance, and innovative marketing strategies, in order to ultimately achieve sustainable development.

CHAPTER 2

ANALYSIS OF THE COMPANY'S MARKETING MANAGEMENT

2.1 Technical and economic characteristics of BYD

In China, BYD is a comprehensive high-tech enterprise that exhibits significant characteristics in both technology and economy. Therefore, BYD is currently the most commonly seen new energy electric vehicle on the streets of China. You should know that BYD is one of the world's leading lithium battery manufacturers in terms of technology, with significant advantages in lithium iron phosphate battery technology. Its battery products have high safety, high energy density, and long lifespan, and are widely used in fields such as new energy vehicles, energy storage systems, and electric tools. At the same time, BYD has also achieved success in automotive electronic control technology. Its independently developed key technologies such as controllers, motors, and sensors enable its new energy vehicles to perform outstandingly in terms of power output, driving stability, and intelligent driving assistance systems. In addition, BYD has independently developed core technologies for energy storage and photovoltaic power generation, providing users with efficient, safe, and reliable energy solutions and promoting the development of green energy. In addition, in terms of economic characteristics, BYD has continued to grow its operating revenue, especially in the rise of the new energy vehicle market, thanks to its leading technological position and product advantages in multiple fields. Its profit level has also improved [18, 43]. We also know that BYD has always placed great emphasis on technological innovation and R&D investment, continuously promoting industrial upgrading and transformation, and making important contributions to economic growth.

Table 1.6 below will provide a detailed reflection of BYD's technological characteristics as a leading global manufacturer of new energy vehicles.

Table 1.6

BYD's technical features

1. Leading new energy technology	
Battery Technology	BYD is one of the world's leading lithium battery manufacturers, particularly adept at researching and developing lithium iron phosphate battery technology. This type of battery has the characteristics of high safety, high energy density, and long lifespan, and has been widely used in fields such as new energy vehicles, energy storage systems, and electric tools.
Automotive Electronic Control Technology	BYD has independently developed key technologies such as controllers, motors, and sensors, enabling its new energy vehicles to have efficient and stable power output and intelligent driving assistance systems, providing users with a more comfortable and convenient driving experience. For example, the application of BYD's 5th generation DM-i hybrid technology and CTB battery body integration technology further enhances the performance and safety of vehicles.
Four motor technology	BYD has adopted four motor technology in its high-end models, such as the "Yi Sifang" four motor technology installed on the U6 and U9, which not only improves the vehicle's power performance and driving stability, but also further enhances safety.
2. Rich product line	
Rich product line	BYD offers a full range of electric vehicle products, from small cars to SUVs and commercial vehicles, to meet the needs of different consumers. Its product line includes the Dynasty series, Ocean series, as well as high-end brands such as Look Up and Tengshi, covering various segmented markets from economy to luxury.
3. Independent research and development capability	
BYD has strong independent research and development capabilities in core new energy technologies such as batteries, motors, and electronic controls, ensuring technological leadership and product reliability.	
At the same time, BYD continues to increase investment in new energy technology and product research and development to maintain its leading position in the industry.	

Source: compiled by author

I. Plug in hybrid technology

In China, we all know that BYD's plug-in hybrid technology is one of its core technologies, with multiple driving modes such as series, parallel, and engine direct drive. This technological feature significantly improves the energy efficiency and performance of vehicles under different driving conditions. As we all know, when driving at medium to low speeds on all urban roads, vehicles mainly rely on electric motors for propulsion. The engine is in a stopped state and only responsible for generating electricity to supply the motor, significantly reducing fuel consumption and emissions. When acceleration or overtaking is required, the engine and motor work together to provide powerful power. When driving at high speeds, the engine directly drives the wheels, which is much more efficient than electric motor drive. This is the biggest advantage of BYD's plug-in hybrid system.

II. Range extender hybrid technology

Extended range hybrid technology is another form of BYD hybrid technology, characterized in that the engine does not directly drive the wheels, but rather generates electricity to supply the electric motor. This simple driving method brings higher operating efficiency and lower fuel consumption. BYD's hybrid technology not only performs well in terms of economy, but also achieves efficient energy utilization, meeting the market's demand for new energy vehicles.

III. Power battery technology

BYD has also made significant achievements in the field of power batteries, developing highly safe lithium iron phosphate batteries and high-energy density ternary batteries. Among them, the "blade battery" is a new generation of lithium iron phosphate battery. BYD has significantly increased the volumetric energy density by improving the group efficiency and internal design, solving the global challenges of electric vehicles in terms of safety, cycle life, and range. This is a big step forward.

Table 1.7

BYD's economic characteristics

Economic characteristics	Practice	Effect
1. Large scale production reduces costs	BYD has reduced the cost of bicycles through large-scale production, thereby releasing more profits	In the first half of 2024, BYD's automotive business operating costs reached 173.667 billion yuan. Based on a rough calculation of 1.613 million vehicles, the cost per vehicle was 107700 yuan, a decrease of 18.35% compared to the same period in 2023 ; The gross profit margin of the automotive business reached 23.94%, an increase of 3.27 percentage points compared to the same period in 2023.
2. Market Expansion and Internationalization	BYD is not only performing strongly in the domestic market, but also actively expanding into overseas markets.	Its new energy passenger vehicles have spread to 88 countries and regions around the world, with over 400 cities. The expansion of overseas markets has not only brought more sales and revenue to BYD, but also further enhanced its brand influence.
3. High end strategy enhances profits	BYD increases its profit margin by launching high-end brands and models.	Models such as the U6 and U9 under the brand of "Looking Up" have attracted the attention of high-end consumers with their luxurious configurations and excellent performance. These high-end models not only enhance BYD's brand image, but also bring it higher premium space and profits.
4. Dual driving force of technology and market	BYD's success cannot be separated from the dual drive of technology and market. Its technological innovation provides strong competitiveness for products, while market demand provides broad development space for it.	Its technological innovation provides strong competitiveness for products, while market demand provides broad development space for it. Through continuous technological innovation and market expansion, BYD has achieved significant results in the field of new energy vehicles and is expected to maintain its leading position in the future.

Source: compiled by author

Data shows that in recent years, BYD's production and sales in the new energy vehicle market have continued to grow. According to data released by BYD, the production of new energy vehicles reached 441052 units in September 2024, a significant year-on-year increase. The cumulative production and sales volume throughout the year also achieved significant growth, demonstrating BYD's strong competitiveness in the new energy vehicle market. Especially in 2023, BYD's sales of new energy vehicles reached 3.0244 million units, becoming the leader in the global new energy vehicle market.

BYD's revenue and profits have also maintained stable growth. In 2023, BYD's revenue was 602.3 billion yuan, a year-on-year increase of 42.04%; The net profit attributable to the parent company was 30.04 billion yuan, a year-on-year increase of 80.72%. In the first half of 2024, although the growth rates of revenue and net profit have decreased compared to the previous period, BYD remains the only A-share automotive company with revenue exceeding 300 billion yuan and stable net profit ranking among the top.

In China, anyone who has some understanding of the automotive industry knows that BYD has always attached great importance to technology research and development, investing a large amount of funds in the research and development of new products and technologies. In the first half of 2024, BYD's R&D investment reached 20.2 billion yuan, ranking among the top in the industry. High R&D investment not only promotes BYD's technological innovation and product upgrading, but also provides strong support for maintaining its leading position in the new energy vehicle market.

Overall, BYD has achieved significant success in the field of new energy vehicles with its leading new energy technology, rich product line, strong independent research and development capabilities, and large-scale production and internationalization strategies, and is expected to continue leading the industry in the future [18, 43].

From BYD's official website, we can see that the organizational structure is divided into four levels: company headquarters, business departments, subsidiaries, and departments. The company headquarters has multiple functional departments including

the Board of Directors Office, President's Office, Human Resources Department, Finance Department, Marketing Department, and Research and Development Department, responsible for the overall operation and management of the company. Business departments and subsidiaries are responsible for the research and development, production, and sales of specific businesses. This highly specialized organizational structure enables BYD to operate efficiently and respond quickly to market changes.

Usually when we go to BYD's 4S store, we can also see that BYD's management structure emphasizes teamwork and cross departmental communication. Through close cooperation between various departments, resource sharing and complementary advantages have been achieved. At the same time, BYD has established a comprehensive management system and processes to ensure the standardization and efficiency of the company's operations. In terms of research and development, BYD has always attached great importance to technological innovation and talent cultivation, and established a sound research and development system and incentive mechanism, providing strong guarantees for the company's long-term development [26, 30].

In recent years, the production and sales of BYD's new energy vehicles have continued to grow rapidly. Especially from 2023 onwards, production and sales have achieved explosive growth. This trend not only reflects BYD's strong competitiveness in the new energy vehicle market, but also lays a solid foundation for its future development.

From the officially released big data, we can also see that BYD's revenue and profits have maintained a stable growth trend. Especially with the continuous expansion of the new energy vehicle market and the sustained growth of sales, BYD's revenue and profit levels are gradually increasing. Despite being affected by market fluctuations and raw material prices at certain stages, overall, BYD's revenue and profits have maintained stable growth.

We also learned from BYD's official website and automotive website that BYD has maintained a high level of research and development investment. In recent years, with the continuous development of new energy vehicle technology and the intensification of

market competition, BYD has further increased its research and development investment. This not only drives the company's technological innovation and product upgrades, but also provides strong support for maintaining its leading position in the new energy vehicle market.

In summary, BYD has shown outstanding performance in both technology and economy [16, 17]. Its plug-in hybrid technology and extended range hybrid technology provide efficient and environmentally friendly solutions for the new energy vehicle market; The breakthrough in power battery technology has further enhanced the competitiveness and market share of products. In terms of economic characteristics, BYD's production, sales, revenue, and profits have maintained a stable growth trend; High R&D investment provides strong support for its long-term development. In the future, with the continuous expansion of the new energy vehicle market and technological progress, we have reason to believe that BYD is expected to maintain its leading position and achieve even more brilliant development.

2.2 Study of strategic marketing process of BYD

As a leading enterprise in the field of new energy vehicles in China, BYD's strategic marketing process covers multiple aspects such as market positioning, product strategy, price strategy, channel strategy, and brand promotion. The following table 2.1 will provide a detailed description of BYD's strategic marketing process in section.

BYD's strategic marketing process

<p>1. Market positioning</p>	<p>BYD has always adhered to the core concept of "winning by quality and winning by price" in its market positioning. Through years of market research and data analysis, BYD has found that consumers' demand for cost-effectiveness and environmental performance is increasing. Therefore, BYD has targeted the young consumer group who pursue environmental protection and efficiency, and gradually expanded to a wider consumer group, such as middle-aged and elderly consumers and commercial vehicle users. This market positioning not only meets the current market demand, but also lays the foundation for BYD's future market expansion.</p>	<p>BYD's product line covers from small ordinary cars to mid to large vehicle models such as SUVs and MPVs, with relatively low prices, while maintaining quality and intelligence. This positioning enables BYD to fully leverage its price advantage in the domestic market and provide consumers with a cost-effective option. At the same time, BYD continues to improve its exterior design, striving to achieve personalized and fashionable designs, further attracting consumers' attention.</p>
<p>2. Product Strategy</p>	<p>BYD focuses on technological innovation and customer demand orientation in its product strategy. As a leading enterprise in the field of new energy vehicles, BYD actively responds to national policies and continuously launches new energy vehicle products, such as Tang, Qin, Song and other popular models. These car models not only meet consumers' demand for green travel, but also enhance the driving experience by incorporating DiLink intelligent ecosystem, which enables functions such as car networking, voice recognition, and remote control.</p>	<p>In product development, BYD pays attention to listening to consumers' needs and continuously improving its products to meet their requirements for safety, comfort, power, and other aspects. In addition, BYD continues to innovate and research and develop battery technology, intelligent driving technology, vehicle networking technology, and new material applications to ensure the technological leadership and competitiveness of its products.</p>

3. Price strategy	BYD has adopted a diversified and market adaptive pricing strategy. BYD has set differentiated price ranges for different levels of car models to meet the needs of different consumers. For example, economical new energy vehicles are mainly targeted at the mass market, attracting consumers with high cost-effectiveness; However, mid to high end models focus on technology, quality, and comfort, with relatively higher pricing.	BYD reduces production costs through economies of scale, making new energy vehicle prices more competitive. At the same time, the company further reduces the cost of consumers purchasing new energy vehicles through government subsidies and its own promotional activities. When facing market competition, policy changes, and other factors, BYD is able to flexibly adjust its pricing strategy to ensure the market attractiveness and profitability of its products.
4. Channel strategy	BYD actively builds diversified sales channels that match market demand in its channel strategy. The company has established a comprehensive sales and service network, including self operated stores, distributors, and online sales platforms. This multi-channel integration approach not only expands sales channels, but also improves sales efficiency and service quality.	BYD adopts a strategy of regional market segmentation in channel layout, and conducts targeted channel layout based on factors such as economic level and consumption habits in different regions. At the same time, the company also focuses on online and offline linkage, seamlessly connecting e-commerce platforms and offline stores to form a sales network, providing consumers with a more convenient car purchase and after-sales service experience.
5. Brand promotion	BYD is adept at utilizing various public relations activities and social media platforms to enhance brand reputation and awareness in brand promotion. The company increases brand exposure and enhances consumer awareness and goodwill towards the brand through sponsoring sports events, conducting public welfare activities, and other means. In addition, BYD also focuses on brand cooperation with well-known domestic and foreign enterprises, and enhances brand influence through joint promotion.	In terms of traditional media promotion, although BYD started relatively late, it has gradually increased its investment. By increasing publicity efforts in media such as television, radio, and newspapers, BYD has further expanded the channels and scope of brand communication. This diversified promotional approach makes BYD's brand image more three-dimensional and full.
6. Internationalization Strategy	BYD also has unique planning and layout in its internationalization strategy. The company targets the European and American markets and benefits from the advantages of anti-monopoly and intellectual property integration. Through cooperation and communication with international	At the same time, the company also expands its international market influence and enhances the global brand awareness through exports and overseas factory construction.

	component and technology suppliers, BYD has gradually achieved its strategic goals of technology introduction and output.	
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Source: compiled by author

Anyway, BYD's strategic marketing process covers multiple aspects such as market positioning, product strategy, pricing strategy, channel strategy, and brand promotion [24, 25]. Through the comprehensive application and implementation of these strategies, BYD has achieved significant results and maintained a leading position in the field of new energy vehicles. In the future, with the continuous changes in the global automotive market and the upgrading of consumer demand, we believe that BYD in China will continue to adhere to technological innovation and market-oriented marketing strategies to achieve long-term sustainable development of the enterprise.

In addition, BYD's strategic marketing process has always relied on its efficient organizational and management structure. The company is headquartered in Bantian, Longgang District, Shenzhen, and has multiple subsidiaries and departments including BYD Auto, BYD Electronics, BYD Energy, BYD Solar, etc. It has formed a comprehensive enterprise structure integrating research and development, production, and sales.

BYD has clear organizational structure hierarchy. BYD's organizational structure is divided into three levels: the board of directors, the president's office, and various departments. The board of directors, as the highest decision-making body, is responsible for the company's strategic planning and major decisions; The CEO's Office, as the executing agency, is responsible for the specific implementation and daily operations of the strategy; Each department is responsible for specific business and management tasks according to their functional division.

BYD has departmental Collaboration. Through the coordination of the President's Office, various departments achieve optimized resource allocation and effective information transmission. For example, departments such as BYD Auto, BYD Electronics,

BYD Energy, and BYD Solar support each other in research and development, production, and sales, jointly promoting the realization of the company's overall strategy.

BYD has flexible Adjustment. With changes in market environment and consumer demand, BYD's organizational and management structure can be flexibly adjusted to adapt to new strategic needs. For example, in the context of the rapid development of the new energy vehicle market, BYD has increased its investment in the research and development and sales of new energy products, and established a dedicated department to be responsible for related business.

Based on BYD's data from the first 2-3 years, we can conduct a dynamic analysis of the main indicators in BYD's strategic marketing process in Table 2.2.

Table 2.2

The dynamic changes of the main indicators in BYD's strategic marketing process

I.Sales volume and market share	Sales : Taking 2024 as an example, BYD's cumulative sales of passenger cars are about 2.3284 million units, demonstrating strong market competitiveness. Especially in the field of new energy vehicles, BYD's sales have continued to climb, occupying a significant market share.
	Market share: BYD's market share in the new energy vehicle market has been increasing year by year, becoming a leader in this field. This is mainly due to its precise market positioning and rich product line.
II. Financial indicators	Revenue and Profit: With the increase in sales, BYD's operating revenue and net profit have also shown a steady growth trend. This indicates that the company's strategic marketing process has achieved good economic benefits while increasing market share.
	Cost control: BYD has mastered various links in the upstream and downstream of the industrial chain through vertical integration strategy, effectively reducing production costs.
	At the same time, the company also focuses on research and development innovation, continuously improving the added value and competitiveness of its products.

III. R&D investment	Research and Development Expenditure: BYD's investment in research and development continues to increase to support its technological innovation and product upgrades. For example, the company has achieved significant results in battery technology, motor technology, and electronic control technology, providing strong support for the development of new energy vehicles.
	Number of Patents: With the increase of research and development investment, BYD's number of patents has also significantly increased, further consolidating its leading position in the field of new energy vehicles.

Source: compiled by author

From Table 2.2, we can summarize some characteristics of BYD Company's marketing process [28, 29].

BYD is driven by technological innovation. It focuses on technological innovation and continuously launches new products and technologies with independent intellectual property rights to enhance brand competitiveness and market share.

BYD has Market orientation. The company always adheres to a market-oriented approach, flexibly adjusting its strategies and marketing strategies according to consumer demand and market changes.

BYD has diversified Marketing. It adopts diversified marketing methods, including advertising, public relations activities, sales promotion, and pricing strategies, to enhance brand awareness and reputation. The company actively expands overseas markets and enhances its brand's international influence and market share through globalization strategies.

Table 2.3

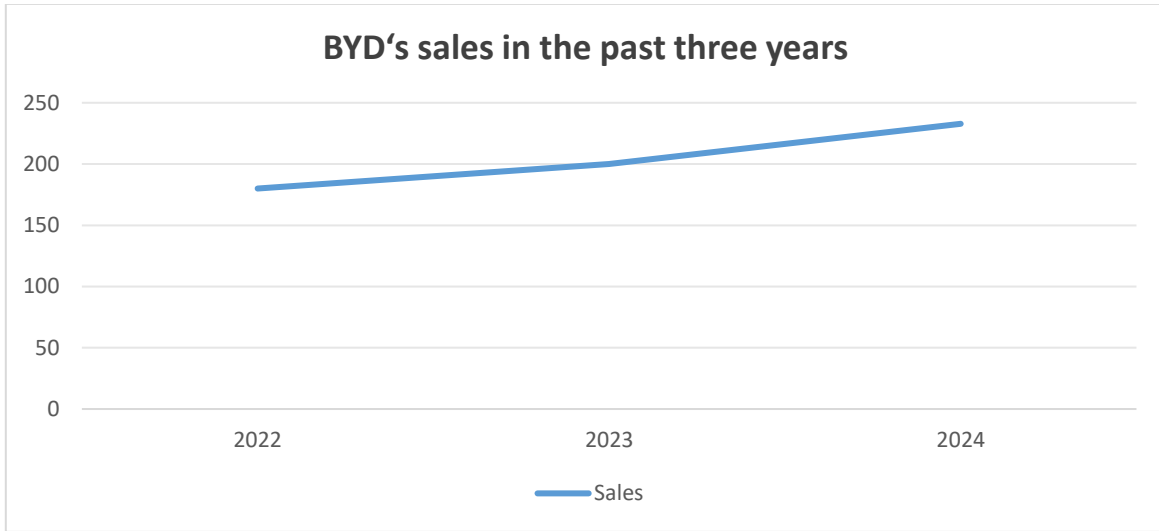
BYD's sales and market share in the past three years

Year	Sales (10000 units)	Market share of new energy vehicles (%)
2022	180	25
2023	200	30
2024	232.84	35

Source: compiled by author

Table 2.4

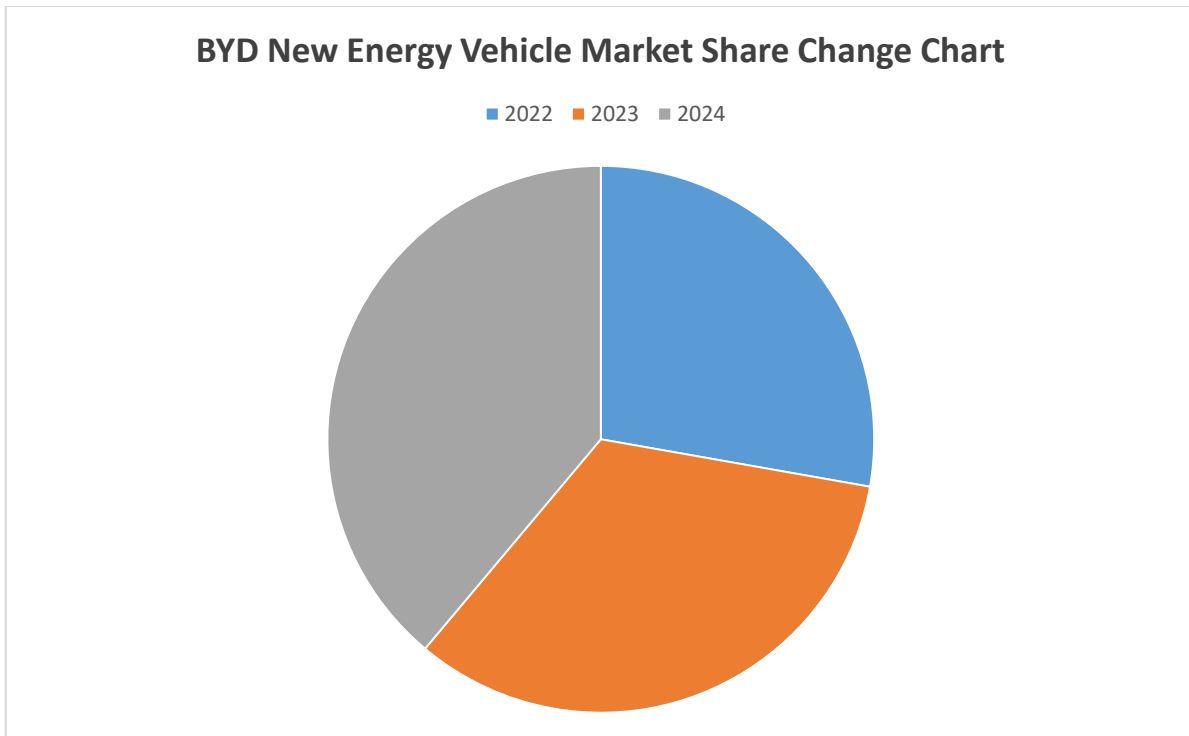
BYD's sales growth trend chart in the past three years



Source: compiled by author

Table 2.5

BYD New Energy Vehicle Market Share Change Chart



Source: compiled by author

From the above, it can be seen that BYD Company's strategic marketing process has performed well in terms of dynamic changes in organizational structure, management

structure, and key indicators [27, 30]. The company has always focused on technological innovation, market positioning, diversified marketing, and global layout, achieving steady growth in sales and continuous improvement in market share. In the future, we also believe that BYD will continue to strengthen technological research and product innovation, optimize marketing strategies and channel management, and further enhance brand competitiveness and market share. At the same time, BYD should also pay attention to market changes and changes in consumer demand, flexibly adjust its strategies and marketing tactics to adapt to the new market environment.

2.3 Analysis of BYD Marketing Management

We learned from BYD's official website that BYD Auto Group Co., Ltd., as a multinational enterprise, has made significant achievements in multiple fields such as new energy vehicles, fuel vehicles, batteries, and lighting since its establishment in 1995. Its marketing management strategy not only occupies an important position in the domestic market, but also has won wide recognition in the international market. Table 2.6 will provide a detailed analysis of BYD Company's marketing management.

Table 2.6

Analysis of BYD Marketing Management

<p>1. Market positioning and brand building</p>	<p>BYD has always adhered to the strategy of "winning with quality and winning with price" in market positioning. Its product line covers from small ordinary cars to mid to large models such as SUVs and MPVs, with relatively low prices, quality and intelligence, providing consumers with a cost-effective choice.</p>
	<p>In terms of brand building, BYD emphasizes the importance of its own brand image. Through localization strategies, traditional culture and Chinese elements are integrated into the brand image, shaping a "local, safe, efficient, and environmentally friendly" corporate image, further enhancing brand awareness and reputation.</p>
	<p>In addition, BYD also enhances its brand influence through sports event sponsorship and other means. For example, sponsoring sports events such as the national team, Chinese Super League, NBA Federation, and World Cup not only increases brand awareness but also enhances the positive image of the brand.</p>

Continuing table 2.6

2. Product Strategy	BYD focuses on technological innovation and customer demand orientation in its product strategy. As a leading enterprise in the field of new energy vehicles, BYD actively responds to national policies and continuously launches new energy vehicle products, such as Tang, Qin, Song and other models, winning high market recognition.
	At the same time, BYD focuses on improving product design and production processes in terms of automotive quality, ensuring reliable product quality and winning the trust and reputation of consumers. In addition, BYD also conducts market research and data analysis to understand customer needs and continuously improve its products to meet consumers' needs in safety, comfort, power, and other aspects.
3. Innovation in Sales Channels and Models	BYD has adopted a diversified strategy in its sales channels, including the company's own stores, authorized dealers, Internet sales and other channels. BYD has self operated stores in various provinces and cities, and has set up parts service centers in key cities both domestically and internationally to provide users with faster and more efficient services. At the same time, BYD encourages and supports its partners in store layout, product promotion, and after-sales service, forming the advantage of regional joint operation.
	BYD has adopted a diversified strategy in its sales channels, including the company's own stores, authorized dealers, Internet sales and other channels. BYD has self operated stores in various provinces and cities, and has set up parts service centers in key cities both domestically and internationally to provide users with faster and more efficient services. At the same time, BYD encourages and supports its partners in store layout, product promotion, and after-sales service, forming the advantage of regional joint operation.
4. Advertising and Marketing Promotion	BYD is constantly innovating in advertising and marketing. As early as 2015, BYD launched an environmental advertisement with the slogan "Never again! Save the Earth! Look at me BYD, start the Earth!", which attracted widespread attention worldwide. In addition, BYD actively carries out various promotional and public welfare activities, such as special promotions for festivals, BYD ecological public welfare, etc., constantly expanding brand awareness and laying a solid foundation for market promotion.
	In the high-end market, BYD has directly challenged the joint venture brand's position in the mid to high end SUV market by launching high priced models such as the Tang 100. At the same time, by holding rigorous ice and snow test drives and other activities, it demonstrated its confidence in product performance and challenged consumer bias, not only enhancing the brand image, but also winning the praise of "the strongest Chinese car".
5. After sales service	After sales service is an important guarantee and support for consumers after purchasing a car, and BYD is well aware of this, so it has always attached great importance to the quality of after-sales service.
	BYD provides various after-sales service guarantees, such as national warranty plan, extended warranty, road rescue, etc; At the same time, thoughtful online services, service networks, and technical support have been set up for users.
	These after-sales service guarantees not only enhance users' trust in BYD cars, but also lay the foundation for the improvement of the company's brand reputation.

6. Internation alization Strategy	BYD also has its unique development strategy in internationalization. The company targets the European and American markets and benefits from the integration of anti-monopoly and intellectual property.
	At the same time, BYD has strengthened cooperation and exchanges with international component and technology suppliers, gradually achieving strategic goals such as technology introduction and output through technology and brand cooperation, and further promoting its internationalization process.
7. Emotional Marketing and Social Responsibi lity	BYD is also adept at enhancing its brand image through emotional marketing and social responsibility activities. For example, in the marketing campaign of BYD's 5 millionth new energy vehicle being rolled off the production line, BYD released a short film with emotions and aspirations called "Together is China's Car", which not only tells the history of BYD's first car being produced, but also reviews the development of China's automobile industry, and finally expresses the determination of China's automobile development to consumers and audiences related to industry development. This emotional marketing not only inspires the audience's pride and sense of pride in domestic cars, but also indirectly enhances users' goodwill towards the brand.
	In addition, BYD also collaborates with high-quality enterprises to build a full value chain ecosystem through social responsibility projects such as the "Electric Future" plan, addressing the pain points of new energy vehicle consumers and achieving a win-win situation between enterprises and consumers. These activities not only enhance the brand's sense of social responsibility, but also increase consumer trust.

Source: compiled by author

From Table 2.6, we can see that BYD Auto's significant development in both domestic and international markets is closely related to its excellent marketing management strategy [26].

As a comprehensive enterprise integrating research and development, production, and sales, BYD's three-tier organizational structure ensures efficient execution and refined management of company decisions. That is to say, BYD's marketing management structure emphasizes team collaboration and cross departmental communication, ensuring the effective implementation of marketing strategies and rapid market response through the establishment of sound internal management mechanisms.

So, as mentioned earlier, BYD's strategic marketing process covers multiple aspects such as brand building, product positioning, channel management, promotional strategies, and customer relationship management [30].

BYD focuses on technological innovation and shaping a green and environmentally friendly image in brand building. By continuously investing in research and development, BYD has achieved a global leading position in the field of new energy vehicles, such as launching blade batteries and DM-i super hybrid technology. It continuously enhances its brand value and market influence through participating in international car exhibitions, sponsoring environmental protection activities, and other means.

BYD offers a variety of models ranging from economy to high-end to meet the needs of different consumers. For example, BYD's e-series models are positioned for young consumers, while the "Han" series is positioned for the high-end market. Segmented market coverage: BYD has also launched products covering multiple segmented markets such as passenger cars and commercial vehicles to fully meet market demand.

BYD has established a nationwide sales and service network and actively laid out online channels to interact with consumers through official websites, social media, and e-commerce platforms. By optimizing the dealer network, improving service quality and customer experience, BYD has enhanced the efficiency and competitiveness of its channels.

BYD's promotional strategies include price discounts, car purchase subsidies, free maintenance, extended warranty services, etc. Meanwhile, by organizing events such as car shows, test drives, and fan festivals, we aim to enhance interaction with consumers. It promotes its brand image and product awareness through various channels such as television, the internet, and outdoor advertising. BYD actively collects customer feedback and continuously optimizes its products and services through mechanisms such as establishing customer service hotlines, online customer service, and customer satisfaction surveys. Through membership system and car owner clubs, enhance customer stickiness and loyalty [30, 32].

The following Table 2.7 will be based on BYD's marketing data from the past 3 years, analyzing the dynamic changes in its main indicators.

Table 2.7

Dynamic changes in the main indicators of BYD's marketing data

Year	Total revenue (RMB 100 million)	Year on year growth	Net profit attributable to shareholders (RMB 100 million)	Year on year growth	Sales of new energy vehicles (10000 units)	Year on year growth
2022	5908	35.76%	285.54	76.35%	487.6	52.7%
2023	6013	42.04%	300.41	80.72%	501.4	58.9%
First half of 2024	3011	22.86%	163.31	42.44%	274.8	32.13%

Source: compiled by author

From the above data, we can see that BYD's total revenue and net profit attributable to shareholders have maintained stable growth [48], especially in the field of new energy vehicles, where sales have achieved rapid growth. This indicates that BYD's marketing strategy has achieved significant results and market demand continues to grow.

We can see that BYD's strategic marketing process is a multidimensional and systematic process, covering multiple aspects such as brand building, product positioning, channel management, promotional strategies, and customer relationship management. Through continuous innovation and optimization, BYD has always achieved significant competitive advantages in the market. But there are still some tasks that need improvement in the future.

BYD has been continuously increasing its research and development investment, especially in core technology areas such as battery technology, intelligent driving, and connected vehicles, striving to achieve technological breakthroughs and maintain its leading position in the industry. It is always able to promote industry university research cooperation, establish long-term partnerships with top universities and research institutions at home and abroad, and jointly address industry technological challenges.

BYD can continue to pay attention to and quickly respond to market technology trends, such as emerging technologies such as solid-state batteries and wireless charging, leading market demand with technological innovation. It is always able to deepen its brand image of green, environmental protection, and technology, enhance its social responsibility and influence through participating in environmental public welfare activities, publishing sustainable development reports, and other means.

BYD Company has established overseas research and development centers and sales networks by participating in international auto shows, enhancing BYD's global market awareness and reputation, and improving the internationalization level of the brand. It will always strengthen brand storytelling, using digital marketing, social media and other channels to tell BYD's brand story and core values, and enhance the emotional connection between the brand and consumers. BYD Company will expand the integration of online and offline sales channels, especially by strengthening its layout on e-commerce platforms and utilizing big data and artificial intelligence technology to accurately reach target consumers.

BYD has also strengthened its training and support for dealers, improved the professional ability and service level of its sales team, and ensured that consumers have a high-quality car purchase and after-sales service experience. Finally, new sales models will also be explored, such as direct sales models, shared cars, etc., to meet market demand in a more flexible and diversified way.

Based on market trends and consumer demand, BYD always develops attractive promotional activities and preferential policies, such as limited time discounts, financial loan discounts, and free charging facilities. BYD personnel are skilled at utilizing new media platforms such as social media and short videos for precise marketing, increasing brand exposure and user engagement through KOL collaborations, themed marketing, and other methods. BYD can always strengthen user reputation marketing, encourage users to spontaneously spread, and form a good brand reputation by providing high-quality products and services.

BYD has established a comprehensive customer relationship management system to collect and analyze customer data, understand customer needs and preferences, and provide personalized services and product recommendations to customers. BYD Company can strengthen the construction of its after-sales service system, provide convenient and efficient maintenance services, and solve customers' worries. BYD will also establish a customer feedback mechanism, respond to customer needs in a timely manner, continuously improve product and service quality, and enhance customer satisfaction and loyalty.

All in all, as a leading enterprise in the new energy vehicle industry, BYD has always demonstrated a high degree of foresight and execution in strategic marketing management [48]. Through precise brand positioning (emphasizing green, environmental protection, and technology), diversified product layout (covering electric vehicles from low-end to high-end), and innovative marketing strategies and channel construction, BYD stands out in the fiercely competitive market and has won widespread recognition from consumers. As we all know the key to its success lies in continuous technological innovation, keen market insight, and efficient operational management.

CHAPTER 3

WAYS TO IMPROVE THE DEVELOPMENT OF COMPANY'S MARKETING MANAGEMENT

3.1 Marketing management as a tool for building company's brand

In the previous section, we elaborated on the broad theoretical foundation of marketing management, the strategic marketing process of marketing management, and the extensive marketing environment in China's current social environment in Chapter 1. In the second chapter, we also specifically analyzed the marketing management details of BYD Company as a leading player in China's new energy vehicle industry. We explained several technical and economic characteristics of BYD Company [26, 48], conducted multidimensional analysis and research on BYD Company's strategic marketing process at home and abroad in recent years, and finally analyzed how BYD Company has improved its marketing management process and details for selling new energy vehicles domestically and internationally with its own hard power technology in new energy.

That is to say, the first and second chapters of the previous text have addressed the main theoretical provisions, methods, and tool development of marketing management. Next, I will provide some specific experiences and suggestions on improving enterprise management and enhancing the efficiency of enterprise marketing management. In this chapter, I will reveal the content and results of promoting the development of company marketing management, as well as the significance of these results. And provide suggestions in the form of specific optimization management models used by new energy vehicle enterprises, or in the form of general forms for specific industries or activity areas such as new energy vehicles [33]. And the following statements will take the form of company and management, economics, accounting, innovation, and other measures, subject to the dominant idea of promoting the development path of company marketing management.

This chapter will elaborate on the multidimensional and comprehensive strategic framework that promotes the development of company marketing management, covering various aspects such as market insights, product innovation, brand building, marketing strategy optimization, customer relationship management, technological innovation, team collaboration, and flexible response to market changes [47]. The following Table 3.1 will systematically explain 9 ways to promote the development of company marketing management.

Table 3.1

9 ways to promote the development of company marketing management

Ways	Methods
1	2
1. Deepen market insights and segmentation	Strengthen market research: Through continuous market research, understand industry trends, competitor strategies, consumer needs and preferences, and provide data support for decision-making.
	Precise market segmentation: Segmenting the market based on factors such as region, age, gender, income level, purchasing behavior, etc., to ensure the targeting and effectiveness of marketing strategies.
2. Innovative products and services	Leading product research and development: Continuously investing resources in product research and development to ensure that products maintain competitiveness in technology, functionality, design, and other aspects.
	Service experience optimization: Improve the service quality of pre-sales consultation, in sales experience, after-sales service and other aspects, enhance customer satisfaction and loyalty.
3. Build a strong brand image	Brand Story Communication: Build an attractive brand story and enhance the emotional connection and sense of identity of the brand through multi-channel communication.
	Consistent brand experience: Ensure that all marketing activities and channels convey a consistent brand image and message, enhancing brand recognition.
4. Optimize marketing strategies and execution	Digital Marketing: Utilizing technologies such as big data and AI to achieve precise marketing and improve marketing efficiency and effectiveness.
	Multi channel integration: Integrating online and offline channels to provide a seamless shopping experience, while utilizing new channels such as social media and content marketing to expand brand influence.
	Innovative marketing methods: Try new marketing methods such as live streaming sales, short video marketing, KOL cooperation, etc. to attract young consumer groups.

1	2
5. Deepen customer relationship management	CRM system application: Establish a comprehensive CRM system, collect and analyze customer data, and achieve personalized recommendations and services.
	Customer loyalty program: Design membership system, point redemption, member day discounts and other mechanisms to improve customer repurchase rate and loyalty.
	Customer feedback loop: Establish an effective customer feedback mechanism, respond promptly to customer needs, and continuously improve products and services.
6. Technological Innovation and Digital Transformation	Technology application upgrade: Actively adopt new technologies such as AI, blockchain, IoT, etc., to enhance the intelligence level of marketing management.
	Digital Transformation: Promote the comprehensive digitization of marketing management and achieve data-driven decision-making and marketing.
7. Team collaboration and cultural development	Cross departmental collaboration: Strengthen the collaboration between the marketing department and other departments (such as product, sales, customer service, etc.) to form a synergy.
	Cultivation of innovative culture: Encourage innovative thinking and experimentation, establish a fault-tolerant mechanism, and encourage employees to dare to propose new ideas and solutions.
8. Flexibly respond to market changes	Increased market sensitivity * *: Maintain a keen market sense and promptly detect market trends and changes.
	Flexible adjustment of strategies: Adjust marketing strategies and product directions in a timely manner according to market changes to ensure the company's competitiveness and adaptability.
9. Sustainable Development and Social Responsibility	Green Marketing: Promote the concept of green and environmentally friendly products and services, and work together with consumers to address sustainable development issues.
	Fulfill social responsibility: Actively participate in social welfare activities, fulfill corporate social responsibility, enhance brand image and social reputation.

Source: compiled by author

From Table 3.1, we can see that promoting the development of company marketing management is a systematic project that requires continuous efforts and innovation in multiple aspects [47]. By deepening market insights, innovating products and services, shaping a strong brand image, optimizing marketing strategies and execution, deepening customer relationship management, technological innovation and digital transformation,

team collaboration and cultural construction, and flexibly responding to market changes, the company can continuously improve its marketing management level and promote the sustainable and healthy development of the enterprise.

Marketing management, as a powerful tool for establishing a company's brand, not only profoundly affects the company's market positioning, consumer perception, and long-term competitiveness, but also directly relates to the shaping and dissemination of brand image [40, 41]. It is a comprehensive strategy and practice system aimed at conveying the core values, unique selling points, and cultural concepts of the enterprise to the target market through carefully planned marketing activities, product promotion, customer relationship management, and other means, thereby building a strong brand image.

Table 3.2 below will provide a detailed explanation of how marketing management, as a tool for brand building, can provide multifaceted assistance for establishing a company's brand.

Table 3.2

Several aspects of assistance provided by marketing management for company brand building

<p>1. Clarify brand positioning</p>	<p>This is the primary task of marketing management. Through market research, competitor analysis, and other methods, understand the needs, preferences, and market gaps of the target consumer group, and then determine the brand's differentiated competitive advantage.</p>	<p>This process helps companies clearly define their brand identity, including core values, target markets, brand image, etc., laying a solid foundation for subsequent brand communication activities.</p>
<p>2. Shaping brand image</p>	<p>Brand image is the bridge of emotional connection between the brand and consumers. Marketing management showcases brand personality and values through various channels such as creative advertising, public relations activities, and social media interactions, in a multidimensional manner that includes visual, auditory, and emotional aspects.</p>	<p>These activities not only enhance the brand's recognition, but also promote consumers' positive associations and emotional identification with the brand, thus building a unique brand image.</p>

3. Enhance brand awareness	Marketing management can effectively expand brand exposure and influence through extensive promotion and advertising activities, such as media advertising, sponsorship events, online and offline activities, etc.	These activities can attract the attention of potential customers, increase brand awareness in the market, and attract more attention and market share for the brand.
4. Establish brand loyalty	We believe that by providing high-quality products or services, personalized customer experience, and continuous customer relationship management, marketing management can enhance consumers' trust and dependence on the brand, thereby establishing brand loyalty.	Loyal customers not only become repeat buyers of the brand, but also bring more new customers to the brand through word-of-mouth communication, forming a virtuous cycle.
5. Promote brand innovation and development	Marketing management requires companies to continuously monitor market dynamics and changes in consumer demand, and adjust brand strategies and product portfolios in a timely manner.	This flexibility and innovative spirit help brands maintain competitiveness, continuously launching new products or services that meet market demand, and driving the continuous development and upgrading of the brand.
6. Crisis Management and Brand Protection	In the process of brand development, enterprises inevitably encounter various challenges and crises. So marketing management also includes the formulation and implementation of crisis public relations and brand protection strategies.	I believe that through timely and effective communication and handling, we can minimize the negative impact of crises on brand image and maintain the reputation and image of the brand.
7. Integrated marketing communication	Marketing management also emphasizes the integration of various marketing resources and channels to achieve unified dissemination of brand information. By integrating various channels such as online and offline resources, traditional media, and new media, a synergistic effect can be formed to improve the efficiency and effectiveness of brand communication.	I believe that this integrated marketing communication approach can help build a comprehensive and multi-dimensional brand image, deepen consumers' understanding and memory of the brand.

Source: compiled by author

From Table 3.2, we can see that marketing management, as a tool for establishing a company brand, provides comprehensive and powerful support for the establishment of

the company brand through various efforts such as clarifying brand positioning, shaping brand image, enhancing brand awareness, establishing brand loyalty, promoting brand innovation and development, crisis management and brand protection, and integrating marketing communication [40, 41]. It not only helps enterprises stand out in fierce market competition, but also lays a solid foundation for their long-term development.

However, from the previous text, we can see that in today's fiercely competitive market environment, marketing management is not only a means of promoting product sales, but also a key tool for building and strengthening a company's brand image. It provides valuable market insights and feedback to enterprises through precise market positioning, innovative marketing strategies, and efficient execution and evaluation mechanisms, thereby promoting the comprehensive improvement of enterprise management level and optimization of marketing management efficiency. The following I will elaborate on this process in detail, taking new energy vehicle enterprises as an example, propose specific optimization management model suggestions, and explore how to support the development of company marketing management through multidimensional measures.

Firstly, some experiences and suggestions regarding marketing management to enhance enterprise management and efficiency [39, 41].

1. Market insights and precise positioning:

Data driven decision-making: Companies can use big data to analyze consumer behavior, market trends, and competitor dynamics, providing scientific basis for product development and market positioning. Segmented market strategy: Companies can develop differentiated marketing strategies for different consumer groups to increase market coverage and customer satisfaction.

2. Innovative Marketing Strategy:

Content Marketing: Internal companies can establish brand authority and user stickiness through high-quality content creation, such as blog posts, video tutorials, social media interactions, etc. Digital Marketing: Companies can also utilize digital channels

such as SEO, SEM, and social media advertising to achieve precise marketing, increase brand exposure, and conversion rates. Experience marketing: For example, in the field of new energy vehicles, companies can provide value-added services such as test drive experience and charging station construction to enhance user experience and promote word-of-mouth communication.

3. Efficient Execution and Evaluation:

Project Management: Company managers can adopt agile management methods to ensure that marketing activities respond quickly to market changes while maintaining high-quality execution. **KPI system:** The company can also establish a comprehensive Key Performance Indicators (KPIs) system, such as brand awareness, market share, customer satisfaction, etc., to regularly evaluate the effectiveness of marketing activities. **Continuous optimization:** Based on the evaluation results, we believe that the company will continuously adjust and optimize its marketing strategies internally, form a closed-loop management, and improve overall efficiency.

Secondly, taking new energy vehicle companies as an example, I will provide targeted suggestions on specific optimization management models [42, 44].

1. Establish a green ecological marketing model:

Integrating environmental protection concepts: Integrating environmental protection and sustainable development concepts throughout the entire process of brand communication, product design, and user service, establishing a green brand image. **Ecological Cooperation Network:** Establishing cooperative relationships with charging facility operators, government environmental protection departments, research institutions, etc., to jointly promote the construction of the new energy vehicle ecosystem. **User community operation:** Establish a new energy vehicle user community, enhance user sense of belonging through online and offline activities, promote word-of-mouth dissemination and brand loyalty enhancement.

2. Develop a technology driven marketing model:

Intelligent Connected Experience: Utilizing technologies such as the Internet of Things and artificial intelligence to enhance the level of vehicle intelligence and provide users with a more convenient and personalized driving experience. Data driven services: Based on vehicle operation data, we provide customized maintenance reminders, energy optimization suggestions, and other services to enhance user stickiness. Technological Innovation Exhibition: Through technology exhibitions, new product launches, and other forms, the latest technological achievements are showcased to enhance brand image and market competitiveness. And then, we need to support the development of marketing management with multiple dimensions and measures [8, 9].

At the company and management level:

The company needs to optimize its organizational structure, establish cross departmental collaboration mechanisms, and ensure close cooperation between the marketing department and other departments (such as research and development, production, and sales) to form a synergy. Companies should also learn to cultivate and motivate talents, strengthen marketing team building, and enhance team professional capabilities; Only by implementing performance incentive mechanisms can we stimulate employees' enthusiasm and creativity [11].

On an economic level:

The company needs to allocate its budget reasonably at all times, based on market conditions and marketing goals, to ensure effective support for key marketing activities. Companies need to learn more about cost control and benefit analysis, strengthen marketing cost control, and regularly conduct marketing activity benefit analysis in order to improve the input-output ratio [8].

At the accounting level:

Enterprises need to accurately calculate and establish a scientific marketing cost accounting system to ensure accurate and reasonable allocation of marketing expenses. In terms of financial planning, enterprises also need to combine their financial situation and

market trends to develop long-term and short-term marketing financial plans in order to provide strong support for marketing management [3].

Last one, at the level of innovation:

Enterprises need to continuously innovate their own technologies, improve their hard power, invest in research and development, promote product and technological innovation, and provide strong support for marketing [10]. In addition, enterprises also need to innovate their own models, enhance their soft power, explore new marketing and service models, such as sharing economy, subscription services, etc., and broaden market boundaries.

Anyway, marketing management, as a tool for establishing a company brand, can not only effectively improve the management level and marketing efficiency of enterprises through key links such as market insights, innovative strategies, efficient execution and evaluation, but also provide targeted optimization management model recommendations for specific industries such as new energy vehicle enterprises. At the same time, through the comprehensive application of multidimensional measures such as management, economics, accounting, and innovation, the company can further promote the development of marketing management, achieve continuous improvement of brand value, and enhance market competitiveness.

3.2 Implementation of foreign experience of marketing management as a factor in increasing brand competitiveness in the conditions of the economic crisis

Under the conditions of economic crisis, the survival and development of various industries and enterprises will face enormous challenges, especially when the global economy encounters major shocks, such as the 2008 global financial crisis. In this crisis, McDonald's, as one of the world's largest fast food chains, not only maintained a stable market position but also achieved sustained business growth through excellent adaptability and management wisdom. The following will provide a detailed analysis of McDonald's

marketing management experience during the financial crisis and explore its role in enhancing the competitiveness of the company's brand.

Looking back at history, the 2008 financial crisis was triggered by the subprime mortgage crisis in the United States and quickly spread globally, leading to economic recession, rising unemployment rates, and reduced consumer spending. According to data from the US Department of Commerce, personal consumption expenditures in the United States experienced a significant decline in 2008, with a particularly noticeable decrease in dining and entertainment expenses. McDonald's, as a company that relies on consumers' daily expenses, is facing a direct business impact. Specifically, McDonald's same store sales growth decreased from 6.8% in 2007 to 4.0% in 2008, with a decrease in customer frequency, especially for low - and middle-income families.

The following Table 3.3 will take McDonald's marketing management strategy as an example to analyze in detail some factors that enhance the competitiveness of the company's brand [31].

Table 3.3

McDonald's marketing management strategy and effectiveness

Strategy	Detail	Effect
1	2	3
1. Launch a low-priced menu to attract price sensitive consumers	At that time, facing the decline in consumer purchasing power, McDonald's quickly adjusted its strategy and launched the "Dollar Menu", offering a variety of low-priced foods.	This strategy effectively attracts price sensitive consumers and increases the store's foot traffic and sales. Through this measure, McDonald's maintained its market competitiveness during the financial crisis.
2. Strengthen brand promotion, increase brand exposure and loyalty	At the same time, McDonald's has increased its advertising investment and launched a series of unforgettable advertising campaigns, such as the "I'm Lovin 'It" advertising campaign.	McDonald's actively utilizes social media platforms such as Facebook and Twitter to interact with consumers and increase brand affinity. These measures not only increase brand exposure, but also enhance brand loyalty.
3. Expand emerging markets and achieve global layout	McDonald's is also actively exploring emerging markets, especially in developing countries such as China and India. These market economies are growing rapidly and consumer demand is strong.	According to McDonald's China financial report, between 2008 and 2010, McDonald's opened over 200 new stores in China, significantly enhancing its business in this important market. This global layout not only disperses the risks of a single market, but also brings new growth points for enterprises.

1	2	3
4. Optimize supply chain management and reduce costs	McDonald's has reduced raw material and logistics costs by optimizing its supply chain management. For example, McDonald's has partnered with its major supplier Tyson Foods to stabilize raw material supply and prices through bulk purchases and long-term contracts.	In addition, McDonald's has improved its global supply chain management system, enhanced logistics efficiency, and reduced waste and costs.
5. Enhance customer experience and strengthen brand competitiveness	McDonald's is improving the dining experience for customers by renovating existing stores. These renovations include updating the furniture and decorations in the store, improving the ordering system, and adding self-service ordering equipment.	Through these measures, McDonald's not only improved customer satisfaction, but also enhanced the brand's competitiveness.

Source: compiled by author

So, from Table 3.3, we can see that despite the impact of the financial crisis, McDonald's maintained stable sales and profit growth during the crisis period. According to McDonald's financial report data, its global sales revenue increased from \$23 billion in 2008 to \$27.6 billion in 2014, and its net profit also increased from \$4.607 billion in 2008 to \$5.586 billion in 2013. McDonald's stock price also rose from around \$60 per share at the end of 2008 to around \$95 per share at the end of 2014, demonstrating investors' confidence and recognition of its response strategy.

From the above, we can also summarize that McDonald's successful marketing strategy during the financial crisis not only helped the company overcome difficulties, but also significantly enhanced its brand competitiveness. For example, McDonald's has increased brand exposure and affinity by strengthening brand promotion and social media interaction, enhancing brand image. McDonald's has also enhanced its adaptability to market changes and maintained market share by introducing low-priced menus and adjusting its marketing strategy.

By actively expanding into emerging markets, McDonald's has achieved a global layout, diversified single market risks, and laid a solid foundation for the long-term development of the enterprise. McDonald's has also optimized its supply chain

management, reduced costs, improved operational efficiency, and enhanced the company's profitability.

Finally, by renovating its stores and improving service quality, McDonald's has increased customer satisfaction and loyalty, enhancing its brand competitiveness. Anyway, McDonald's marketing management experience during the financial crisis provides useful reference and inspiration for other enterprises. By flexibly responding to market changes, strengthening brand promotion, optimizing supply chains, and enhancing customer experience, enterprises can maintain competitiveness and achieve sustainable development during economic crises.

3.3 Recommendations for improving marketing management in the conditions of the economic crisis

Under the conditions of economic crisis, enterprises face many challenges, including declining market demand, rising costs, and tight funds. At this time, improving marketing management is crucial for the survival and development of enterprises. In order to improve enterprise management and enhance marketing management efficiency [38, 39], Table 3.4 below will provide a series of detailed and specific recommendations aimed at helping enterprises optimize their marketing strategies, improve market adaptability and competitiveness.

Table 3.4

Suggestions for improving marketing management during economic crisis

I. Market analysis and positioning		
1. In depth market research: Enterprises can use big data analysis tools to track market trends and produce consumer behavior reports to understand	2. Re evaluate the target market : The economic crisis may lead to changes in the market demand structure, and companies should re evaluate the target market and	3. Precise Market Positioning: Based on market research results, companies need to adjust their product positioning to ensure that

<p>the changing trends in consumer demand during economic crises. This helps companies to more accurately grasp the pulse of the market and provide a basis for subsequent marketing strategy adjustments.</p>	<p>identify new growth points. Enterprises need to conduct market research and consumer interviews to understand consumers' new needs and preferences, and provide direction for adjusting product positioning and marketing strategies.</p>	<p>they can meet the needs of their target market. At the same time, through differentiation strategies, highlight the unique selling points of enterprise products and enhance market competitiveness.</p>
<p>II. Innovative marketing strategy</p>		
<p>1.Strengthening digital marketing: During the economic crisis, digital marketing has become an important means for enterprises to enhance brand influence and sales. Enterprises can increase investment in social media, online advertising, search engine optimization (SEO), and other areas to improve marketing effectiveness through precise targeting and data analysis.</p>	<p>2.Multi channel communication: In addition to traditional marketing channels, enterprises should actively explore new communication channels, such as short video platforms, live streaming sales, etc. These channels have the characteristics of a large user base and strong interactivity, which helps companies better reach consumers.</p>	<p>3.Public Relations Marketing and Brand Building: Emphasize the role of public relations marketing, enhance brand image and reputation through good public relations. At the same time, strengthen the dissemination of brand stories and enhance consumers' sense of identification and loyalty to the brand.</p>
<p>III.Customer Relationship Management</p>		
<p>1.Strengthen customer service: During economic crises, retaining existing customers has become particularly important. Enterprises should provide high-quality customer service, including pre-sales consultation, in sales support, and after-sales</p>	<p>2. Establish a customer feedback mechanism: Establish a customer feedback channel to collect and process customer opinions and suggestions in a timely manner. Through customer feedback, understand the shortcomings of products and services, and provide a basis for future improvements.</p>	<p>3.Loyalty Program: Design a loyalty program to reward customers who make repeat purchases. Motivate customers to continue purchasing and increase customer stickiness through points redemption, member</p>

service, to enhance customer satisfaction and loyalty.		exclusive discounts, and other methods.
IV. Cost control and efficiency improvement		
1.Optimize supply chain management: Reduce procurement costs through negotiations, optimize inventory management, and reduce inventory backlog and waste. At the same time, strengthen cooperation with suppliers to ensure the stability and reliability of the supply chain.	2.Improve operational efficiency: Introduce advanced management systems and technologies, such as ERP systems, automated production lines, etc., to improve production efficiency and operational management level. By optimizing processes and standardizing operations, we can reduce operating costs and improve work efficiency.	3.Lean Production: Implement lean production methods to reduce waste and unnecessary expenses. By continuous improvement and process optimization, we aim to enhance product quality and production efficiency, while reducing production costs.
V. Risk Management and Response		
1. Establish a risk assessment mechanism: Establish a risk assessment team, regularly inspect potential risk points, and develop response measures. Through risk assessment and warning mechanisms, potential market and financial risks can be identified and addressed in a timely manner.	2.Reserve emergency funds: Ensure that enterprises have sufficient working capital in times of crisis. By reserving emergency funds and optimizing financing structures, we aim to enhance the risk resistance capability of enterprises.	3.Develop Business Continuity Plan: Develop a detailed business continuity plan to ensure rapid recovery of operations in the event of an emergency. By backing up critical data and establishing emergency response mechanisms, we ensure the normal operation of the enterprise and the interests of our customers.

Source: compiled by author

I believe that through the specific suggestions in Table 3.4, enterprises can effectively improve marketing management, enhance market adaptability and competitiveness under economic crisis conditions. These improvements not only help companies cope with the

challenges of economic crises in the short term, but also lay a solid foundation for their long-term development in the future. At the same time, these improvements can also promote the healthy development of the entire industry, enhance the overall level and competitiveness of the industry [39-41]. Therefore, enterprises can actively adopt the above suggestions and continuously optimize their marketing management strategies to cope with the challenges of economic crisis and achieve sustainable development.

In addition, I have summarized the following suggestions for improving the efficiency of enterprise marketing management.

1. Market Strategy Adjustment:

- Thoroughly analyze changes in market demand, adjust product positioning and marketing strategies to meet consumer needs.

- Expand new sales channels and market areas, and reduce dependence on a single market.

- Intensify market research efforts, understand competitor dynamics, and adjust market strategies in a timely manner.

2. Innovative Marketing Strategy:

- Strengthen digital marketing investment, and use the Internet and new media for precision marketing.

- Carry out multi-channel communication activities to enhance brand awareness and reputation.

- Implement targeted marketing strategies, such as launching products or services with higher cost-effectiveness to attract consumers.

3. Strengthen customer relationship management:

- Establish a comprehensive customer relationship management system to understand customer needs and preferences.

- Improve the level of pre-sales consultation, in sales support, and after-sales service to enhance customer satisfaction and loyalty.

-Organizing events, providing preferential policies, and other methods to enhance the relationship with customers and increase customer stickiness.

4. Optimize sales team:

-Strengthen the construction of sales teams and improve the professional quality and skill level of sales personnel.

-Establish a scientific incentive mechanism to stimulate the enthusiasm and creativity of sales personnel.

-Strengthen sales training and guidance to enhance the overall combat capability of the sales team.

I believe that through the implementation of the above suggestions, enterprises will gradually improve their management situation and enhance marketing management efficiency. For example, in terms of content, it includes multiple aspects such as cost control, financial management, operational efficiency improvement, market strategy adjustment, innovative marketing strategies, customer relationship management, and sales team optimization. In terms of results: enterprises can achieve effective cost control, secure and rational use of funds; The market response is more agile, and the products are more in line with consumer needs; Sales channels are becoming more diversified, and market share is gradually expanding; Improved customer satisfaction and loyalty, resulting in a better brand image; The sales team is more professional and efficient, and sales performance is steadily increasing [45-47].

I believe that these improvements will not only help companies maintain stable operations and development during economic crises, but also lay a solid foundation for their long-term development in the future. By continuously optimizing management and improving marketing management efficiency, enterprises can also enhance their competitiveness, better respond to market changes and challenges, and achieve sustainable development. At the same time, we believe that these improvements can promote the healthy development of the entire industry, enhance the overall level and competitiveness of the industry.

CONCLUSIONS

As a result, in this thesis, we have conducted in-depth research on the impact of economic crises on enterprise marketing management, combined with theoretical foundations, strategic marketing processes, the current marketing environment in China, and analysis of specific cases (such as BYD Company), to draw a series of important conclusions and provide practical and feasible suggestions for enterprises to cope with economic crises and enhance brand competitiveness.

The thesis first reviews the theoretical foundations of marketing management, including classic theories such as market segmentation, target market selection, and market positioning, and emphasizes the importance of these theories in the context of economic crises. The strategic marketing process requires enterprises to flexibly formulate marketing strategies based on changes in the external environment (such as the impact of economic crises) and adjustments to internal resources, in order to achieve the long-term development goals of the enterprise. Through a detailed analysis of the strategic marketing process, we realize that in an economic crisis, enterprises should not only focus on short-term sales growth, but also pay attention to long-term brand building and stable market position.

Secondly, although the Chinese economy continues to develop rapidly, the potential risks brought by the economic crisis cannot be ignored. The current situation of oversupply, deflation, and imbalanced economic development in most products requires enterprises to be more sensitive to market changes and adjust marketing strategies. This article points out that in the current marketing environment in China, enterprises should pay attention to changes in consumer behavior, especially the impact of declining income expectations on consumer behavior, and meet the actual needs of consumers by providing cost-effective products and services.

As mentioned earlier, BYD, as a leading enterprise in the field of new energy vehicles, provides us with valuable reference for its technological and economic

characteristics and strategic marketing process. BYD has successfully shaped its brand image through technological innovation and green environmental protection concepts, and maintained strong growth momentum during the economic crisis. Its diversified and high-tech product strategy, flexible pricing strategy, extensive channel layout, and innovative promotional methods collectively constitute BYD's unique strategic marketing system. The thesis provides a detailed analysis of BYD's successful experience in technology, economy, and marketing management, providing a model for other enterprises to learn from.

In response to the challenges of enterprise marketing management during the economic crisis, this article proposes multiple ways to enhance the development of enterprise marketing management. Firstly, enterprises should strengthen market research, accurately grasp consumer demand and market trends, and provide scientific basis for formulating marketing strategies. Secondly, enterprises should focus on brand building, enhancing brand influence and reputation through improving product quality, optimizing service experience, strengthening brand communication, and other means. At the same time, enterprises should also pay attention to talent cultivation and incentive mechanism construction, stimulate employees' enthusiasm and creativity, and provide strong talent guarantee for enterprise marketing management.

In addition, this thesis emphasizes the important role of marketing management in establishing a corporate brand. Through precise market positioning, differentiated product strategies, effective promotional methods, and high-quality customer service, enterprises can gradually establish a distinctive and highly recognized brand image. In the economic crisis, enterprises should pay more attention to the investment and effectiveness evaluation of brand building, and resist market risks by continuously improving brand competitiveness.

This thesis also explores the possibility of introducing foreign marketing management experience into Chinese enterprises to enhance brand competitiveness. In the context of economic globalization, the advanced concepts and successful experiences of

foreign enterprises in marketing management are worth learning and emulating by Chinese enterprises. By drawing on the market segmentation strategies, customer relationship management skills, and brand communication methods of foreign companies, Chinese enterprises can further enhance their marketing management level and brand competitiveness.

Finally, this thesis proposes specific suggestions for improving enterprise marketing management during the economic crisis. Firstly, enterprises should enhance their ability to resist risks and reduce operational risks through diversified operations and refined management. Secondly, enterprises should focus on technological innovation and product research and development, driving the upgrading and replacement of products and services with technology. At the same time, enterprises should strengthen internal management and team building, improve employee quality and teamwork ability. In addition, enterprises should also pay attention to policy changes and market demand changes, and flexibly adjust marketing strategies to adapt to changes in the external environment.

We believe that from the perspective of meeting work objectives, introducing set tasks, and providing recommendations, this article should provide the following practical application suggestions for marketing management in enterprises during economic crises:

1. Strengthen market monitoring and forecasting: Enterprises should establish a sound market monitoring system, timely capture market changes and consumer demand changes, and provide scientific basis for formulating marketing strategies.

2. Emphasize brand building and communication: Enterprises should increase investment in brand building and communication, and enhance brand influence and reputation through multi-channel and multi form brand communication methods.

3. Optimize product strategy and pricing strategy: Enterprises should adjust their product strategy and pricing strategy according to market demand and competitive situation, and provide cost-effective products and services that meet consumer needs.

4. Expand sales channels and strengthen customer relationship management: Enterprises should expand sales channels and increase market penetration through a

combination of online and offline methods; At the same time, strengthen customer relationship management to enhance customer satisfaction and loyalty.

5. Continuous technological innovation and research and development: Enterprises should pay attention to the investment in technological innovation and product development, drive the upgrading and replacement of products and services with technology, and enhance their core competitiveness.

All in all, the thesis provides valuable reference and inspiration for enterprises to enhance their marketing management level and brand competitiveness during economic crises through in-depth theoretical analysis and practical exploration. In the future, enterprises should continue to pay attention to market changes and policy guidance, continuously optimize marketing strategies and management models, in order to achieve sustainable development and long-term competitive advantages.

So, all the tasks set at the beginning of the study have been completed and made public.

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