

Market Environment Analysis

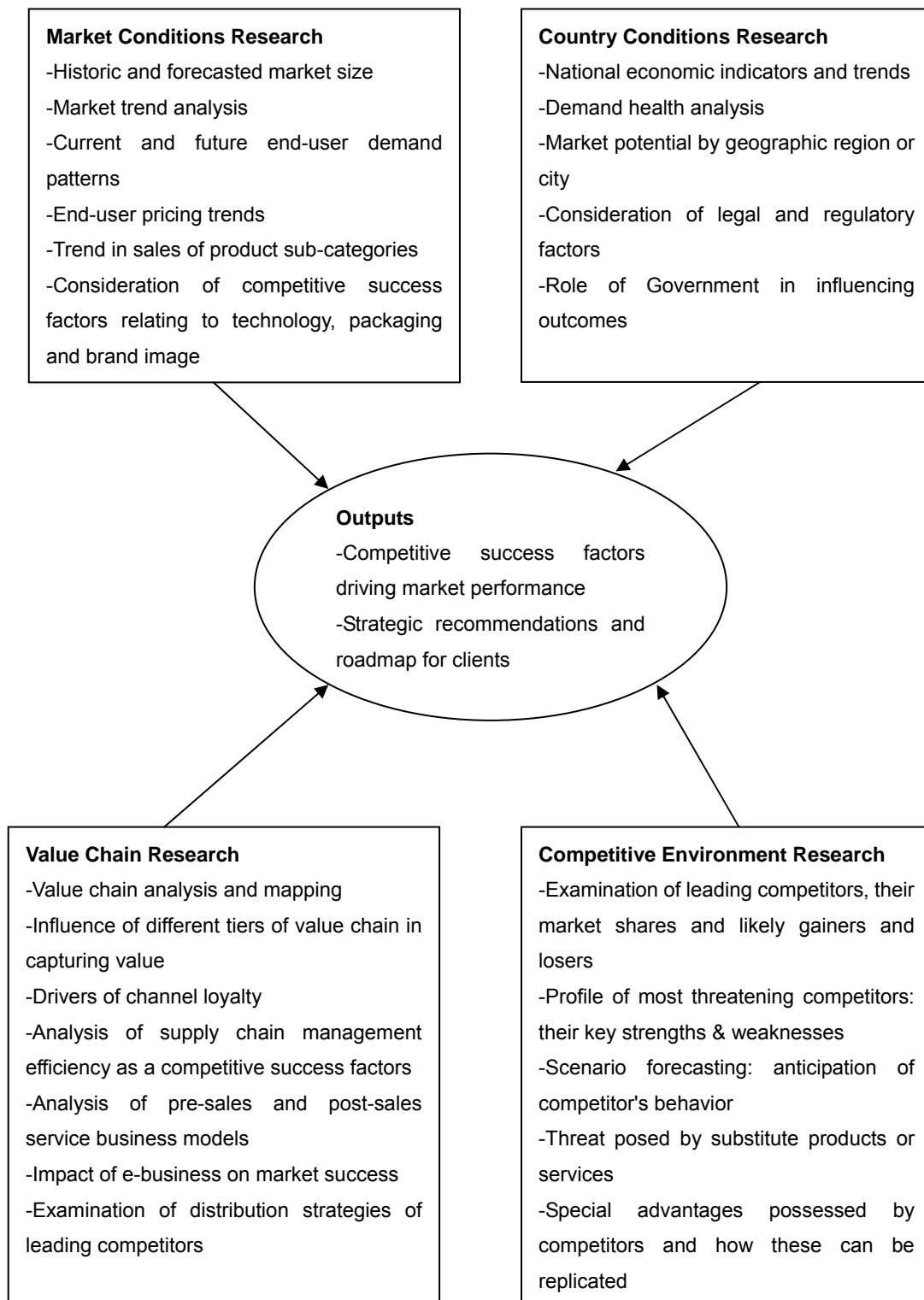
CASE STUDY: Market Strategy of Smart Phone

Client: A European telecom equipment provider

Project Objective:

To analyze the market environment for smart phone to allow the client to develop a marketing plan aimed at increasing market share and profits in the upcoming financial year.

Methodology: View Methodology Diagram



- Secondary research using both English language and Chinese language sources
- In-depth interviews with government officials and smart phone manufacturers'

associations in China

- Over 10 in-depth, semi-structured interviews with smart phone experts and consultants – to gain historical perspective of smart phone’s current development and prospect.
- Over 60 structured interviews with users in Chinese large cities, including senior managers, white-collar workers, and students, etc – to understand attitudes towards various brands, buying cycle, criteria for brand selection and unmet needs.
- Engagement with distributors of various brands, to understand competitor sales and marketing practices, distribution arrangements, after-sales service arrangements and relationships between vendor and distributor (including respective roles in the sales process and incentives/margins).

ResearchInChina's report addressed the following:

- Market scale - historical and future forecast
- Market shares of competitors in each price band
- Market segmentation among different types of smart phones
- Value chain map for each competitor, showing typical tiers of distribution and typical mark-ups at each tier
- Description of decision cycle

Our client used the research to position its products more effectively in each price band and for each major customer segment, to maximize attractiveness in each segment against the major competitors it was facing. This positioning was communicated to all sales staff and distributors during subsequent meetings in China. The research was also used to design and position a new product being developed and planned for launch in the forthcoming financial year.

Example of a market share map showing relative shares of competitors:

	Brand A	Brand B	Brand C
Revenues in SYMBIAN Segment	●●●●	●	●●
Revenues in WINDOWS Segment	●●	●	●●●●
Revenues in LINUX Segment	●●●	●●●●●	●●●●

Note: the number of ● is proportionate to sales revenue in each segment