Developing a new landscape for customer care



December 2022

MOUDLE NAME:Strategic Management BMMB7013

DATE ： December 2022

NAME:Jiaxian Huang

STUDENT NUMBER:2206335

catalogue

1. Executive summary 1
2. Introduction 1
3. Main findings of strategic analysis and critical evaluation of the strategic options 2
3.1 Internal and external environment analysis of Xiaomi 2
3.1.1 Political environment 2
3.1.2 Economic environment 2
3.1.3 Social environment 3
3.1.4 Technical environment 3
3.2 Analysis of Xiaomi Company's Competitive Environment 3
3.2.1 Threats from potential entrants 3
3.2.2 Threat of alternatives 4
3.2.3 Customers' bargaining power 4
3.2.4 Supplier's bargaining power 5
3.2.5 Competition among existing competitors 5
3.3 SWOT analysis of Xiaomi Company 5
3.3.1 Advantage analysis 5
3.3.2 Disadvantage analysis 6
3.3.3 Opportunity analysis 6
3.3.4 Threat analysis 7
3.4 Customer care strategy selection and evaluation 7
3.4.1 Customer care strategy selection 7
3.4.2 Evaluation of customer care strategy 7
4. Conclusions 8
5. Recommendations 9
5.1 Establish a customer-centric corporate culture 9
5.2 Constantly enrich the content of community marketing 9
5.3 Accurately implement the "hunger marketing" strategy 9
5.4 Accelerating ecological layout 10
5.5 Optimize employee training 10
References 11

1. Executive summary

In the context of diversified commodity choices, enterprises have used CRM, big data and other technologies to strengthen customer management and care, try to understand customer needs in depth, provide customers with accurate products and services, so as to win the market and gain competitive advantage. This report takes Xiaomi Company as the research object. As one of the representatives of China's Internet enterprises, it has achieved great success in a relatively short period after its establishment, but it also faces many challenges in customer care. After the strategic analysis of Xiaomi through PEST, SWOT analysis and Porter's five forces model, the paper puts forward a customer care strategy suitable for Xiaomi, that is, a customer care strategy that focuses on customers and creates value for customers, identifies potential customers, maintains existing customers and retains lost customers. Through research and analysis, it is suggested that Xiaomi should focus on customers in the future, enrich the content of community marketing, reasonably use the "hunger marketing" strategy, and accelerate the ecological layout and strengthen staff training.

2. Introduction

With the rapid development of mobile networks, big data, social media and other emerging technologies, marketing channels and methods are gradually changing, and customers have more choices when buying goods. In this environment, how to meet each customer's unique and personalized needs, provide satisfactory services and win their trust has become one of the core capabilities supporting enterprise development (Xu Ruifeng, 2020). To build this capability, enterprises must carry out customer relationship management (Kumar and Reinartz, 2010) and make correct customer care strategies.

Xiaomi is a high-tech company with smart phones, consumer level Internet of Things smart hardware and Internet services as its core business. After its establishment, Xiaomi has risen to become a world-class mobile phone manufacturing company in less than ten years, and its development strategy is of great research value (Liu Jiang and Qian Xijiao, 2015). Xiaomi realized that under the market environment dominated by the buyer's market, customers are the company's most valuable resources (Andy, Fred and Wali, et.al., 2016). In order to maintain old customers and develop more potential customers, Xiaomi needs to develop a new customer care model suitable for its own enterprise based on the existing customer management, which will be more beneficial to the development of the enterprise. This paper first analyzes the strategy of Xiaomi Company through PEST, SWOT analysis method and Porter's Five Forces Model, then proposes and evaluates the customer care strategy, and finally puts forward corresponding suggestions based on the current situation of Xiaomi Company.

3. Main findings of strategic analysis and critical evaluation of the strategic options

3.1 Internal and external environment analysis of Xiaomi

3.1.1 Political environment

Although the current war between Russia and Ukraine has impacted the global political environment, the overall international political environment remains relatively stable. Since the end of World War II, global information technology has been developing continuously and information integration capability has been enhanced. Big data has become a factor that can not be ignored by enterprises. The international political pattern has shown a trend of multi polarization, and struggle is no longer the mainstream direction. In addition, the "the Belt and Road" policy led and initiated by the Chinese government has been recognized by more and more countries. More and more countries have joined the "the Belt and Road" construction and benefited from it. International cooperation is deepening.

Domestic political environment China's domestic political situation is also relatively stable. In the 13th Five Year Plan, the Chinese government has put forward many effective strategies to promote the development of enterprises. In the future, the Chinese government will vigorously support emerging industries such as information technology and intelligent manufacturing. In general, the political environment at home and abroad is relatively good, and Xiaomi needs to develop steadily in a more stable political environment.

3.1.2 Economic environment

"Peace and development" has always been the theme of the current world. Although the economies of various countries have been severely hit by the epidemic in recent years, the market cooperation among countries still continues. The market barriers of different countries and regions have been lowered. International cooperation is deepening. Trade agreements between countries are increasingly in line with the requirements of the market trend. The global economic environment is gradually recovering. The current international economic environment provides opportunities for Xiaomi to take advantage of the opportunity to innovate, which is conducive to Xiaomi entering the international market and developing more overseas customers (Yan Kaihong, Hu Yan, and Guo Ying, 2020.).

Since the implementation of the reform and opening up policy in China, the economic level has been improving, the quality of people's life has also been rising, and the quality requirements for goods have also been rising. According to data, China's GDP in 2021 was 114367 billion yuan, an increase of 8.1% over the previous year, and the per capita disposable income increased by 9.1%(People's Daily, 2022). As China's per capita income continues to increase, people's demand for electronic equipment is also increasing, and the demand for high-end smart phones is also rising,

which has laid the foundation for the introduction of medium and high-end models of Xiaomi mobile phones.

3.1.3 Social environment

At present, the social environment of developed countries is more diversified than that of developing countries. Due to the constant penetration of various products in different countries' markets, the choices of customers in developed countries may be highly differentiated (Thomas, 2017). At the same time, there are differences in the cultures of various countries. Market integration will bring about cultural collisions. Different cultures with differences will greatly affect the choices made by operators (Gary Gereffi, John Humphrey and Timothy Sturgeon, 2005). To develop or maintain the global customer relationship smoothly, Xiaomi must consider the differences in different cultures.

In the life concept and consumption pursuit, the proportion of Chinese residents' income from leisure and entertainment families is getting higher and higher, gradually from material consumption to spiritual consumption demand. The scientific and technological development environment is good. The technology related to mobile phones has improved with the progress of science and technology. The domestic consumers' demand for high technology of mobile phones is also increasing (Shetu, 2021).

3.1.4 Technical environment

After years of development, communication technology has undergone revolutionary changes. Most communication enterprises are able to recognize the importance of technological innovation and devote themselves to developing new communication technologies. At present, 5G technology can promote integration on the basis of many differences, such as culture. The market competition has become fiercer. Technology will undoubtedly be the most important means to gain competitive advantage, and R&D is the fundamental way of technological innovation. Therefore, Xiaomi should pay more attention to technology R&D investment.

Xiaomi has its own design and R&D team, as well as Beijing based talents, facilities and resources. In the past few years, Xiaomi has cultivated and reserved many excellent talent teams, which provide high-quality guarantee for Xiaomi's subsequent operation activities and customer care.

3.2 Analysis of Xiaomi Company's Competitive Environment

3.2.1 Threats from potential entrants

In the past decade, smart phones have developed rapidly in the global market. Today, the smart phone market is highly mature, and the existing competitors in the market have a certain scale, which makes it more difficult for new competitors to enter the market. At the same time, the core competitive advantage of Xiaomi itself is its high cost performance ratio, and its position in the market of low-end smartphones

is hardly shaken. High cost performance ratio is undoubtedly a huge pressure on new competitors, because it is difficult to reduce the necessary cost of the product itself quickly and substantially in some way. On the other hand, smart phones are highly technology dependent products. If Xiaomi's products cannot master the technology required by customers, they will be gradually eliminated (Wang Jinfeng et al., 2020). Therefore, Xiaomi should pay close attention to customers' technical needs for mobile phones and other products, and try to achieve effective customer care by introducing more mobile phones of different types and performances.

3.2.2 Threat of alternatives

At the current stage, the core product of Xiaomi Company is still the smart phone, which is almost a must-have for people in the Internet era. There are many alternatives to smart phones, but these alternatives can only replace smart phones in a certain function (Pozd í lkov á Alena, Hedvi č kov á Martina and Ja č kov á Nikola, 2021). For example, tablet computers can replace smart phones to watch videos but have no mobile payment function. Smart bracelets can replace smart phones to answer and make calls but cannot watch videos. Therefore, it can be predicted that in a certain period of time in the future, it is difficult to find products that can replace the existing smart phones. This is extremely beneficial for Xiaomi, because they do not need to worry that their customers will be attracted by mobile phone substitutes.

3.2.3 Customers' bargaining power

In the smartphone market, there is no shortage of excellent enterprises like Xiaomi. Customers can choose many products in the market. With the continuous diversification of the network platform, various shopping websites have sufficient information. Customers can timely obtain this information and compare the performance, parameters and prices of different products, which provides customers with a variety of product choices (Adjnu Damar Ladkoo, 2016). The timeliness of information and the diversity of products enable customers to choose products that are more in line with their personal needs. The bargaining power of customers under different production scales is not different. Therefore, the bargaining power of customers is very strong.

However, Xiaomi Company has its unique marketing means, namely "hunger marketing", to limit customers' bargaining power. "Hunger marketing" refers to the illusion that the supply exceeds the demand by deliberately reducing the output of enterprises. Products in short supply in the market are more attractive to people (Aggarwal and Sung, 2011). In order to resist the reduction or disappearance of the existing consumption freedom caused by the scarcity of some goods, customers will form a stronger desire to own the goods than before (Sharon S. Brehm, 1981). Xiaomi's "Hunger Marketing" has been successful many times. Customers don't care too much about the price in order to get Xiaomi's products in time. But at the same time, "hunger marketing" has its drawbacks. A long wait will kill the patience of old customers, thus losing Xiaomi's loyal customers (Rajendra, 2017).

3.2.4 Supplier's bargaining power

Before 2011, the domestic smartphone market dominated by international manufacturers was growing at a high speed. Until the end of 2014, the trend of such rapid growth was gradually slowing down. During this period, most of the important components of smart phones came from a small number of international suppliers. Including the SOC produced by Qualcomm in America, the display screen of Sharp in Japan, the memory of Samsung in Korea, the camera of Sony in Japan, etc. Most of these important components are in oligopoly markets or even monopoly markets. This is unfavorable for domestic smartphone enterprises in the growth stage. The oligopoly position of suppliers makes domestic smart phones passively accept higher component prices and limited supply.

The suppliers of core parts for most of Xiaomi's products are almost fixed, as are most enterprises in the smartphone industry. Globally, most enterprises in the industry need suppliers, except for a few enterprises that can have the autonomy to produce independent core components and core software. Limited mobile phone parts suppliers will inevitably make it difficult for enterprises to obtain core parts from suppliers to reduce costs, but this is not Xiaomi's unique dilemma, which is a common phenomenon in the entire smartphone industry (Chen Hui, 2019).

3.2.5 Competition among existing competitors

From the perspective of the domestic market, Xiaomi has different competitors on mobile phones at all price levels, and these competitors all occupy a high market share, such as Apple, Huawei, OPPO, etc. The competition in the mobile phone industry is extremely fierce. The sales of Xiaomi mobile phones mainly come from low-end mobile phone products. This type of mobile phone means that Xiaomi needs to be saturated by the industry and constantly squeeze the profits of low-end models. In addition, the use of smart phones in the world has passed the era of flipping growth in the past decade, and it is difficult to see rapid growth in the future. If Xiaomi relies on mobile phones alone, it is difficult to achieve rapid development. Therefore, Xiaomi has gradually developed its ecological chain business relying on mobile phone business, and its unique MIUI system and other electronic products are gradually favored by many loyal customers.

3.3 SWOT analysis of Xiaomi Company

3.3.1 Advantage analysis

Xiaomi's advantages are mainly reflected in its high cost performance ratio, unique marketing model and huge ecological chain. When Xiaomi first entered the mobile phone industry, it quickly occupied the Chinese mobile phone market through its advantages of high cost performance, so that customers can spend less money to buy better mobile phones with better hardware. Therefore, high cost performance is the unique advantage of Xiaomi's rapid development over the past decade. Xiaomi's community marketing model has also brought a large number of loyal customers to

Xiaomi. Xiaomi has its own sales platform and community platform. Customers can publish their experience in product use on the community platform and communicate with other customers. The communication and experience of customers provide suggestions for Xiaomi to develop subsequent new products, so that Xiaomi's products can meet the preferences of loyal customers. In addition to smart phones, Xiaomi has also launched ecological chain products in recent years, such as Xiaomi TV, Xiaomi purifier, Xiaomi air conditioner and other products. Xiaomi's smart home concept makes Xiaomi's other products closely linked, improving customers' quality of life.

3.3.2 Disadvantage analysis

Imperfect after-sales guarantee and lack of independent R&D capability are the disadvantages of Xiaomi Company. At present, the after-sales service of Xiaomi mobile phone depends on the official website, microblog, telephone and authorized service outlets of Xiaomi. Online after-sales channels such as the official website generally reflect that customer service is not professional and can not answer consumers' concerns. At present, there are only 400 authorized service outlets for millet in China, which is far from supporting China's huge millet customers. On the other hand, Xiaomi lacks the ability of independent research and development. Its core components are basically purchased from the world's top parts suppliers, such as Qualcomm, Samsung, Sony, etc. Xiaomi's own core component intellectual property rights are seriously insufficient, and it does not take the initiative in commodity supply. If suppliers fail to supply, it cannot provide products to customers in a timely manner.

3.3.3 Opportunity analysis

The current national macro environment is generally good, and national policies are conducive to the development of the communications industry. At the same time, a large number of barriers have been removed in terms of market standards, providing opportunities for the development of growing enterprises. The advent of the 5G era will certainly bring new market opportunities. In addition, due to the rapid updating and upgrading of smart phones, and with the increasing requirements of customers for smart phone functions, such as the high requirements for mobile phone photo taking function, endurance, program running speed, etc., customers are changing phones faster. Xiaomi Company can tap into customers' needs for mobile phones, develop new products based on customers' needs by developing new customer care management strategies, and make products more responsive to customers' needs.

Xiaomi Company has stable "Xiaomi fans" who are loyal customers supporting Xiaomi and the driving force for the development of Xiaomi mobile phones, making the configuration of Xiaomi mobile phones high-end and the price user-friendly. MIUI upgrading also depends on customer experience and feedback, which is indispensable for Xiaomi's high sales faithful. At present, the post-90s have become the main consumers. They have their own communication circle and communication circle. When Xiaomi takes the initiative to add innovative elements or content to its

own community platform, it will attract a large number of potential customers through the sharing of regular customers. In the future, more consumers will choose Xiaomi.

3.3.4 Threat analysis

The threats faced by Xiaomi mobile phone mainly include the risks brought by the fierce competition in the smartphone market and hungry marketing methods. There is no shortage of excellent enterprises in the global smartphone market. Various brands abound in the smartphone market, and Nokia, which was once popular, has finally been eliminated by the times. Therefore, Xiaomi should always be alert to the risk of being eliminated by its competitors. Hunger marketing, as a common marketing method of Xiaomi, although it can attract many customers, it is also killing the patience of other customers. The long waiting period may discourage them from buying. In fact, the company should attach importance to acquiring new customers and maintaining old customers in the marketing process to promote consumer behavior (Unno, 2018). Xiaomi should rationally attach importance to the dual nature of hunger marketing and care for different customer groups.

3.4 Customer care strategy selection and evaluation

3.4.1 Customer care strategy selection

Based on the above strategic analysis of Xiaomi Company, Xiaomi Company still has obvious problems in its customer care strategy, such as the "hunger marketing" method will kill the patience of loyal customers, and its after-sales service cannot fully protect all customers, and the customer care of its own community platform is not high. Therefore, an accurate customer care strategy is needed to achieve customer relationship management. One of the functions of customer relationship management is to help enterprises achieve marketing closed-loop. Under the idea of customer centered and creating value for customers, identify potential customers, maintain existing customers, retain lost customers, improve customer satisfaction to establish customer loyalty, and finally enable enterprises to benefit from lasting and stable customer relationships.

3.4.2 Evaluation of customer care strategy

(1) Focus on customers and create value for customers. Customers are the starting point and center of all market development activities. By managing customer information resources, focusing on customer needs, providing products and services that satisfy customers on time, establishing a long-term and stable dynamic process of customer channels, grasping customers, retaining customers, maintaining customer loyalty, and maintaining market competitiveness, the company is concerned about. Customer service is the only reason for the existence of an enterprise, and customer demand is the driving force for the development of the company (Nayak and Bhattacharyya, 2022). Xiaomi has a huge customer base in the world, which is the driving force for Xiaomi to become the top three mobile phone manufacturers in the world. Therefore, Xiaomi should quickly respond to customer needs and continue to

create long-term value for customers, which is not only reflected in the process of selling mobile phones, but also in pre-sales and after-sales activities. The customer-centric concept is the key to the success of the customer care strategy. The value created for customers also creates good conditions for their own brands, forming a win-win situation between Xiaomi and customers.

(2) Identify potential customers and maintain existing customers. Xiaomi should focus on the characteristics of potential users and develop appropriate promotion strategies for target customers, such as its existing hunger marketing and community marketing, to attract potential customers and establish preliminary customer relationships (Michael, Robert and Vijaykumar, 2018).Xiaomi mobile phones are positioned at a high cost performance ratio. Its own community platform is a good channel to promote cost-effective mobile phones. At the same time, the unique hunger marketing decisions can stimulate the purchase desire of potential customers, because cost-effective mobile phones not only meet the needs of customers, but also have good competitiveness. Through this strategy, Xiaomi can find more customers who have never experienced Xiaomi mobile phones. After the transaction relationship is reached, the focus of enterprise marketing will shift from acquiring new customers to maintaining old customers (Medjani and Barnes, 2021). At this time, enterprises should continue to pay attention to customers' subsequent needs and expectations, maintain communication and contact with customers, and continue to provide customers with various feedback services including economic value and non economic value, so as to maintain a long-term and good customer relationship (Anonymous, 2022). Xiaomi community platform is a platform for Xiaomi to maintain active interaction with existing customers, providing a basis for existing customers to provide customer care. Later, Xiaomi can also provide various financial incentives and "privileges" for existing customers through the community platform.

(3)Recover lost customers. Customer retention means that enterprises take measures to retain valuable customers who are about to lose in order to maintain their market share and efficiency (William, 2015). It will effectively extend the life cycle of customers and maintain the market share and operational efficiency of enterprises (Li Bai, 2020). Smartphones are relatively durable products. Customers may buy new products soon after purchase, or they may not make a second purchase for a long time. Therefore, this loss may occur at any stage after the first transaction is concluded. Therefore, Xiaomi's recovery strategy should focus more on customer loyalty training, and prevent customer loss by improving after-sales service, establishing and improving user feedback mechanism, and increasing customer transfer costs.

4. Conclusions

This paper selects Xiaomi Company as the research object, based on the theories of strategic management and customer relationship management, and uses PEST, SWOT analysis method and Porter's five forces model to conduct in-depth strategic analysis on Xiaomi. According to the strategic analysis, it is found that Xiaomi Company has shortcomings in customer care, and then a customer care strategy

suitable for Xiaomi Company is proposed, that is, to identify potential customers, maintain existing customers and retain lost customers under the idea of customer centered and creating value for customers.

5. Recommendations

5.1 Establish a customer-centric corporate culture

The realization of customer value is the basis for the creation of Xiaomi community, and also the measurement standard that distinguishes Xiaomi brand community from other virtual communities (Chedi, 2019). Therefore, Xiaomi should focus on customers and create value for customers as its corporate culture. The value proposition of "customer-centric" places customers in a prominent position. Xiaomi's customers are mainly young people of the post-90s generation, who are young and passionate, love high-quality and inexpensive products, and are proud to participate in product design and innovation. Therefore, Xiaomi's R&D team can also take the initiative to contact customers, create a "sense of participation" and "sense of existence" for users, and take meeting and improving customer experience as the core concept.

5.2 Constantly enrich the content of community marketing

Since its establishment, Xiaomi has attached great importance to the role of social media, and knows how to use different forms of brand communities on the social media platform to carry out marketing activities. Therefore, Xiaomi should "do as the Romans do" according to customers' preferences and constantly enrich the marketing content of the community. Although the form of brand community can be imitated, the brand spirit of high customer participation and pursuit of perfection is not easy to be imitated. By improving the marketing content of the brand community, we can enhance the entertainment experience of customers and narrow the distance between customers (Guo Binbin, 2020), which is the value of the community for Xiaomi Company to realize customer care. Therefore, Xiaomi should focus on the pain points of current customers' demand for smart phones, and pass on the product highlights to customers through innovative content and interactive forms on the community platform, so as to stimulate customers' emotional resonance and achieve deep customer care.

5.3 Accurately implement the "hunger marketing" strategy

Xiaomi's "Hunger Marketing" does not apply to all customers, because its long wait will kill the patience of loyal customers. Therefore, Xiaomi can adjust its marketing mode in good time. When launching a new model, Xiaomi can use its own community platform to observe customers' purchase intentions. When it is found that most customers' purchase intentions are limited by price, hunger marketing can stimulate customers' nerves and achieve good results. However, if customers have a strong desire to purchase new models and most of them are loyal old customers, they

can cancel the sister marketing model of new models and increase the supply to enhance customers' goodwill.

5.4 Accelerating ecological layout

The layout of Xiaomi's software and hardware forms a huge structural system. The long-term use of software and services will cause customers to have a habit of use and increase their stickiness. However, the ecological layout of hardware can help customers understand more Xiaomi products through Mijia APP, which is controlled by hardware, and promote customers to increase their recognition of Xiaomi brand. At the same time, the continuous opening of Xiaomi Home's retail stores can also lead the exposure of Xiaomi mobile phones and share the sales cost through the Xiaomi ecological chain hardware with its own traffic, which plays an auxiliary role in offline sales of Xiaomi mobile phones. The ecological layout of Xiaomi can not only let more loyal customers feel the existence of Xiaomi in their lives, but also let potential customers slowly understand Xiaomi from products other than smartphones.

5.5 Optimize employee training

Although Xiaomi has many years of employee training culture and habits, and there is no lack of high-end technical talents, there is still less training in customer service. Therefore, Xiaomi should attach importance to the training of employees in customer service, which includes the comprehensive customer service skills before, during and after sales. For example, in terms of training content, increase the training of marketing information research skills for sales teams; Training on information integration, curriculum development and speeches for sales, technology, quality, production, safety and other teams; Training on visual progress report and team communication for project team members; Conduct training on conflict communication for quality, technology and sales teams. In the form of training, increase department integration or project team centralized training. After the training is implemented, operational feedback will be made through the actual events of customer relationship management, and the relevant ability and training mode of employees will be continuously optimized to effectively ensure that the training of employees focuses on the goal of improving customer relationship management ability. Focusing on customer care as the core purpose and customer satisfaction as the core goal, we can expect that Xiaomi will have more professional service teams, content and ideas in the future, which will bring effective help to customer problem solving and business improvement, as well as effective improvement to Xiaomi's customer relationship management.

References

Adjnu Damar-Ladkoo. (2016). Guerilla Marketing of Fresh Organic Agricultural Products. Theoretical Economics Letters, 06(02).

Aggarwal P, Sung J. (2011). Scarcity Messages: A Consumer Competition Perspective. Journal of Advertising, 40 (3):19- 30.

Andy Fred Wali, et.al. (2016). Customer Relationship Management (CRM) Experiences of Business-to-Business (B2B) Marketing Firms: A Qualitative Study. Cogent Business & Management, Vol.3 (1).

Anonymous. (2022). Better Experience, Better Bots, and Better Customer Care. Customer Relationship Management, 26(8).

Brehm S, Jack W B.(1981). Psychological Reactance: A Theory of Freedom and Control. New York: Academic Press, 8(4):193-199.

Chedi. (2019). Research on Xiaomi's Differentiation Strategy. Beijing Jiaotong University.

Chen Hui. (2019). Research on Xiaomi's Competitive Strategy Based on Porter's Five Forces Model. Market Weekly, (06): 23-24

Gary Gereffi, John Humphrey, Timothy Sturgeon. (2005). The governance of global value chains. Review of International Political Economy, 12(1).

Guo Binbin. (2020). New Retail Community Marketing Development Model: Current Situation, Problems and Future Development Suggestions. Business Economics Research, (20): 63-66

KumarV, ReinartzW. (2010). Customer Relationship Management. Wiley International Encyclopedia of Marketing.

Li Bai. (2020). Analysis of Customer Life Cycle and Customer Relationship Management. Industry and Technology Forum, 19 (02) pp: 229-230

Liu Jiangang, Qian Xijiao. (2016). Research on the path of coordinated development of enterprise technology innovation and business model innovation under the "Internet plus" strategy -- Taking Xiaomi Technology Co., Ltd. as a case. Science and Technology Progress and Countermeasures, 33 (01): 88-94

Medjani Fares, Barnes Stuart J. (2021). Understanding the Implementation of Social Customer Relationship Management in the North African Context: An Integrated

Theory Perspective. Journal of Global Information Technology Management, 24(4).
Michael Rodriguez, Robert M Peterson, Vijaykumar Krishnan. (2018). Impact of CRM Technology on Sales Process Behaviors: Empirical Results from US, Europe, and Asia. Journal of Business-to-Business Marketing, Vol.25, No.1, 1-10.

Nayak Bishwajit, Bhattacharyya Som Sekhar, Krishnamoorthy Bala. (2022). Customer Value Creation—A Case Study of Indian Health Insurance Industry from Value Net Perspective. Journal of Health Management, 24(4).

Pozdílková Alena, Hedvičáková Martina, Jačková Nikola. (2021). Analysis using multi-criteria decision making to evaluate smart phone alternatives within the global supply. SHS Web of Conferences, 129.

Rajendra Kumar Tolety. (2017). Hunger Marketing, Flash sale and Cost Optimization strategy of Xiaomi Inc. - setting a new trend through Etailing. International Journal of Research in Finance and Marketing, 7(5).

Shetu Naher Sabakun. (2021). An Empirical Investigation on University Students' Smartphone Dependency: The Role of Social Needs, Social Values, and Social Influences. International Journal of Cyber Behavior, Psychology and Learning (IJCBPL), 11(3).

Thomas Friedman. (2017). The World is Flat: A Brief History of the Globalized Worldin the Twenty-first Century. International Journal.

Unno, K & Furushima, S. (2018). Stress-Reducing Function of Matcha Green Tea in Animal Experiments and Clinical Trials. Nutrients, 10(10).

Wang Jinfeng, Yu Fei, Feng Lijie, Yue Junju. (2020). Research on the realization path of subversive innovation under the influence of market environment -- grounded analysis based on the case of Xiaomi Company. Science and Technology Progress and Countermeasures, 37 (05): 1-9

William Y. Degbey. (2015). Customer retention: A source of value for serial acquirers. Industrial Marketing Management, 46.

Xu Ruipeng. (2020). Research on Customer Relationship Management of J Company. Hebei University.

Ya-Nan Lu. (2022). National Bureau of Statistics: China's GDP will grow by 8.1% year-on-year in 2021. People's Daily [online]. 17 January 2022. Available from: https://wap.peopleapp.com/article/6469002/6352933 [accessed 9 December 2022]

Yan Kaihong, Hu Yan, Guo Ying. (2020). Research on Xiaomi's International

Marketing Strategy -- Based on the Theory of Product Life Cycle. Business Observation, (01): 192-195