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Master thesis

What is wrong with Motorola's offerings?



MOTOROLA

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Abstract

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Title: What is wrong with Motorola?

Problem: What are the shortcomings of its mobile phones of Motorola from consumers' perspectives in Chinese market?

Purpose: This study aims to find out different factors of Motorola's mobile phone which may hamper consumers' interest and possibility of purchasing when Motorola experience the declining sales of mobile phone in Chinese market.

Method: The researchers apply marketing mix to investigate the shortcoming of Motorola's handset to achieve the research purpose. The researchers choose questionnaires and interviews to collect information from consumers in order to gather information for this research.

Target Group: This paper might be useful for Motorola Company to find their problems and some companies also produce cellphone avoid coming out similar problems.

Conclusions: Based on our research Motorola's handsets certainly have many shortcomings in marketing mix that is product, price, place and promotion from consumers' point view

Recommendations: There are a lot of aspects for Motorola to improve from product, price, place and promotion in the long run in order to recover its reputation in consumers' mind.

Key Words: Motorola handset, consumers' point of view, shortcomings, China, product, price, place, promotion

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1 Introduction

Nowadays, information plays an important role in the society so that transmission of information could develop quite fast. With the development of telecommunication in China, mobile phone have already become one of most important communication tools for people to communicate with each other, which experienced more than 20 years from telephone to mobile phone.(*Zhang, J.S., 2007,*) More and more competitors in the worldwide are attracted into China to extend its exploitation because China becomes a large emerging market, for example, Nokia, Samsung, Motorola, Sony Ericsson, and so on, which already accounted for a certain market share in Chinese handset market. Meanwhile, it also emerged several competitive Chinese brand of mobile phone to take a position in Chinese market, such as TCL, Lenovo, Amoi and so on. And they have already occupied a certain position in Chinese handset market. Therefore, it has formed a big competitive market in China. (china daily, 2008)

From beep-pager development to mobile phone, Motorola forced the development of mobile phone in China and had accounted for big market share of handset in Chinese market. Motorola has become the biggest foreign-import export company in China. Motorola is the biggest American company and the most successful foreign company in China. (Fortune China, 2008) However, the current situation is that both its market share and sales of mobile phone all began to decline in recent years. The company has failed to maintain momentum in its mobile phone business. In the fourth quarter of 2007, the group lost US\$388 million, compared with a profit of \$341 million a year earlier. (Pcworld, 2008) Therefore, Motorola has been losing cell phone market share and is now ranked third in the world behind Nokia and Samsung. (International Herald Tribune, 2008)

	Handset sales (Million)	Annual Rate (%)	Growth	Global Share (%)	Market
Nokia	100.8	28.6		37.0	
Samsung	37.4	48.4		13.7	
Motorola	35.5	-31.6		13.0	
Sony Ericsson	24.9	58.6		9.1	
LG	19.1	27.3		7.0	
Others	55.0	13.4		20.2	
Total	272.7	16.2		100	

Figure 1.1 Global mobile phone market statistics in the fourth quarter of 2007
(Ciw, <http://news.ciw.com.cn/comm/20070827104512.shtml>)

Motorola financial statements from quarter 1 of 2006 to quarter 3 of 2007							
Stage time	Quarter 1 of 2006	Quarter 2 of 2006	Quarter 3 of 2006	Quarter 4 of 2006	Quarter 1 of 2007	Quarter 2 of 2007	Quarter 3 of 2007
Sales (1 billion dollars)	6.4	7.14	7.03	7.8	5.4	4.3	4.5
Net profits (a hundred million dollars)	7.02	7.99	8.19	3.41	-2.31	-2.64	-1.38
Volume of Shipments (1 million units)	4.610	5.190	5.370	6.570	4.540	3.550	3.720
Market share	21.0%	22.0%	22.4%	23.3%	17.5%	13.50	13%

Figure 1.2

(Baidu,

<http://hi.baidu.com/bradzhao/blog/item/d58e8a18d95235b74aedbca0.html>)

From this chart, we can find that Motorola have been showing red light of its market profits since 2007, at the same time its market share also keep declining as well, moreover, it dropped to 13% at the third season of 2007 which 9.4% lower than the same term at 2006. There are similar trends of sales, net profits, volume of shipment which all reveals declines at the first two seasons of 2007; however, it occurs a bit rebound at the third season of 2007. But the whole bad situation is still very difficulty to be changed in a short period of time.

Therefore, when we talking about the reason why Motorola has been losing handset market share these years, we have to take the customers' evaluations and opinions to its mobile phones into consideration to find out the shortcomings through analyzing marketing mix of product, place, price and promotion.

1.1 Background of the company:

Motorola (China) Electronics Ltd. in Tianjin set up in 1992 that produce beep-pager, mobile phone, two-way radio, wireless communications facilities, semiconductor, automobile electronics etc. (Motorola China, 2008) Though these products developing in China, Motorola has become the biggest foreign-import export company in China (Fortune China, 2008), now Motorola is the biggest American company and the most successful foreign company in China. Their products not only are sold in China but also are distributed to world market. There are one wholly owned factory, one holding company, eight joint ventures, 18 R&D facilities and 26 sales offices in Motorola China. Motorola China employs a total of 13,000 people. R&D centres, management training, and joint venture partner drive Motorola Company's integration and sales goals that have established the company's ability to develop, enhance, and distribute products to local consumers. Motorola's overall

goodwill is to do their best to produce completely in China, which have insured the companies continued development in China's complex consumer and business markets. (Motorola China, 2008)

Although Motorola produce many different kinds of communication facilities in China, the core operation in China is mobile phone that accounts for big share; (Motorola China, 2008) therefore our attention focuses on mobile phone of Motorola in China. By right of prominent appearance layout and ingenious technique as well as good quality service, it penetrated and occupied a large amount of market share in Chinese mobile phone market several years. However, the current situation is not favoured to Motorola, on the contrary, its market share and sales are all began to decline in recent years. (China Value, 2008) Motorola was involved to the corner of marketing. The company has failed to maintain momentum in its mobile phone business. (Fortune China, 2008)

1.2 Problem statement

Motorola began to enter into Chinese market on 1987 and got great success by right of its prominent appearance layout and ingenious technique as well as good quality services. However, on the contrary, it is not the favouritism of consumers nowadays. Through searching relevant information of Motorola handset, we found that there are a lot of problems of Motorola handset which lead to reduce the market share in mobile phone market. (*Beijing inhabit Canyon, 2008,*)

Motorola mainly contacted with its consumers by means of its marketing ways---diverse products, influential promotion, various prices and specific places. (Motorola China, 2008) So our problem area is focus on the consumers' perspectives on its product, price, promotion and place and tries to find the disadvantages of

Motorola in public's minds as well. Especially for Chinese market which is a large emerging market with long history and cultural differences.

Research questions:

The problem area leads to the following main question of our research:

What are the shortcomings of its mobile phones of Motorola from consumers' perspectives in Chinese market?

1.3 Purpose of study:

We try to find out the factors, which influence the decision of the consumers to choose mobile phones offered by Motorola, and why consumers give up choosing Motorola handsets recent years in China. The researchers use classical model of marketing mix to investigate which aspects affect consumers' decision. There are a large number of aspects which include in product, price, place and promotion, but consider limited time and time difference between Sweden and China so our study only focus on some aspects which consumers pay more attention on them in order to find out disadvantages in these aspects.

This study aims to find out different factors of Motorola's mobile phone which may hamper consumers' interest and possibility of purchasing from some important aspects in product, price, place and promotion when Motorola experience the declining sales of mobile phone in Chinese market.

1.4 Target of audience

Our target audiences are people who are interested in this topic and use this paper as a window for finding other relevant problems of Motorola's handsets in the future. We hope that we could provide with referential information for consumers who want to understand some information about Motorola handsets while they are

planning to purchase a cellphone. Moreover, whoever interested in this topic such as some scholars and students would like to research into this topic are all could get some useful background information from this paper.

We wish that our paper could provide Motorola with referential value to find out their problems of handsets so that Motorola could know consumers' requirement.

2 Methodology

This chapter explains the way we went from the beginning till the end. We try to explain everything as easy as possible with the maximum transparency, which could lead the readers to have a deeper and cleaner understanding of how our research is done. This part takes a very important role in the whole thesis and explains what, how and why we are going to do in our thesis. This chapter will be divided into four parts as follows:

2.1 The choice of the topic:

Choosing and deciding a topic is critical in the whole process of writing a thesis.

Going through first discussion about our master thesis, we come to an agreement that we would like to research a famous and popular foreign brand in Chinese market because both of us come from China and now studying abroad. Various and interesting topics are all put forward and compared, we all would like to find a topic which could be related to our daily life in order to attract more readers, by the way, when we read some interesting articles on Chinese websites about the cellphones in Chinese market (CNW, 2008, & ChinaRen, 2008,) then we finally chose a topic about cell phones which related on our daily life.

Then when it comes to the choice of the company, our decision is motivated by a case that we learn from International Marketing---Motorola in China. It talked about that Motorola got great success in Chinese market and how Motorola extended its market share and profits in Chinese market. (Ghuri & Cateora, 2005,p551-555)It provided some useful messages and background information about Motorola.

However, the situation was totally changed, there are news that Motorola would like to sell its department of mobile phones.(Pconline, 2008,) Moreover, competitors

such as Samsung and Nokia began to allocate experts to exploit the reasons why Motorola are declining in these years in order to prevent from the same bad luck. (*The Executive Fast Track, 2007*,) Besides, many managers and management professor are also keen to make research on Motorola to find the reasons which is responsible for its bad situation and put forward some applicable advices for Motorola itself and other corporates in mobile phone industry. (*Baidu. 2008*,).

After deciding our company, it is the time for us to choose the focus of this company. Motorola's cell phones dominated in Chinese market since it entered into china, but this year Motorola prepared to separate its mobile phone department from itself because of its bad sales. (*Chinese accounting, 2007*,) Some journals gave various comments about how consumers perceive its offerings to contribute Motorola's failures. There might be some shortcomings from consumers' point of view. (*GotoRead.com, 2007*,) Based on those, we decided to focus on researching its shortcomings from consumers' perspectives.

After choosing the company and focus area, We began to find and collect various information as much as possible not only from some websites such as www.google.com & www.baidu.com, <http://www.motorola.com.cn/> and so on but also browsing many E-press from Chinese universities such as HUAZHONG NORMAL UNIVERSITY in order to get more complete information about this subject. Then we went through numerous related topics to the chosen subject, such as different strategies which is responsible for its failures, related analysis of changes on its reputation, discontented feedbacks about its cell phones' product quality on the internet, dissatisfactory prices of its mobile phones especially for its fast changes and so on. To our point of view, these related areas are enough to sustain the work needed for a master thesis .

2.2 Literature review and theoretical framework

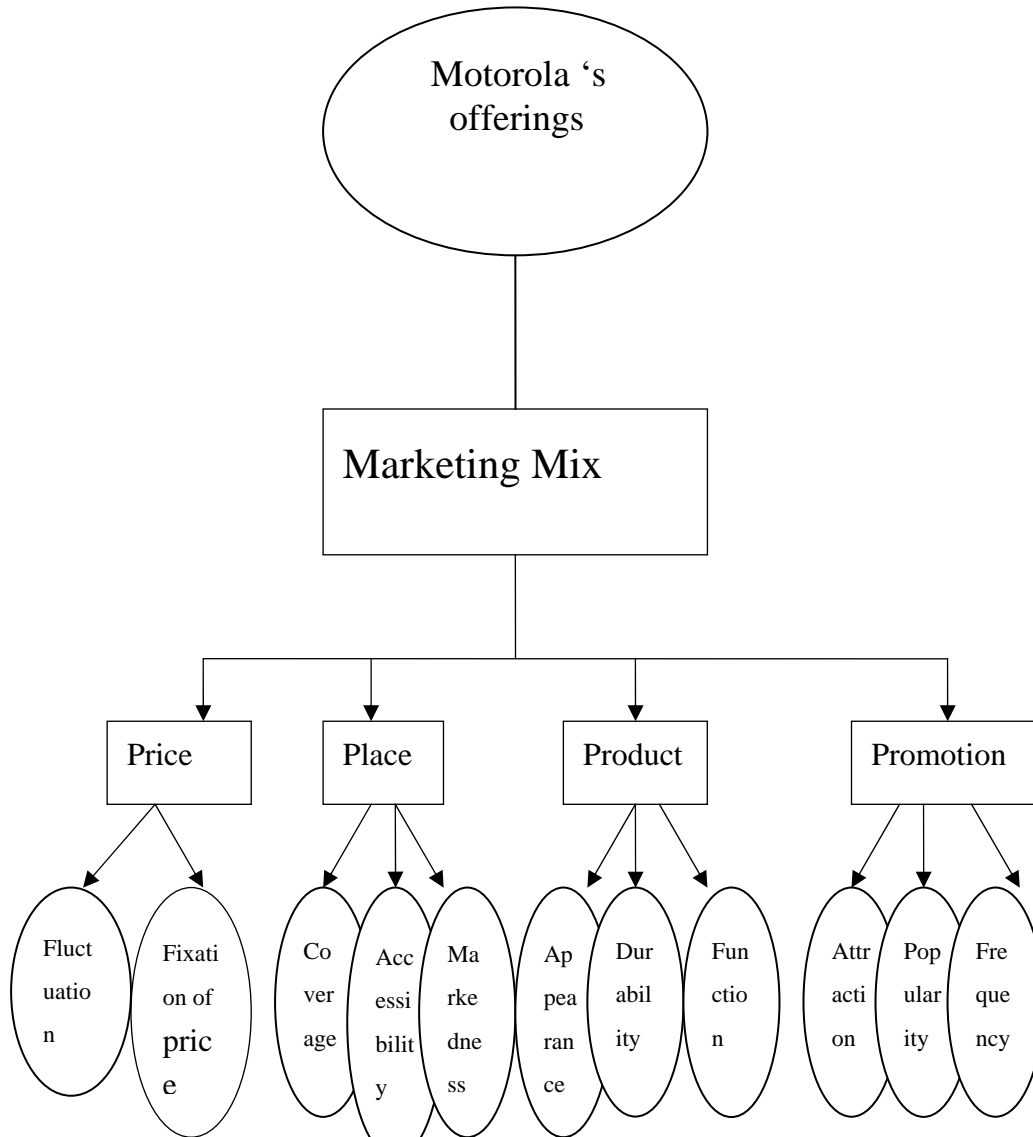


Figure 2.1 Theoretical framework

According to Fisher, the literature review help us to ensure whether or not we found thorough and complete information needed for your thesis.(Fisher, 2004, P630)

When we began to choose our topic, we started with searching for various related works, journal articles and literature for sake of getting an extensive background for our research. During the literature search we realized that there are many kinds of

information which could be related to Motorola and we had to narrow down it to find the shortcomings of its mobile phones, and then went through the process of including and cutting numerous related and not related topics to the area of our research. The literature for the theoretical part was mainly collected from Malardalen University library. The related articles were retrieved mostly with the help of electronic search engines, such as www.google.com & www.baidu.com, <http://www.motorola.com.cn/> that we have already mentioned above. During literature search we used key words: Motorola, Motorola cell phones, problems of its cell phones, opinions of the consumers to its product and so on.

Besides, Fisher also said that theoretical part also playing an important role to help us to create a shape and structure to our thesis. (Fisher, 2004, p96) After choosing our topic and supporting literature, we had to choose and decide an appropriate theory model to describe and analyze our information in order to achieve our purpose.

There are many aspects of Motorola could be taken into consideration from company's point of view and consumer's perspective when investigating the disadvantages of Motorola's handsets.(Business management,2007) Because consumers' opinions could connect with Motorola' market share and sales in Chinese market, our research would like to focus on consumer's point of view about how they think about them in order to help Motorola to find their shortcomings. Handset is a product which have some specific identities to be measured. Marketing mix which is taken both as the core of marketing theory and central guide for companies to carry out its marketing activities plays an important role in the whole course of corporate's marketing activities.(Harbin University of Commerce, China, 2006/05,) Therefore, we decide to use model of marketing mix to investigate

shortcomings of Motorola's cellphone in consumers' mind. (Ezine articles, 'Definition of marketing mix-product', place, price, promotion, 2007,)

According to the book, we use the marketing mix model in international marketing wrote by Hans Muhlbacher, Lee Dahringer and Helmuth Leihs,(Muhlbacher, H. & Dahringer, L. & Leihs, H. 1999), moreover, we also use the books wrote by Ghauri & Cateora, (Ghauri & Cateora, 2005), Berkowitz E.N, Kerin R.A, Rudelius W and we retrieved model of marketing mix by Wiki, four Ps include many aspects, such as product include functionality, appearance, durability, packaging, brand, warranty, service/support; price include list price, discounts, allowances, financing, fluctuation and leasing options; place include channel members, channel motivation, market coverage, locations, logistics, accessibility, remarkable; promotion include advertising, personal selling, public relations.(Wikipedia, 'four 4 Ps', 2007) Considering limited time for master thesis, and consumers mostly focus on a certain aspects on handsets,(*HU, Z.H. 2008*,)so we would like to pick up some aspects that consumers paid more attention on them. Therefore, we decide to consider some aspects as follows, product focus on appearance, function and durability; price consider fixation of price and fluctuation; place concentrate on coverage, accessibility and markedness; promotion take into account attraction, popularity and frequency.(*Liu,W.l., 2007*,) There are many aspects in promotion, considering limited time, we only focus on advertisement of Motorola in consumers' opinion. And we found that the model of sequential effects of response to marketing by Martin Evans, Ahmad Jamal and Gordon Foxall (consumer behaviours) could contribute to our need in promotion part, which focus on how consumers respond to marketing activities. Therefore, we will examine whether Motorola's advertisement can fulfil consumers' need.

We focus on consumers' point of view, so we will decide to make interviews and questionnaires to collect information. The design of questionnaires and interviews depend on the theatrical framework in order to get detailed and reliable information to help us find shortcomings to achieve our goals.

2.3 The choice of collecting information

The collection of information was carried out using both primary and secondary data in order to gain important information that can help us achieve our purpose. Through getting primary and secondary data, it will enable us to find the disadvantage of Motorola's mobile phone in Chinese market and understand consumers' idea why they have purchased Motorola's handset decreasingly as well.

The secondary information will be gained through internet, books and journals will be used to get general and reliable data to understand the existing circumstances of Motorola's handset in Chinese market, in order to help us to find the shortcoming of Motorola's handset in consumer's perspective why its handset are not popular any more. We search for relevant literature in university library and online databases available to students at university. We also use World Wide Web of Google and Baidu is one of biggest website for searching information in China. The keywords we have used are: Motorola handset in China, consumer need of handset in Chinese market, price, product, promotion and place of Motorola handset in China.

According to Fisher, there are several methods to do research including interview, panel, questionnaire, observation and documentary. (Fisher, 2004, P.132) Based on our conceptual model and purpose, questionnaires could help us to receive some general answers and feedbacks from the consumers, and semi-structured interviews help us to get detailed information about how the consumers perceive Motorola's offerings. We decide to collect primary data through a series of questionnaires and

semi-structured interviews to get information we need from consumers' opinion in order to achieve our goal. Our study aims to find out disadvantages of Motorola handsets from consumers' point of view. Therefore, we believe that it is necessary for us to get reliable and useful information from consumers' point of view through collecting information in consumers' opinion and we will be able to get quantitative appraisal regarding problems of Motorola handsets in consumers' point of view.

According to Fisher, there are several kinds of question format of questionnaires to do research and collect primary data. (Fisher, 2004.P.161) We decide to design questionnaires for the choice of question format as follows, dichotomous questions, multiple choice questions and likert scales questions. These different kinds of questions are attractive and easy to follow so that respondents would like to respond and do not take too much time to read and understand. Talking about the interview, there are three types of interview are open interviews, pre-coded interview and semi-structured interviews. We believe that semi-structured interviews are suitable method for us to get important information. Semi-structured interviews can help us get useful information we need of Motorola's handset from consumers' mind.

We decide to carry out questionnaires and interviews with respondents from our friends and relatives. This interview was conducted in a form of Semi-structure interview, where it is in between the two extreme of open interview (interviewer engages in informal conversation about a particular interest) and pre-coded interview(interviewer generally reads from a prepared script and is expected not to deviate from it) (Fisher 2007, p.159). It is a form of open-ended questions, which can be looked at in the Appendix II. We decide to send our questionnaires to our friend in China by sending e-mail and translate into Chinese; they will help us finish our questionnaires through sending e-mail to their friends and relatives. Considering

some difficulties that some people maybe dislike to answer some questions about personal privacy, so we seek help from friends or relatives whose friends or relatives would like to answer our question so that we can get useful information we need. We also make semi-structured interviews with selected respondents who have more knowledge about Motorola through sending email and telephone so that we can gain useful information from consumers' point of view in order to achieve our goal.

We sent questionnaires by email to our friends and relatives, we are uncertain about the exact number of the feedbacks, so we decide to make 300 questionnaires and 30 semi-structured interviews. Besides, according to Fisher (p.190), 300 is the amount that is considered as having a five percent margin of error, if the population of existing customers is over 100.000.

After receiving them, we found the valid questionnaires are about 200 and interviews are 20. The questions we ask based on our conceptual framework about price, product, promotion and place. Talking about the price, we will consider whether price of Motorola is high or low and whether they have frequent price fluctuation compare with the similar products of other brands. When considering product, we will focus on appearance, function and durability. As for promotion, we will consider attraction, frequency and popularity. Regarding to place, we will collect information on accessibility, markedness and coverage. (Wikipedia, 'marketing mix', 2007). According to the answers of consumer's opinion for Motorola's cellphone, we can get reliable information we need in order to find shortcoming of Motorola's mobile phone from consumer's point of view.

Overview of the questions:

Stage	Type of questions	Area	Number of questions	Valid number of respondents
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Main focus	Questionnaires	Price	2	201
		Place	3	201
		Promotion	3	201
		Product	3	201
		Age	1	201
		Gender	1	201
		Career	1	201
		Familiarity	1	201
	Semi-structured interview	Price	2	20
		Place	1	20
		Promotion	1	20
		Product	3	20

2.4 The choice of analyzing information

According to Fisher book, once researchers have collected all information they need, the next step is to make sense of it. (Fisher, 2004, P.154) Therefore, we will have to analyze our data once we collected all the information we need in order to provide us with useful information to help us deal with our problem and achieve our goal. We will analyze dichotomous questions, multiple choice questions and likert scales questions.

Considering likert scales, we will follow fisher's book that interpret how to analyze collected information. We decide to mark seven-point scale for consumer to choose which level is appropriate to answer the questions. The seven-point scale defines from excellent to very poor and gives the number for respondents from 1 to 7 to choose the number depend on their feeling. Once all the statement has been scored,

then a respondent's overall score on each question can be calculated as mean. (Fisher C. 2004, page 165) The mean can be calculated for each question in order to know the overview of consumers' opinion.

Average of each question = total of score of each question/total number of respondents

We decide to make 200 questionnaires to get information from consumers' point of view through making questionnaires in excel so that it is easy for us to analyze statistic number. And the answers of interviews can provide us with useful information in order to help us to find shortcomings of Motorola to achieve our goal.

We will draw pie chart to show the percentage of our dichotomous questions, multiple choice questions respectively and make histograms to analyze likert scales questions in order to help us find which aspects are Motorola's shortcomings. Through semi-structured interview, we can get more detailed information of its disadvantages from consumers' point of view in order to achieve our goal.

3 Theory

In this chapter, we need to be clear about the structure of theoretical framework using in this thesis. Due to research purpose that aim to find shortcomings of Motorola’s handset in consumers’ point view from four Ps. Therefore, we will describe what is meaning of each aspect in order to guide us to do research, the concept and theories of marketing mix as follows:

Product	Price	Place	Promotion
Functionality	list price	channel members	Advertising
Appearance	Discounts	channel motivation	personal selling
durability	Allowances	market coverage	public relations
Packaging	Financing	Locations	Message
Brand	leasing options	Logistics	Media
Warranty	Fluctuation	service levels	Budget
service/support			

Figure 3.1 concept of marketing mix (Free world academy,2007)

3.1 Product:

Product: customer value, product or service in one company is supposed to be designed and produced in its own way in order to meet the needs of targeted customers. It mainly includes entity, service, brand, package of product. Moreover, it refers to the combinations of goods and services provided by companies, which comprises the efficiency, quality, appearance, design, brand, package and standard, service and warranty of products as well.

Product is the basic element of 4 ps. Product is a holistic concept which includes modality product, core product and accessional product as well. In market economy,

it is necessary for any company to create and provide products which could satisfy social needs if it would like to survive and develop in such a competitive environment. Therefore, to a large extent, whether or not could get success for a company in competitive environment mainly depend on whether it could provide suitable and famous product for customers or not.

For different kinds of customers, there are different priorities. For some middle-income level customers, they may emphasize on the core of product, which is practicability and function. For some high-income level customers, they may put more attention on the modality of product, such as appearance, brand, package, and trademark. (Management, 'Marketing Mix (4 Ps)', 2007)

3.2 Price:

Price: customer cost, the degree of willing to pay this product or service for the Customers, which mainly includes basic price, discount price, payment time, debit and credit conditions and so on. It often refers to the financial return which obtained from selling products.

Moreover, price is the most sensitive factor of 4ps. It is not t only one of three elements of exchange behavior but also is the main focus in this exchange process due to price related to sellers and buyers closely. Especially in china in which a large developing country with medium income level, price is the most influential factor of consumer decision making. So in some cases, some products with high quality but higher price could not win over other competitors with lower price but poor quality. (MBA lib, '4ps marketing mix theory', 2007,)

3.3 Place

According to E. Jerome McCarthy, place refers to how the product gets to the customer and channel by which a product or service is sold. When talk about place

of marketing mix, many companies have a customer focus. They focus on customer demands where is convenient for them to find the direction when they want to purchase the product. In the customer-driven approach, customer wants are the drivers of all strategic marketing decisions.

A formal approach to customer-focused marketing of place is access, which means where the customer can find the solution and how easily/locally/remotely they can buy it and take delivery. This idea was proposed by Chekitan Dev and Don Schultz in the Marketing Management Journal of the American Marketing Association, and presented by them in Market Leader - the journal of the Marketing Society in the UK. Place focus on the available at the right place, at the right time and in the right quantities. Some of recent major changes in business have come about by changing place. Talking about the place, there are several aspects to consider, for example, locations, logistics, channel members, market coverage, service levels and internet. Place is concerned with storing goods and make them available for the customer who can find them easily. (Free world academy,2007)

3.4 Promotion

According to E. Jerome McCarthy, promotion refers to all communications that a marketer may use in marketplace, which includes advertising, sales promotion, publicity, and personal selling, branding and refers to the various methods of promoting the product, brand, or company. Chekitan Dev and Don Schultz proposed a model of customer-driven approach, which refers to promotion, is information about how the customers know about the product and whether they can convey enough information to let customer make a buying decision. Promotion is a way of reducing the information gap between sellers and buyers.

There are a lot of methods for promotion of product, such as advertising, public relations, point-of-sale displays, and word-of-mouth. Advertising takes many forms, for example, TV, radio, internet, newspapers, and so on. Frequency of advertising can be seen as the number of time a person is exposed to your message. A person must be exposed seven times to the message before to be aware of this message. According to authors Martin Evans, Ahmad Jamal and Gordon Foxall in consumer behavior, there is a model of how consumers respond to marketing activities called sequential effects of response to marketing: exposure, attention, perception, learning, attitude, action and post-purchase. Marketers have to make sure that consumers are exposed to their marketing activities in order to effect to customers. And it is a basic requirement for markets to change consumer perceptions, attitudes or behavior. (Evans M., Jamal A., Foxall G. 2006, P30) There is no guarantee that consumers can see the advertisement even though advertisements are exposure in right place. Therefore, exposure of product is important. The probability that customer s may pay focal attention to marketing activities when the advertisement has some relevance and is interesting to them. (Evans M., Jamal A., Foxall G. 2006, P32)

Marketers are concerned with attracting and maintaining attention to customers, there are particular techniques such as use of color, movement, position of the message and so on. (Evans M., Jamal A., Foxall G. 2006, P33) Exposure and attention in the process of effects of response to marketing are pretty important which will determine whether customers want to continue to pay more attention on it. Message in advertisement can be called a creative, which must get attraction, capture interest, create desire and require action that is to say close the sale. Popularity of advertisement is concerned with the percentage of the target market which is affected by advertisement. Seller should know how many people belonging to target group can be affected by advertisement. Marketers often rely on celebrities

to endorse their product as consumers perceive some celebrities as highly trustworthy, believable, persuasive and likeable. (Evans M., Jamal A., Foxall G. 2006, P255) Different consumers have different requirements depend on their lifestyle, personality and self-image. (Evans M., Jamal A., Foxall G. 2006, P128)

4 Findings

4.1 Information of questionnaires

Based on answers of the questionnaire we receive from respondent, we draw histograms to display the average of each question for different occupation as follows:

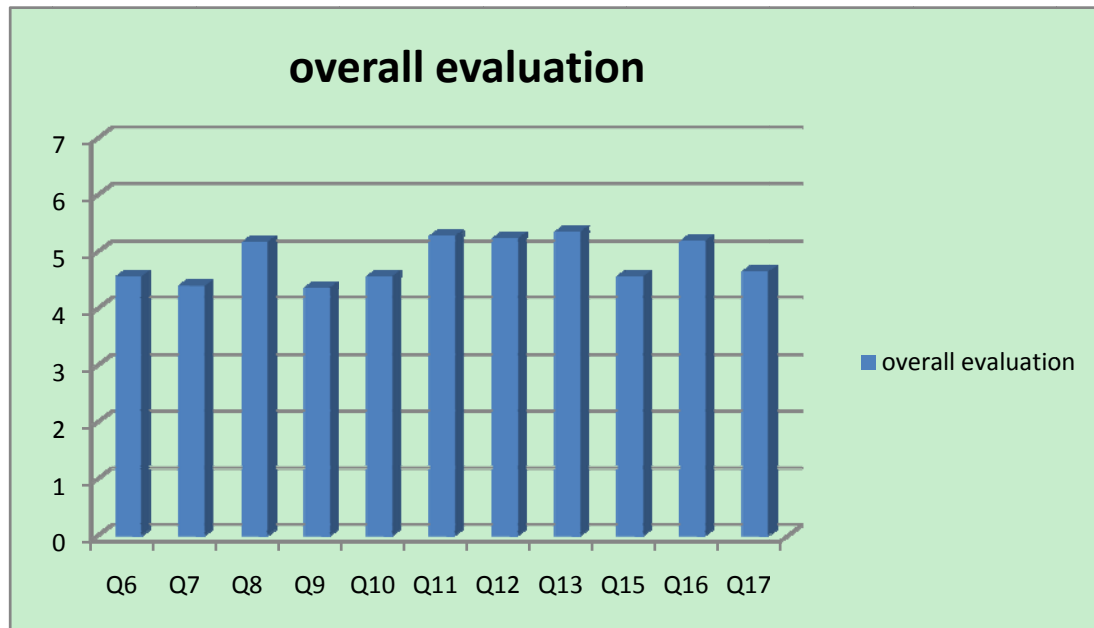


Figure 4.1 Overall evaluations of questions (Specific questions of questionnaires can be seen in appendixes.)

This histogram shows the average evaluation of each question from all respondents of questionnaires. According to our questionnaires, we use seven-point scale defines from excellent to very poor and gives the number for respondents from 1 to 7 to choose the number depend on their feeling. Therefore, 7 is highest evaluation. The average evaluation is between four and five; it means consumers do not give high evaluation for Motorola's handsets and Motorola must have problems on these aspects.

It displays that the average appraisalment of question 8 about durability of Motorola's handset, question 11 about the coverage of Motorola's handset stores, question 12 about markedness of Motorola's sign, question 13 about accessibility of

Motorola's handset stores and question 16 about popularity of Motorola's advertisements are a bit higher than rest, but it does not mean that consumers give high evaluation and the average evaluation just a little more than 5. And question 13 about accessibility reach highest appraisal among other aspects.

The average evaluation of question 6 about appearance of Motorola's handsets, question 7 about function of Motorola's handsets, question 9 about fixation of price, question 10 about fluctuation of price, question 15 about attraction of Motorola's advertisement and question 17 about popularity of Motorola's advertisement are between 4 to 5, and function of Motorola's handsets get lowest evaluation compare with other aspects.

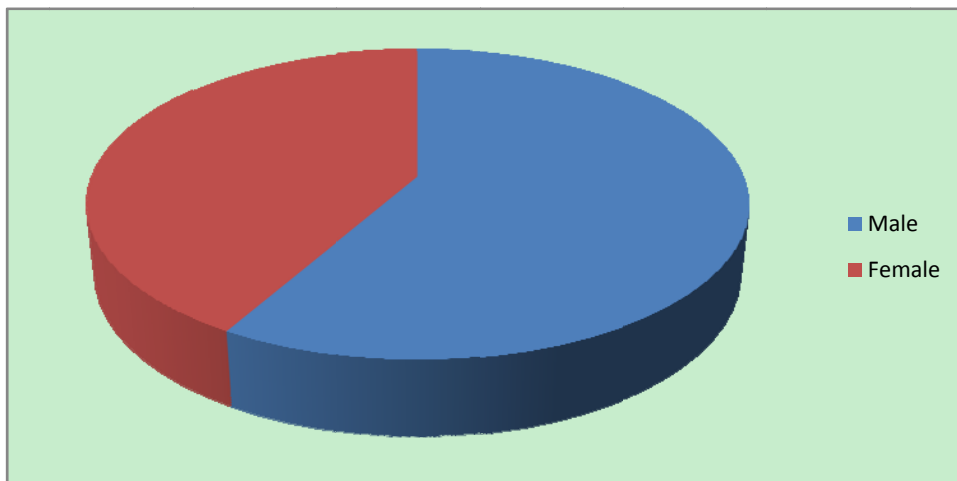


Figure 4.2 the percentage of male and female

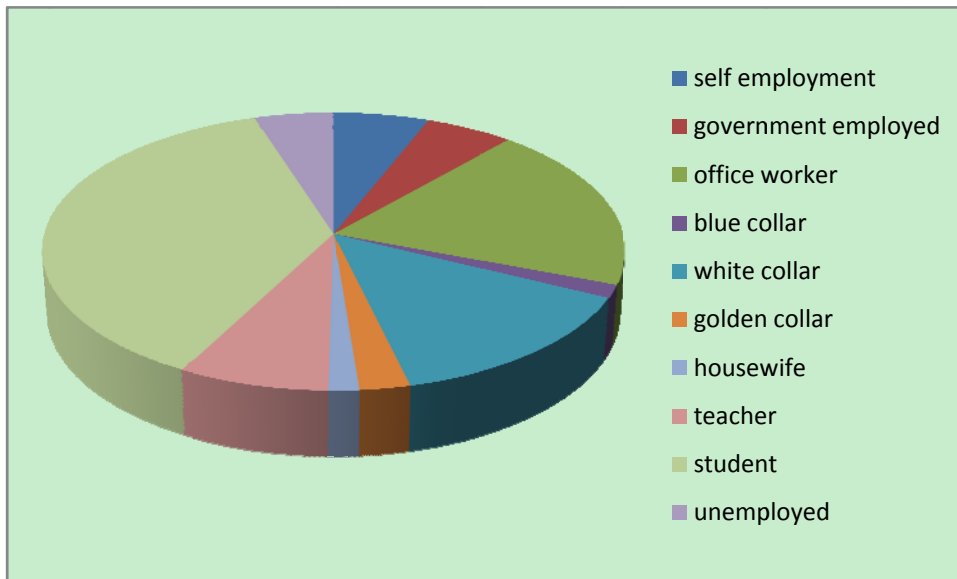


Figure 4.3 the percentage of occupations

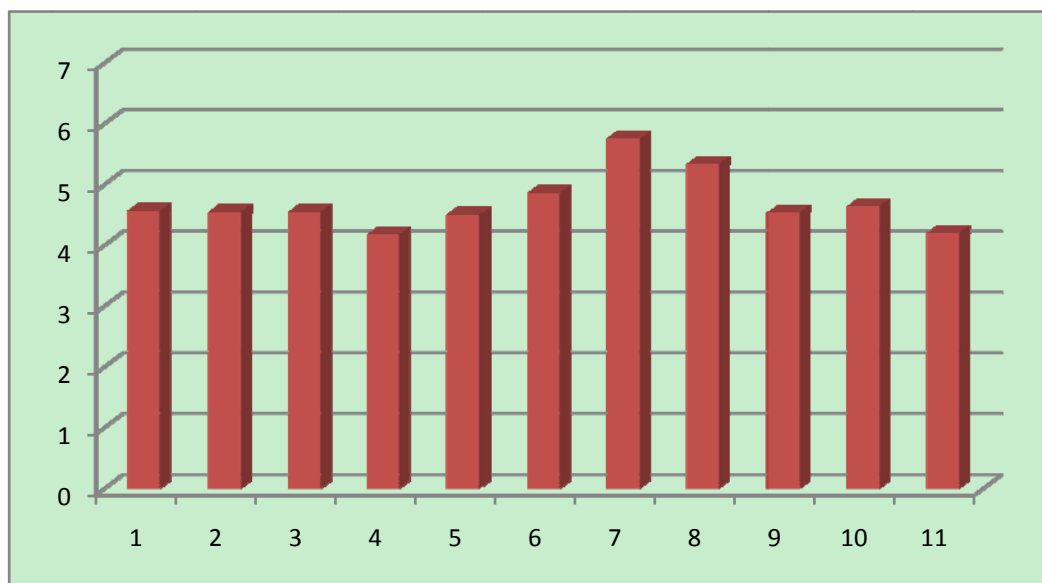


Figure 4.3 Q6. How do you think of its appearance?

1: overall evaluation of this question 2:self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

Refers to the appearance of Motorola mobile phones, customers of various occupations have different feedbacks. According to this chart, it is obvious that the overall evaluation of question 6 is higher than the evaluation of office worker and

unemployment respectively, whereas lower than the others. It shows that office worker and unemployment people have more negative opinions of the appearance of its mobile phones. They are unsatisfied with layout of its appearance than the average.

Besides, the evaluations of self-employment, government employee, blue collar, teacher and student have almost the similar evaluation of the overall evaluation. What's more, this chart also provides more information of other groups which have higher score of its mobile phones' appearance. We can see that the sixth, seventh and the eighth column as well which are all higher than the first one. Those stands for the white collar golden collar and housewife have more positive opinions of its appearance compared to other groups.

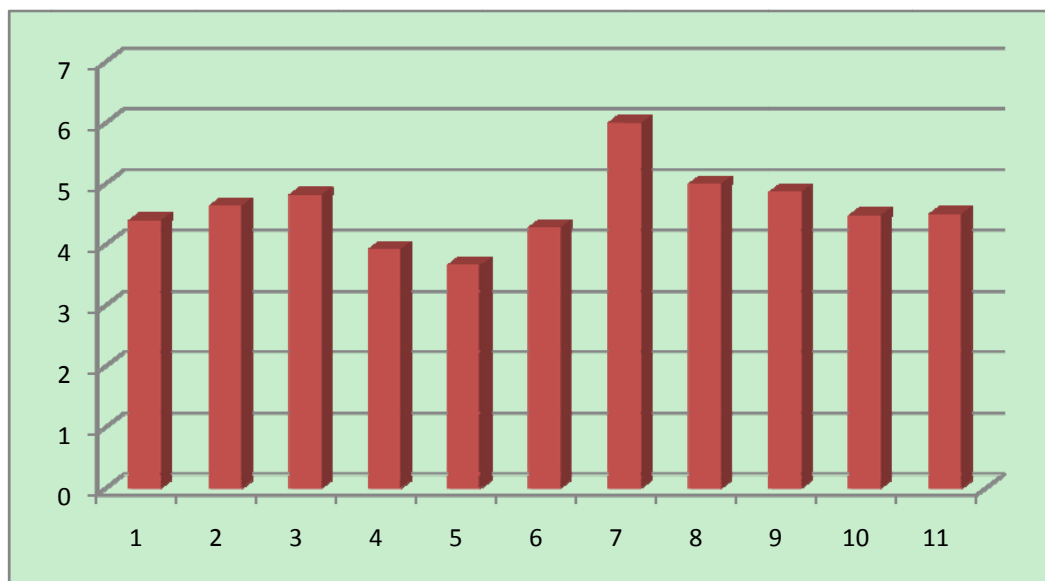


Figure 4.4 Q7: How do you think of its functions?

1: overall evaluation of this question 2: self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

Based on this chart, we could conclude that three of these columns are lower than the first one, whereas the rest are all almost higher than the first one, especially for

the seventh one who are golden collar is much higher than the first one. We could see that opinions from the fourth one, the fifth one and the sixth one, those are office worker, blue collar and white collar respectively, are lower than the average and they are apt to unsatisfied with its functions.

However, for the rest groups, such as the second one, third one, the eighth one, the ninth one are all higher than the average which shows that people from the self-employment, government employment, housewife and teacher have similar comment about its functions. Especially for the golden collar who have much higher appraisal for Motorola's functions.

Moreover, the left two ones which are the tenth and the eleventh have the similar height of the first one. It shows that they are set at the same level of the average—not too high or not to low.

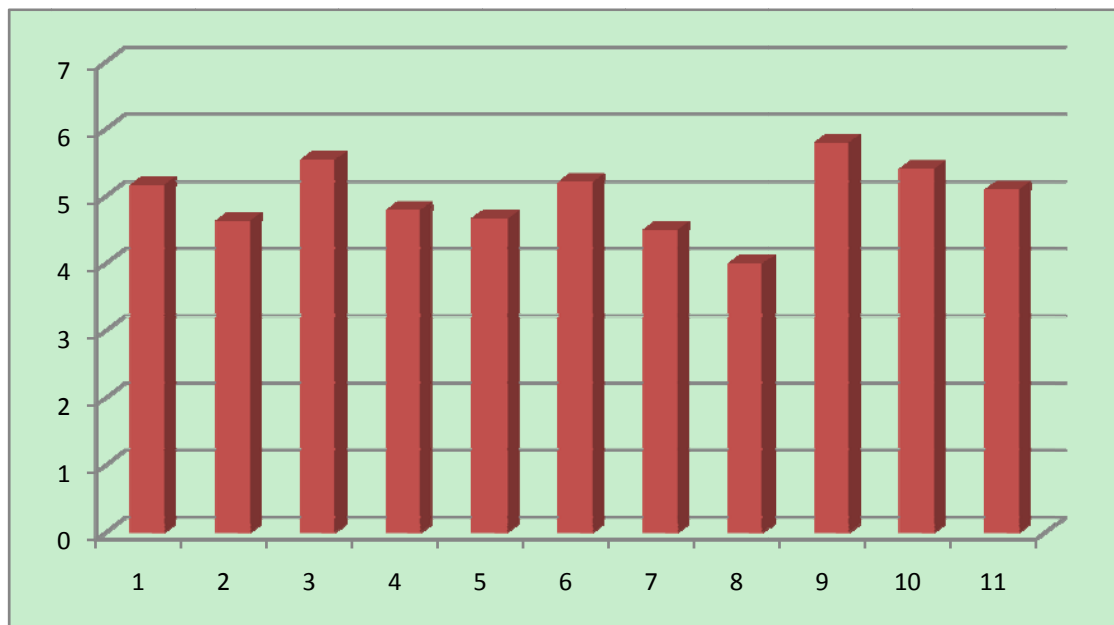


Figure 4.5 Q8. How do you think of its durability?

1: overall evaluation of this question 2: self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

It is interesting for us to notice that there is a converse trend of Question 8 compared to Question 7, which most of columns are lower than the first one and just have few of them are higher than it. 3/5 is lower, 1/5 is even, and just 1/5 is higher than the average in all.

Most customers who are self-employment, office worker, blue collar, golden collar, housewives, unemployment are have evaluation below the average level, and government employees and teachers have a little higher appraisal compared to other groups whereas white collar and students have the same level of the average.

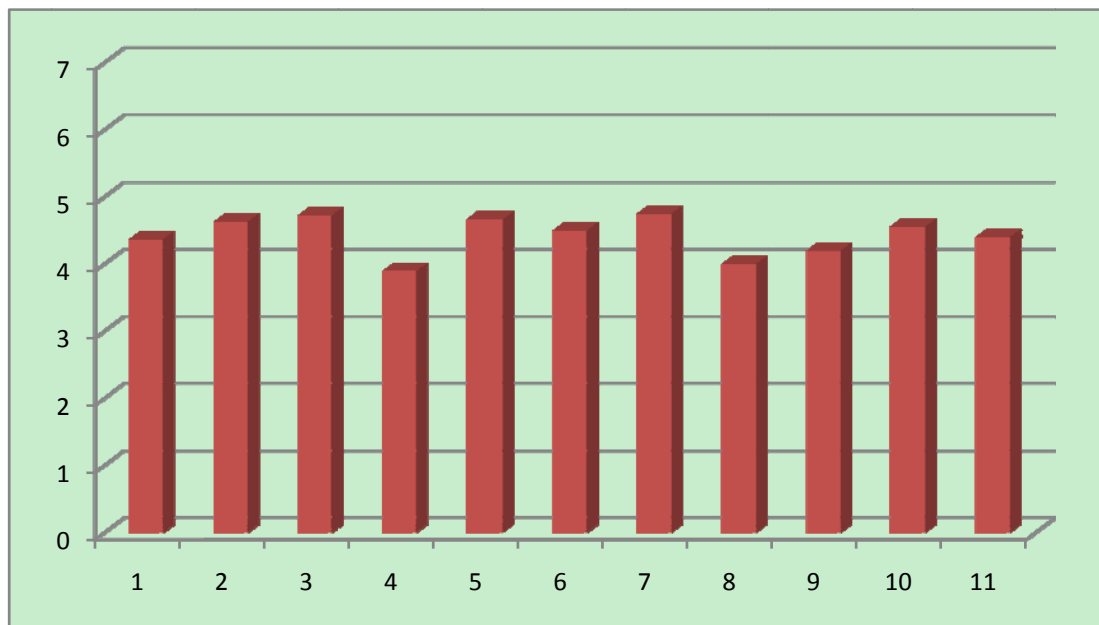


Figure 4.6 Q9. How do you think the price of the product?

1: overall evaluation of this question 2: self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

It is obvious that most of the columns are higher than the first one which account for about 7/10, whereas the others are lower than the average. The highest one is the seventh one which stands for golden collar. The followings are the fifth, the third, the second, the tenth, and the eleventh respectively. However, there are still have three of them below the average which refer to the eighth, the ninth and the fourth as well, especially for the fourth one who are office workers obtained the lowest figure.

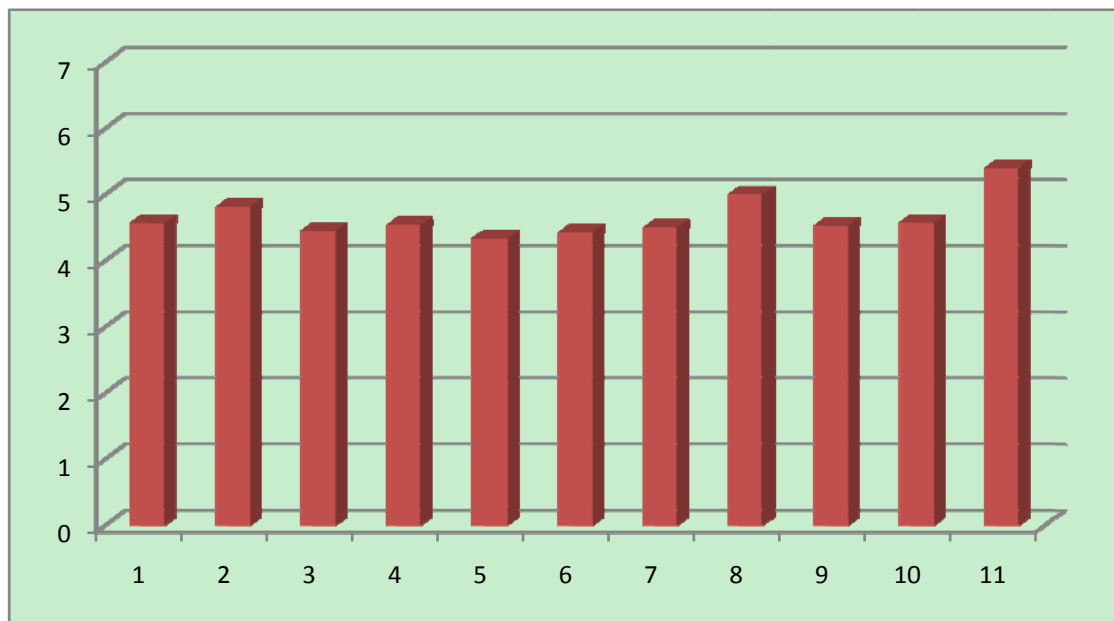


Figure 4.7 Q10. How do you think the degree of its price fluctuation during a short period?

1: overall evaluation of this question 2: self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

At the first glance, we may notice that there are not drastic fluctuations of this histogram except for the last one which stands out obviously compared to others. However, different from other charts it shows that most of columns about 7/10 are all lower than the first one and there is similar number among them, which refers to the third, the fourth, the fifth, the sixth, the seventh, the ninth, the tenth respectively.

For the rest groups which include the second one, the eighth one and the eleventh one respectively are above the average.

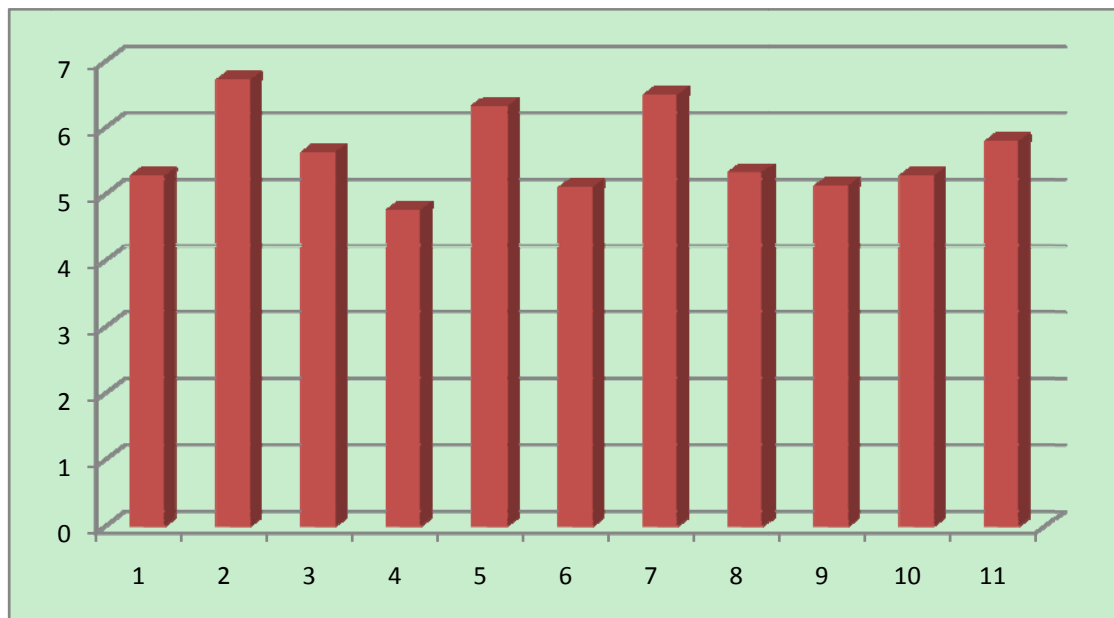


Figure 4.8 Q11: Are there many cell phone stores selling Motorola phones?

1: overall evaluation of this question 2: self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

According to this chart, it shows the average evaluation of office worker; white collar and teacher are below the whole average in question 11 about the coverage of the Motorola, and office worker give the lowest evaluation for this question.

While the average opinion of self-employment, blue collar and golden collar are much higher than the whole average level appraise respectively and the average evaluation are around 6.5 which are much higher than the whole average level is 5.28, especially the average opinion of self-employment reach the highest appraisal for coverage of Motorola. Meanwhile, the opinion of people whose occupations are government employee housewife, student and unemployment for this question are almost close to the overall evaluation.

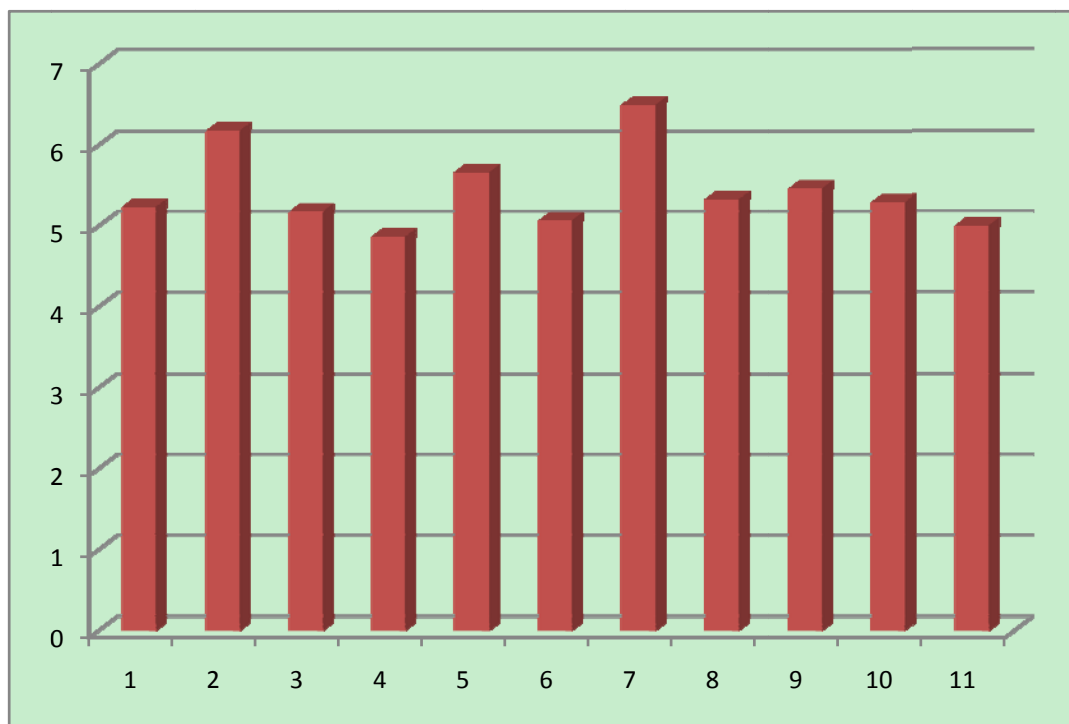


Figure 4.9 Q 12: Do you think whether the sign of its store is observable or not?

1: overall evaluation of this question 2: self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

This chart represents the idea of government employees, white collars and unemployment are slightly lower than the whole average appraisal in this question about the markedness of Motorola's store, while office workers have more

demand than other people so their evaluation are lower than the overall evaluation for the observable sign.

Meanwhile, the evaluation of self-employment, blue collar and golden collar are higher than the whole average level, especially golden collar reach the highest evaluation compare with people who are engaged in other occupation for evaluation of sign of observable. Housewife, teacher and student almost have the similar evaluation and are close to the overall evaluation is 5.23 for evaluating the markedness of Motorola's sign.

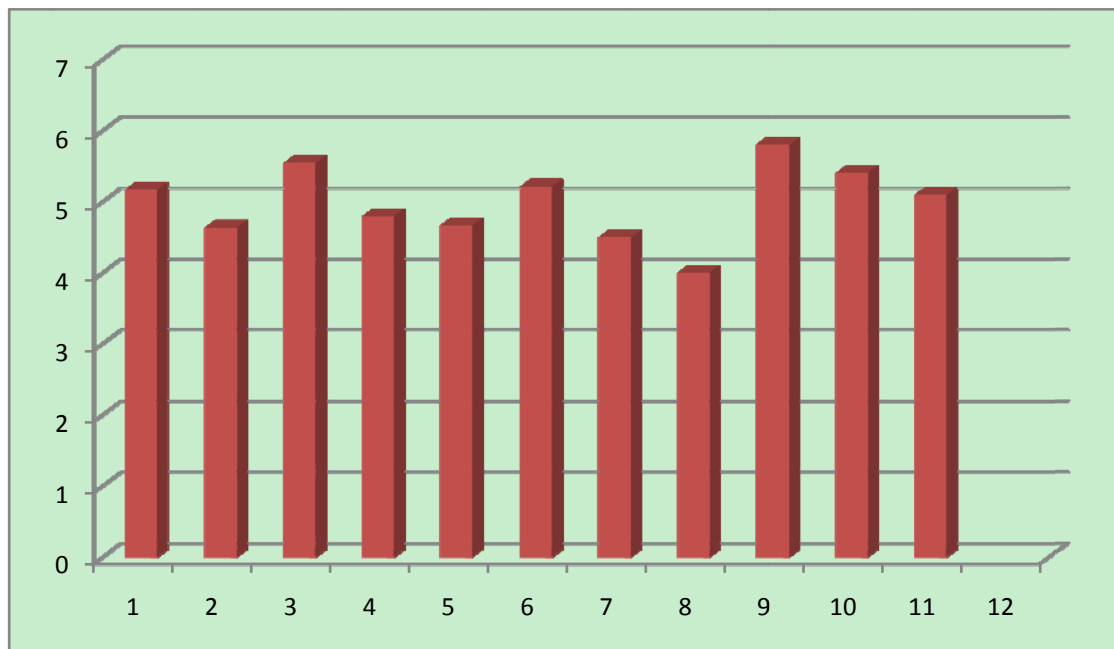


Figure 4.10 Q 13: Do you think it is easy for you to find Motorola's stores?

1: overall evaluation of this question 2: self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

This chart explains government employee, office worker, white collar, housewife and student have similar opinion for evaluate the accessibility of Motorola's store and

the average value is about 5.2 that is little lower than the whole average lever is 5.35.

While the general estimate of teacher reach the lowest lever about 5.1 in this question but it is not far away from the overall appraisal level. However, the opinions of people who are self-employment, blue collar, golden collar and unemployment have higher evaluation than whole estimate, while the average opinions of unemployment are close to the overall evaluation and golden collars' opinion achieve the highest appraisalment about 6.75 is much higher than the overall evaluation is 5.35 for the accessibility of Motorola's stores.

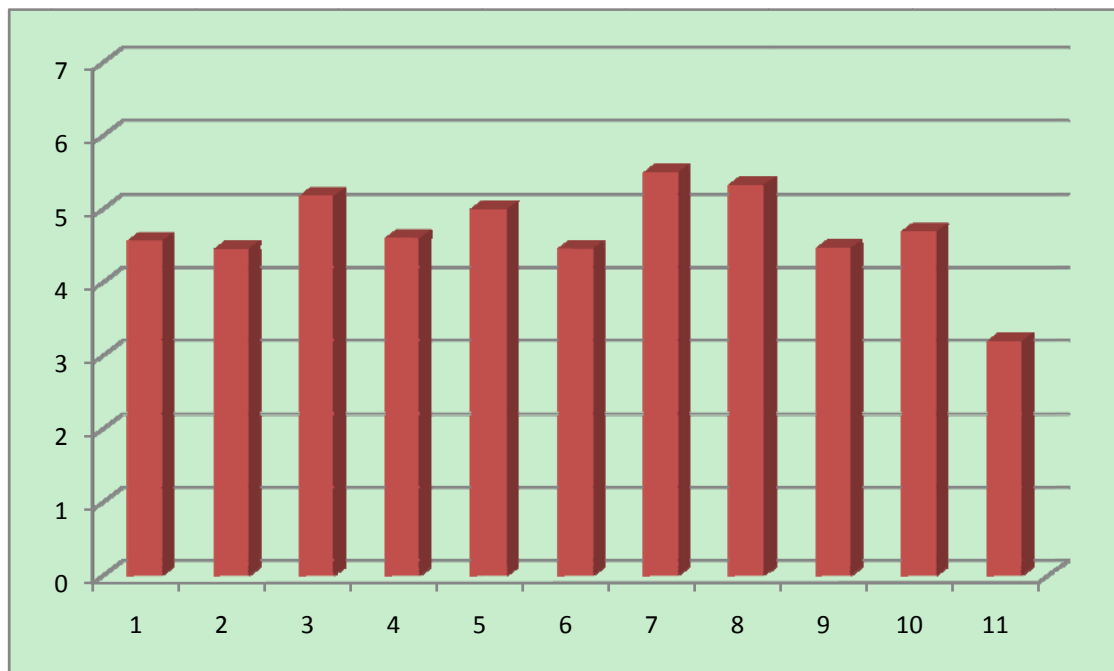


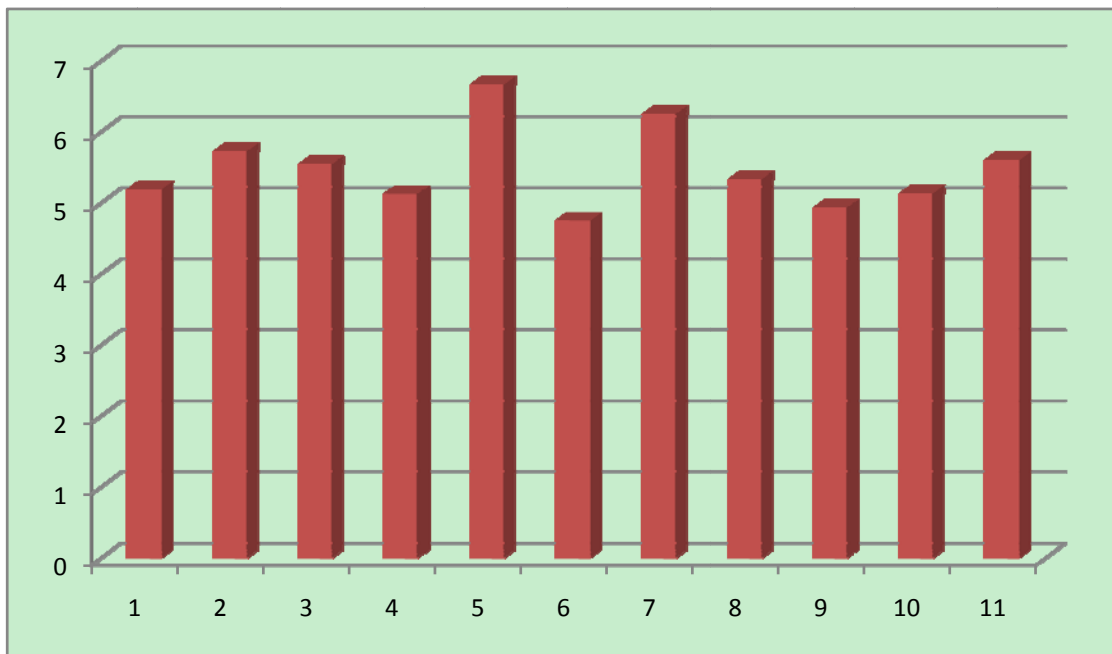
Figure 4.11 Q 15: Do you think whether its advertisement is attractive or not?

1: overall evaluation of this question 2:self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

This histogram describes the average evaluation of self-employment, white collar, teacher and unemployment is lower than the overall evaluation is 4.57 for the question about attractiveness of Motorola's advertisement, and self-employment,

white collar and teacher almost have the similar estimate about 4.45 that are close to the overall evaluation 4.57, while the average appraisal of unemployment is 3.2 much lower than the overall evaluation for evaluating attractive of advertisement.

However, government employee, office worker, blue collar, golden collar, housewife and student have higher appraisal than the overall appraisal for this question about attractive of Motorola’s advertisement, and golden collar give the highest appraisal about 5.5 compare with other occupations.



● Figure 4.12 Q16: Do you always access its advertisement?

1: overall evaluation of this question 2: self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

According to this histogram, it elaborates the average opinion of office worker, white collar; teacher and student are lower than the overall evaluation is 5.19 for question about frequency of Motorola’s advertisement, and white collar have the lowest

appraisal about 4.75 for this question. The average evaluation of office worker, teacher and student about 5.1 are close to the overall evaluation.

However, the evaluation of self-employment, government employee, blue collar, golden collar, housewife and unemployment are higher than the overall evaluation in this question for evaluating the frequency of Motorola's advertisement, meanwhile, the estimate of blue collar reach the highest point about 6.67, and golden collar also give higher appraisal inferior to the evaluation of blue collar of frequency of Motorola's advertisement.

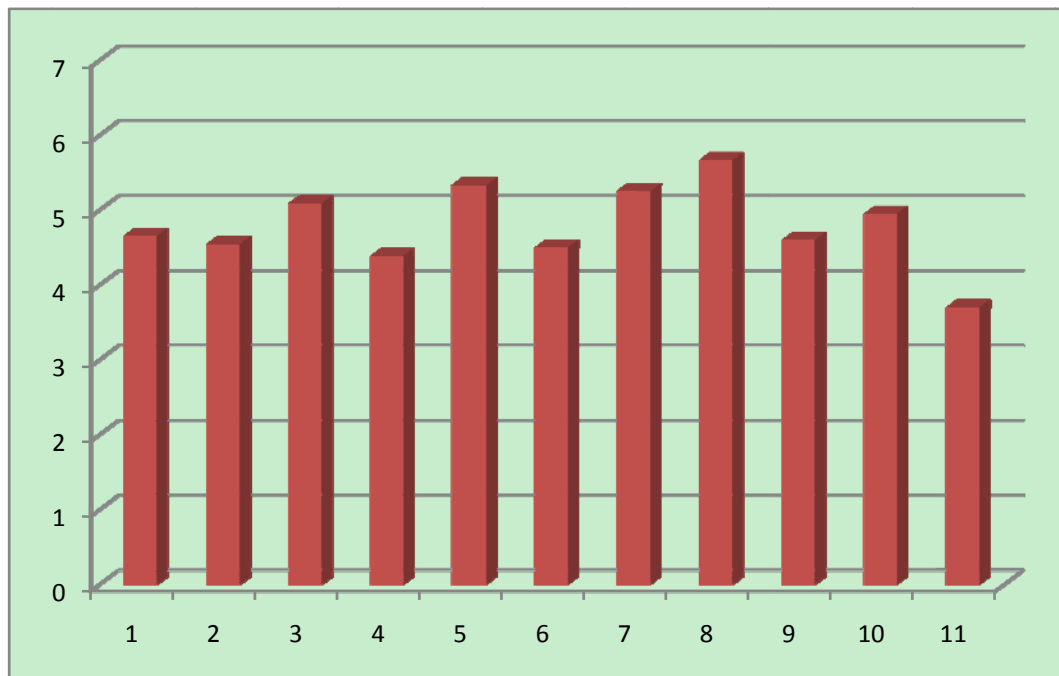


Figure 4.13 Q 17: Do you like its advertisement?

1: overall evaluation of this question 2: self-employment, 3: government employee 4: office worker, 5: blue collar, 6: white collar 7: golden collar, 8: housewife 9: teacher 10: student 11: unemployment

According to this chart, it shows the average estimate of self-employment, office worker, white collar, teacher and unemployment are lower than overall evaluation about 4.65 for question about the popularity of advertisement, the evaluation of self-employment, office worker, white collar and teacher are little lower than overall

evaluation and are close to the overall evaluation, compare with unemployment have the lowest evaluation about 3.7 for this question.

However, government employee, blue collar, golden collar, housewife and student give higher appraisalment than overall evaluation about 4.65, meanwhile, the average estimate of housewife reach the highest evaluation about 5.67 and government employee, blue collar, golden collar and student have little higher evaluation than overall evaluation for evaluating popularity of Motorola's advertisement.

4.2 Information of interview

Based on the information get from the interviews (Appendix II), we summarize the problems of Motorola's mobile telephones as follows:

4.2.1 Problems of its product:

4.2.1.1 Appearances:

On the one hand, many customers said that they are not satisfied with the appearances; they felt that some of them are old-fashioned and did not devise and innovate new styles and models with the development of human needs. However, its appearances could not be updated rapidly. On the other hand, their designs are too tedious to have more choices for customers. These years they just put bar phones as their main objects, whereas ignoring the development of other styles, such as flip phones and slide phones and so on. Besides, characteristic needs from special groups of customers. Motorola just make some small changes of colors for old models rather than complete innovations. For a great deal of kids and young woman, they are more inclined to select more individual ones, such as some cute and colorful ones instead of other official ones. Customers went to Motorola's shop

to pick these ones, but could not satisfy with their provisions because of few new models.

4.2.1.2 Functions:

First of all, some customers said that it could stop work suddenly and does not have any responds any more unless you turn it off and restart it again. If something important happened, it would waste a lot of time for customers and brought many inconvenience for them.

Secondly, in some cases, it was very strange that you could not hear of anything when you get the call from others. You answered someone's calling; however, you could not hear clearly what they are talking about.

Thirdly, its touch screen is not sensitive enough, sometimes, you have to touch the key-press many times to input information that you want, and then could show it on its display screen. That is to say, it is blunt and non-sensitive for its touch screen. Fourthly, it often occurs that there are some problems with its main board, then would influent the functions of the whole part, even this mobile phones is totally broken because of the problems of main board.

Fifthly, in some situations, its mobile phones turned it off by themselves without any reason. Sometimes when you waiting for some important phone call, waiting for a long time but still nothing happened, you found it have already turned off a long time ago.

Sixth, its batteries could not be charged in some cases, obviously, you charged your battery at night but it is still undercharge next morning.

Seventh, its EMS memory card could not be recognized and read in some situations, and then you could not dial phone numbers at all, you could not take advantage your mobile phones as well.

Eighth, the antennas of the mobile phones is often broken and inefficient, and would influence the degree of signal, so would influence its contact quality with others as well.

Ninth, many customers also complained that the display of Motorola's mobile phones breached by itself. Displays could not be strong enough to defend some collisions as usual.

Tenth, based on the information from interviews, sometimes it could not play the music smoothly and consistently for its radio. It stopped suddenly and restarted to play later on, likewise its quality of sound was not good.

Besides, according to the feedbacks, electrical source of its product could not contribute to charge batteries very well. Invalidation of its power supplier result in insufficiency of the batteries, finally affect its working order.

Twelfth, some customers said that it maybe happened that there are some cracks of its headphones. Otherwise, it will bring bad effects to the quality of hearings.

Thirteenth, in some cases, the key-press of its product dropped off all at once, it also would spend much time to be waiting for reparations.

Fourteenth, the cameras of mobile phones could not work well in some cases. Some customers said that they felt very disappointed when they are keen to receive clear and vivid pictures from cameras; however, cameras often had some problems or questions when using them. Differentiation rate is lower and definition of cameras is not good as well.

Furthermore, except for the above-mentioned ones, customers also talked about the frequency of the black screen, compared to other brands and information from their friends or relatives, to some extent, they thought the frequency of the black screen is higher than others.

Finally, customers often complain about slowness of innovations of its technology. They felt that functions of its cell phones are similar compared to old ones of Motorola or other brands and without some special peculiarities as well.

4.2.1.3 Durability:

First of all, faceplate is not durable of some models. In some emergency cases, the faceplate will be break into pieces when dropped it off on the ground. Especially for some metallic ones, abrasion of faceplate is much serious. Many customers all agreed that Nokia's faceplate is much stronger than Motorola's and could use for a longer time as well. Secondly, key-press is also not strong and durable. After some months later, it would wear and tear fiercely, some letters of the key board could not be recognized and then forced people have to change another one instead. Last but not least, durability of its batteries is the main problem. Some customers said that they have to almost everyday charge their phones frequently to sustain their dairy use. Otherwise, they have to prepare more than one batteries.

4.2.2 Problems of its price:

Other than the problems of its product, there are many other problems of its price for Motorola's mobile phones as well.

First of all, customers have various feedbacks to its list prices. Someone thought it was acceptable and very ration able, someone don not agree about that point. and we all found that different occupations have different answers because of different incomes and regenerations. As a whole, most customers could accept its prices.

Secondly, it is about its fluctuations of its prices, many customers agreed that prices of its mobile phones changed too fast, even you could get two totally different prices at almost the same period. Interviews said that they felt unfair and unacceptable for this behavior; in that case, they would buy Motorola's mobile phones any more, at least for some ones with high prices.

Besides, especially for some high-level handsets, it does not have stable price strategy which could keep its high-level taste and impressions. Customers with

high-incomes would like to keep special superiority feeling according to its stable high price for some high-technology products. If not, they thought each one almost the same; they would sell out at similar price and lost its high-level market.

4.2.3 Problems of its place

4.2.3.1 Coverage

According to the answer of interviewees, even though there are a lot of cellphone stores selling Motorola's handsets, but the handset retail stores is so convergence in some places where there is a center selling electrical products or cellphone that it is hard for consumers to find handset stores in other places. Customers are afraid of buy Motorola's cellphone of poor-quality or higher price so they have to visit many stores to check the price and quality of handset in order to compare with them. Sometimes it is hard for them to make a decision which cellphone they should buy, high price or low price? They feel that it maybe some problem of its handset if the price is lower than other stores while they also do not want to spend more money to buy it.

There are some informal handset stores selling Motorola's cell phones which are smuggled handsets that do not include after-service. Some customers are deceived by these stores, if there are some problems on it they can not find place to repair it. Some customers can not distinguish formal stores or informal stores so that they are worried about which store they can believe. These informal handset retail stores located in some place where there are few cellphone stores and even no one formal store, some consumers do not want to take bus to arrive at store that is a bit far away from them, so they choose to go to these stores that is near to them.

4.2.3.2 Markedness

Some customers said that it is hard for them to find Motorola's counters in some cellphone stores. Even though the sign of Motorola is remarkable, it is not easy for them to search Motorola's counter in big cellphone store and they also put its handset with other brand together in some stores so customers can not find them easily.

Alliance between Motorola and electrical store such as Suning and Guomei make an intense competition between many handset brands include foreign famous brand like Nokia, Samsung, Sony Ericsson, LG etc, and many Chinese local brands like TCL, Lenovo, Amoi etc. that become more and more popular in Chinese market. Each sign of these brands are remarkable and observable, some consumers said they do not think the sign of Motorola is more remarkable and observable than others and sometimes they can not notice the sign of Motorola.

4.2.3.3 Accessibility

There are few after service centers and it is difficult for customers to find the place of after service centers that are not located in flourishing place. There are not bus stations or subway stations so that customers have to spend much time to find the place. They sometimes have to wait for a long time to repair it when there are too many people assembled in this place; especially in weekend most customers have free time to find the place to repair it.

Some consumers said that they have to spend a long time to arrive at that place in city center by bus, subway or car and almost spend a whole day to buy a handset. Especially in big city, some consumers have to go that place in weekend that they have enough time to buy handset.

4.2.4 Problems of its promotion

4.2.4.1 Attraction

From customer's point of view, even though the advertisement in television is special and the use Jay Zhou and David Beckham as celebrity to promote its brand, the content and some models of advertising are not attractive. Because the content of advertisement can not convey exact information about new function and character of new handsets to customers and it is difficult for customers to remember the handset they advertised. Some models they use in advertisement look too well-marked so that they cover up the handset they are willing to show to customers.

4.2.4.2 Frequency

Customers said that they do not always watch Motorola's advertisement in television, newspaper, magazine and website recently. Even some customer doubt whether Motorola still exist in the marketing. They can see some pictures of advertisement in cellphone stores and some throwaway sent out in the street. But they do not always see some relative advertisement or information recently.

4.2.4.3 Popularity

Some customers dislike models in advertisement that looks like pixy, especially for middle age and older people. And they also do not understand how to connect handsets with its character. The content of advertisement is nonobjective so that it is hard for customers to understand what is meaning for this advertisement. But the advertisement of V3 gets good appraisal from customers who want to be a cool girl and put it in their jeans.

Some customers focus on the price so they need the advertisement provide them with information about the price of cellphone, while some customers concentrate on the function of handset so they require the advertisement can convey information about special function and new character of its handset, what's more, some customers concern the appearance of the mobile phone so they hope that they can look at each cellphone clearly in advertisement or throwaway. However, the advertisement of handbook can not satisfy different consumers' requirement.

"Hello moto" is a symbol of Motorola, when customers heard this words, it represent advertising of Motorola handset.

5 Analysis

5.1 Product:

5.1.1 Appearance:

In this case, most of mobile phones have similar appearance because of rapid imitation by others. Besides, Motorola does not innovate and transform thoroughly. In most cases, it just changes a system or different colours or some basic and small movements instead. Customers feel tired and disappointed to look at these small changes.

Based on our findings from questionnaires and interviews, we find that different people have different opinions about its appearances because of various backgrounds, especially for some officer workers who gave the lowest score of its appearance. Maybe because they are above middle-income level to have more money and have much leisure time to view the appearance of their handsets so that they have more opinions and requirements to mobile phones' appearances. On the contrary, among all the groups golden collar speak highly of appearance maybe function is the most important factor which influent their decisions.

To sum up, almost one half people gave scores lower than the average which stand for the half customers do not satisfy the layout of appearance of its mobile phones. Therefore, a shortcoming of its appearance is a one of big problems for Motorola.

5.1.2 Functions:

We could notice that there are many problems of its functions from our findings mentioned above. Motorola neglect the development of its technique which could

improve functions of its mobile phones in order to pursue excellent design and layout. All products of Motorola tried to win over by splendid appearances and functions work for layout, however, it is a fact that this method was totally wrong. Motorola take technique functions as fashion as well and put the essence of handsets away, which is a useful functional tool of communication for humans.

With the cultivation of sellers and self-development of customers, more and more attentions are paid on the functions of mobile phones. Not only for appearances but also for cell phone's equipments and functions are all important elements took into consideration by customers.

Based on the information from findings, we can see that many facets could not get satisfaction and praise from the customers, such as the memory, Pixel and screen differentiation rate and so on.

Besides, we found that most people give scores above the average but is very normal for a famous brand, especially for golden collar who give the highest records to the function. It is possible that Motorola done well at exploiting technique functions for high-level cell phones. However, almost half people did not give high score for the functions of its product, especially for blue collars who gave the lowest evaluation score of its functions and much lower than the average maybe because Motorola does not provide good function services for low-income customers. Motorola just provide some basic and cheap components, simple communication functions for this group customer.

Furthermore, according to different occupation divisions of customers, we also found that inconsistency between functions orientation and targeted customers are other big problems of Motorola's mobile phones. Functions of playing games and

music for young people, shortcomings of memory or picture material for business people, shortage of outstanding characteristic for high-level customers are all belong to Motorola's problems and are responsible for its declining sales as well.

Update and innovations of its technology and functions could not go along with the human needs. Even if there are some new models, they just make small changes of old one or imitate from others and did not have outstanding characteristics to attract customers.

At last, compared to other factors in 4ps in this thesis, function is the biggest problem among them which become a biggest disadvantage for Motorola's cell phones.

5.1.3 Durability:

Nowadays, in Chinese cell phone's market, customers often compare Motorola's handsets with Nokia's. During our interview's process, we found that most customers think Motorola's durability is worse than Nokia's as a whole.

Also we could find that 7/10 customers gave lower scores than the average which indicates that durability is the worst problem of its product. especially for housewives who gave the lowest score.

To some extent, durability could be combined with functions together due to problems of functions can influent its durability. If something happens of its functions, sometimes it could not be used at all.

In the end, durability is also a big question for Motorola because of direct connections to the functions.

5.2 Price:

5.2.1 Price fixation:

Different prices are fixed according to various segmentations of target customers. Usually, the prices of new models are higher than others, however, lower prices are taken advantage to impulse its promotion for the sake of keeping its market share when similar competitions come out.

In most cases, we often divided customers into three categories according to different incomes—those are high-income, middle-income and low-income respectively. For price fixations of Motorola, most customers did not have much opposition, so they could accept its fixation of prices.

Besides, there are not big doubts of its price fixation among the different groups, so the price fixation is not a big problem which responsible for the declining for Motorola's mobile phones.

5.2.2 Fluctuation of prices:

When provisions of new models could not go along with the changes of human needs, Motorola often drops down the prices rapidly. Price of its cell phones changes too fast to be accepted by customers. There is not a stable price strategy which could evaluate the product's value very well. Especially in Chinese market which is a price-sensitive place, this aspect is of great importance.

On the one hand, most customers are reluctant to accept the big decrease of its prices in a short period. On the other hand, a great deal of doubt from customers are gave birthed to its cell phones' orientations and positions and then give up their loyalties and trust to Motorola's handsets.

Besides, from the findings we know that almost each category of group customers all think its changes drastically, especially for unemployment people who think prices fluctuate fiercely than other groups. For unemployment that is below low-income level and more sensitive to the prices, so they are much more reluctant to discover a much lower price with the same object just after some days they bought.

In conclusion, fluctuation of prices also becomes one reason why customers do not want to choose Motorola.

5.3 Place:

5.3.1 Coverage of Motorola handset

Talking about the location of Motorola store, there are a lot of cellphone stores selling Motorola handsets located convergence in the city centre or electrical stores so that it is hard for consumers to find Motorola mobile phone in other places. Some customers have to spend a long time to arrive at that place by bus, car or subway especially in big city. Therefore, the coverage of Motorola is not broad for customers to find a store when they want to buy cellphone. It also comes out some problems for customers if the stores are centralized in one place that it brings an unfair competition between them, and these stores cut price to attract more consumers so that they have to reduce some service or accessories to gain profit. So consumers need to visit each of them in order to compare with the price and quality of

cellphone. Motorola do not have its own franchised stores selling all Motorola's handsets. Therefore, the location of store is not convenient for customers to find the directions and increases some trouble on them.

There is also a problem for after service centres for Motorola which are not located in flourishing place so it is hard for customers to find this place and there are few after service centres so that crowded with a lot of people waiting for repair handsets, especially in the weekend. After service is one of necessary factors for consumers to consider when they make decision to buy it. Therefore, the location of after service centre is not broad for customers to find the direction when they want to repair their cellphone. It goes without saying that it may bring a negative effect for service of Motorola in consumers' mind, and some customers may not buy it any more because of after service.

According to the histogram of figure 4.8, most of people think that the coverage of Motorola is low except self-employment; blue collar and golden collar give higher evaluation than others and almost reach the highest appraisalment. Therefore, the location of Motorola's retail stores can not satisfy most of consumers.

5.3.2 Markedness of Motorola in stores

Even though the sign of Motorola is remarkable but it is hard for consumers to look for Motorola's counter in a big store. The location of counter is also important for Motorola to consider, because there is a fierce competition between each other in the stores and some consumers may buy a favourite cellphone at first view. Therefore, the location of counter in handset store can determine whether it can attract consumers' attention. However, either the location of Motorola stores or counters are not convenient for customers to find the directions.

As for the markedness of sign of Motorola in figure 4.9, golden collar have highest evaluation among them and almost reach the highest level while it can not fulfil most of consumers.

5.3.3 Accessibility

Even though there are a lot of handset stores selling Motorola's handsets, some informal handset stores selling Motorola's cell phones which are smuggled handsets that do not include after-service in some places where there are not handset stores selling Motorola's cellphone so that some customers can not distinguish formal stores or informal stores. So these stores will lead to bad effect on Motorola so that they may destroy brand image in the long run. Therefore, the location of formal Motorola store is not accessibility so that some informal stores have a negative effect on Motorola and attract more customers because of lower price than formal retail stores.

The location of after service centre is in some places where transport is not convenient for customers to arrive so that some customers have to spend whole day to find the direction. If they meet some problems of handset, they have to go there in weekend that they have enough time to go there and cause inconvenience for customers since handset is an important communication tool.

Talking about the accessibility of Motorola retail stores, there is a similar condition with markedness of sign, most of consumers do not think it is easy for them to find directions except golden collar give highest appraisalment and almost achieve peak of evaluation.

All in all, from these three charts, it means that coverage, markedness and accessibility of Motorola retail stores can almost satisfy the requirement of golden

collar. Golden collar have their own car so it is easy for them to find the directions. However, the place of Motorola can not fulfil most of consumers so it is a shortcoming of Motorola. And through collecting important information from interviews, there are many problems and disadvantages for Motorola to consider from three aspects of place.

5.4 Promotion:

5.4.1 Frequency of Motorola's advertisement

According to the questionnaires and interviews we made from consumers' opinion about evaluation of Motorola's handset advertisement, frequency of advertisement is low so that consumers can not always be exposed to the messages. Even a person must be exposed seven times to the message before to be aware of this message. Therefore, it is hard for customers to remember and aware the advertisement of Motorola's handset when there are few advertisement are exposed to them, not to mention, what kinds of cellphone customers can be interested in. What's more, some customers who do not concern about cellphone doubt whether Motorola has existed in the marketing. As a foreign famous brand in China, it has been losing their position in consumer's mind and consumers may forget Motorola to focus on other cellphone brands which are always exposed to consumers in fierce competitive cellphone market in China. Few exposure of advertisement can not leave deep impression for customers who can not pay much more attention on it.

According to histogram of frequency of advertisement, except occupation are blue collar and golden collar can access advertisement more than others, other people do not always see Motorola's advertisement. With the development of technology and society, more and more people can afford a cellphone as a communication tool, and Motorola provide low-income people with low price cellphone in order to satisfy

their needs. Therefore, blue collar pay more attention on handset, while golden collar concern about high-tech handset in order to satisfy their requirement of business affaires. However, a big part of social group does not always access advertisement. Therefore, the exposure of advertisements of Motorola is not successful and it does not have much effect to customer, say nothing of change consumer perception, attitudes and behaviour.

5.4.2 Attraction of Motorola's advertisement

Talking about attractive of advertisement for Motorola's handset, it goes without saying celebrity can improve the brand image and attract customers who adore Jay Zhou and David Beckham since consumers perceive them as highly trustworthy, believable, persuasive and likeable, but Motorola does not use them effectively. Besides they paid too much expense on retaining them as celebrity, they do not gain much appraisalment and affect customers. Because the content of advertisements can not convey the exact and concrete information about new function and character to customers so that customers do not know what special function of each new handset can satisfy their requirement or attract their attention.

However, the advertisement of V3 leaves a deep impression for customers, which help Motorola cellphone gain good reputation from customers. This advertising fulfil many girls' needs that they can put their thin cellphone in jeans and the model of advertisement is cool so that some customers want to look like that girl if they have one. Therefore, the advertisement is so important that it just like a window to advertise their cellphone. If customers can accept this advertisement and understand what exact meaning of its advertisement can attract more customer to buy their handsets.

According to histogram of attraction of advertisement, golden collar give higher appraisal than other occupations, it means that Motorola's advertisement can attract golden collar's attention, but the degree of preference is a bit far away from very satisfaction can not reach the level of 6, not to mention the degree of attraction for other people, and the overall evaluation is around 4.5. Therefore, the advertisement of Motorola is not attractive in different opinion of social groups.

5.4.3 Popularity of Motorola's advertisement

Different customers have different requirement for handset, some customers focus on price, someone concern about function while someone concentrate on appearance etc so the advertisement of handset should fulfil different consumers' requirement. However, advertisement of Motorola's handbook can not satisfy different customers' reading needs. They have to get many handbook or throwaway to search the important information they need. Therefore, there is another misplay for Motorola in promotion.

Even though the design of advertisement can catch people's eyes, some customers can not accept it and dislike dressing up for models in the advertisement especially for middle age and older people. Consumers may focus on the strange dress up for the model and ignore the handset in advertisement. Therefore, this form of advertisement can not have a positive effect for customers even add antipathy and may bring negative effect on Motorola's handset in consumer's mind.

According to histogram of popularity of advertisement, housewife give higher appraisal than other occupations, it means that housewife like Motorola's advertising more than other people, but the degree of preference is a bit far away from very satisfaction can not reach the level of 6, not to mention the degree of

likeness for other people, and the overall evaluation is around 4.5. Therefore, most people do not like Motorola's advertisements.

6 Conclusions

Motorola which is a famous brand in mobile phone's market in the world, and went through more than twenty years in Chinese market, however, in these two years this good situation was totally changed. Through analyzing the Motorola handsets from four aspects that are product, price, place and promotion collected from questionnaires and interviews of Chinese people through sending e-mail, it allows us to make conclusions that there are many shortcomings of Motorola's mobile phones in consumers' mind in Chinese market. Based on our research Motorola's handsets certainly have many shortcomings in marketing mix that is product, price, place and promotion from consumers' point view, we will point out in each aspect respectively as follows:

6.1 Price

Losing high-level market and customer loyalty because of big fluctuation:

Most customers are disappointed with the big waves of its prices, especially for a great deal of high-level targeted customers. In order to increase its sales, Motorola decided to decrease its prices sharply at a short period rather than stop production due to indigent provision of other classical models to extend its exposure to more segmentation of customers. On the one hand it maybe could satisfy amour-propre for the common people, however, on the other hand it will damage the super feelings of high-level customers, even could let them feel be cheated to some extent. Finally, it brings about a great number of doubts to the positions of its cell phones and then loses their trust and loyalty to Motorola's products.

What's more, we will speak highly of its wide coverage of customers, also we feel sorry for losing the high-level market. As a worldwide company, Motorola performs

illiberally at its price strategy and does not have power to stop production instead so that forces its loyal customers to leave it.

6.2 Product

Slowness of function innovation:

Each function of cell phones has to make progress and update ever and again, and each technology of cell phones has to develop simultaneously. Without the support of new innovative functions and technology, it could not be accepted by customers in such a competitive environment.

Shortage of function peculiarity

Mobile phone industry evolves in line with elaborate divisions, such as various orientations to intelligence, taking pictures professionally or playing music professionally and so on. Market is a clear entity in which each manufacturer has their specialty according to their own technology characteristics. But for Motorola, it did not provide some special technology and functions and just make imitation instead, which also lead customers to put forward many problems to its functions because of shortage of strong technology support.

Doubts about the quality to its handsets:

Based on the detailed information of the quality of its functions on our findings part, it is obvious that there are many more and more customers lose their beliefs about Motorola's handsets because of poor quality of its functions.

Doubts to the durability of the cell phones:

Due to disadvantage of its functions, its durability is also influenced to some extent. Components of its cell phone often have problems which is lead to customers have to change a new one instead.

Shortage of splendid appearance design

Nowadays, more and more customers pay their attentions to appearance. However, there are few breakthroughs of its design on appearance of mobile phones although Motorola promote new models constantly as well.

6.3 Place:

Low coverage of Motorola retail stores:

The coverage of Motorola retail stores are so convergence in city centre and electrical stores that it is not broad for consumers to find it in any places when they want to buy it. What's more, there are few after service centres in the city so it is not convenient for customers to find it. Therefore, the coverage of Motorola stores is convergence so that it is not convenient for customer to find it. Except golden collar satisfy the coverage of Motorola stores, others dissatisfy

Hard to find the directions:

Because the handset retail stores are centralized in the city centre and electrical stores so that it is not convenient for consumers to find Motorola stores in other places. There are after service centres located in some places where transport is not convenient for customers to arrive at that place. Therefore, accessibility of Motorola stores is not convenient for consumers. Most consumers do not content with the location of Motorola store except golden collar who have their own car.

Hard to look for counters:

Even though the sign of Motorola is remarkable but it is hard for consumers to look for Motorola's counter in a big store where there are a lot of other brand handsets. Therefore, the counter of Motorola's cellphone is not markedness so that it is hard for customers to pick it up in the big stores. Most customers do not think it is markedness of Motorola except golden collar.

6.4 Promotion:

Low frequency of Motorola's advertisement:

The frequency of Motorola's advertisement is low so that consumers can not always be exposed to the messages. Therefore, it is hard for customers to remember and aware the advertisement of Motorola's handset when there are few advertisement are exposed to them, not to mention, what kinds of cellphone customers can be interested in.

Lack popularity of Motorola's advertisement:

The design of advertisement can catch people's eyes, but some customers can not accept it and dislike dressing up for models in the advertisement especially for middle-age and older people. Therefore, it is hard to say advertisement of Motorola's handset is attractive.

Deficiency of attraction for Motorola's advertisement:

The content of advertisements can not convey the exact and concrete information about new function and character to customers so that customers do not know what special function of each new handset can satisfy their requirement or attract their attention. Therefore, the advertisement of Motorola's handsets is not popularity and can not attract consumers' attention.

According to the histogram of questionnaires of promotion aspect, most consumers do not like the form of Motorola's advertisement. Therefore, the advertisements of Motorola's cellphone are not successful and have many problems.

7 Recommendations

As for the shortcomings of Motorola's cellphone, we will give some advice for Motorola how to improve its image in consumers' mind from four aspects that are product, price, place and promotion as follows:

7.1 For Product:

Update of its appearance

With the development of society, customers are keen to look for individuality and personality, Motorola could introduce into some special and characteristic appearance layout to talent showing itself among a lot of competitors, devise and promote a few of unconventional models instead.

Innovation of its functions:

Lifecycle of each product is become shorter and shorter than before due to fast development of high technology, without exception of mobile phones. So it is necessary for Motorola to put its innovation velocity into the agenda. Both transformation to digital telephone and addition to the functions of cameras are important facets that are supposed to pursue heavily by Motorola, such as LCD Screen could be bigger rather than 2.4 inch and so on.

Advancement of its technology

Technology is the essence of mobile phones, without exception for Motorola. A new brightness for mobile phone industry is about the touch screen. It is possible for Motorola to exploit this field to retrieve its market and build up a new impression in customers' mind.

Prolong its durability:

Firmness of handset is also a bit character which could be take into consideration by customers, Motorola is supposed to pay more attention on the durability of its cell phones, such as defence of abrasion of the key-press, resistance of crash of its face plate and so on.

7.2 For price:

Each manufacturer tried to cut down its price to attract more customers to keep its profits. On the contrary, it can lead to lose many high-level customers and loyalties as well. So it is not suitable for Motorola to cut down its price a lot in a short period in order to keep loyalties from customers. Otherwise, it could stop production and promote new models instead.

Besides, in china in which a price sensitive market, almost every manufacturer are involved to the wars of price and tried their best to enter into low-income and middle-income market to extend their exposures to wider scope of customers. Therefore Motorola could pay more attentions on high-income level market when others are all crowded into other low and middle level markets, and then build up high-level image in consumers' minds.

7.3 For place:

Motorola should set up some Motorola retail stores in the place where there are few cellphone retail stores. It not only does not have a big competition between each other, but also it is convenient for customer to find retail store whenever they decide to buy it.

It is better for Motorola to build up its own franchised stores only selling Motorola's cellphone that provide with best service and whole handsets are offered by Motorola. Customers need not to visit many stores to compare with the price and quality of cellphone and avoid buying smuggled mobile phone in informal retail stores.

The location of after service is also very important since more and more customers consider what service they can get from Motorola. Therefore, the location of after service should be convenient for customer to arrive, and there should build enough centres to help customers to repair and solve technical problems.

It is important for Motorola to set their counters in remarkable place in handset stores, because the position of counter will determine whether they can increase sales, some consumers may make the decision at first view. Therefore, it is good place for Motorola is near to the entrance and remarkable place.

Motorola should display authorized mark in the store in order to let consumers know what formal stores are and avoid consumer buying smuggled cellphone in informal retail stores. These informal retail stores will influence image of Motorola.

7.4 For promotion:

Motorola should increase the exposure of Motorola's advertisement on TV, in newspaper, magazine and throwaway in order to let consumers remember or aware the advertisement of Motorola's handset.

It is necessary for Motorola to focus on the content of advertisement make it attractive and interesting and reveal function and characteristic of new mobile

phone in order to attract consumers' attention and convey exact information to consumers.

Different handset have different target groups, Motorola should consider what kinds of advertisement and models they like. Therefore, different model of handset should use suitable content of advertisement to accord with different consumers' age.

Motorola should provide different target groups with different form of advertisement depend on the requirement of different consumers. They should provide with handbooks about introduction of price, function or appearance in order to fulfil different consumers' reading needs.

Motorola should fully take advantage celebrities in advertisement that connect handset with celebrities in order to attract more consumers who trust and believe celebrities to buy Motorola's handset.

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9 Appendix

Appendix I

Questionnaire

Q1: Gender:

Male Female

Q2: Age: _____

Q3: Occupation:

self-employment government employed office worker blue collar
 white collar golden collar housewife teacher
 student unemployed

Q4: How familiar are you with Motorola's mobile phones?

Not at all. Very much

1 2 3 4 5 6 7

Q5: If you know anything about Motorola, where do you get your information from?

Television Internet Magazine Newspaper Radio
 Friends or relatives Other _____

Please evaluate the Motorola products by answering the following questions.

Q6: How do you think of its appearance?

Ugly Excellent

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q7: How do you think of its functions?

Bad Excellent

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q8: How do you think of its durability?

Bad Excellent

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q9: How do you think the price of the product?

Very cheap Very high

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q10: How do you think the degree of its price fluctuation during a short period?

Stable Very drastic

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q11: Are there many cell phone stores selling Motorola phones?

Few Extremely many

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q12: Do you think whether the sign of its store is observable or not?

Extremely observable

Unobservable

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q13: Do you think it is easy for you to find Motorola's stores?

Very hard

Very easy

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q14: How did you get information about Motorola's products?

- Television Internet Magazine Newspaper Radio
 Other_____

Q15: Do you think whether its advertisement is attractive or not?

Unattractive

Extremely attractive

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q16: Do you always access its advertisement?

Infrequent

Extremely frequent

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Q17: Do you like its advertisement?

Dislike

Extremely like

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Appendix II

Interview questions:

1. product:

How do you think the appearance design of product? Do you like it? If not, why? Which aspects you do not like? Could you give some advices about them for Motorola?

How do you think the functions of its handsets? Are they all good? If not, what are the problems of them? Could you give some advices about them for Motorola?

How do you think the durability of its handset? If they are not good, what are the problems of them? Could you give some advices about them for Motorola?

1. I do not like its appearances, I think they are not fashionable, there are just one main colour of its handsets, they are just black, brown and white and so on, I like the colourful ones instead.

Its functions are not good, sometimes, when I am using it, it could stop work suddenly without any reason.

2. There are litter choices of its models, which just included flip phones and

slide phones and straight phones. However, I need some completely new ones and would like to be more special and personal.

There are some problems of its headphones, when I get the calls I could not hear clearly.

3. I feel the handsets of Motorola have too many similarities of other brands, there are not many specialties. I feel they look like almost the same.

I do not think its functions are very good, i remembered that its touch screen could not work very well because it is not sensitive, I have to touch the key-press many times instead.

4. Their colours are too boring and tedious.

For its functions, in my opinion, it is not very good, for example, the last mobile phone of mine is Motorola, after a short period of buying, the main board is broken and forced me to change one.

5. I think its appearance is good, I am the business man and I like the black one, it is very suitable for me.

Its function is not as good as before, Motorola was very famous and we all would like to choose it if we decide to buy mobile phones, however, according to my friends, their quality is not good.

6. No, I do not like its appearance design, it is too old and official, and I like something much cute and lovely, such as Disney, they are cute, I like it.

My father had one last year, but it often does not work due to it could turn it off by itself without any reason. And my father is a business man, sometimes he was waiting for important phone calls, and its bad function would influence his business.

7. It could not provide me with some amazed and exciting feeling, it is boring, i feel the mobile phones are similar among each brand, they look like the same.

Its batteries are not good, which could not be used for a long time. By the way, for the durability, its face plate could not be used for a long time and have to change it if you still want to use it.

8. The colour is boring, I like thunder and lighting ones.

I feel its functions are not as good as Nokia, I used to have one Motorola's cell phones, its EMS memory card could not be recognized in some cases.

The face plate of mine is metallic, it would easily wear and tear. My wife's is Nokia's, there are few similar problems compared to Motorola.

9. I do not like bar phones, but there are few choices of other models, such as flip phones and slide phones and so on.

Its function is not good, its antennas of the mobile phones is not solid and inefficient, which could influent the degree of clearness of signal.

10. It is ok for its appearance, I feel it is good, but it can try to devise some new styles.

But its display is not hard enough, last time I dropped it down to the ground in deliberately, and then the display became cracked.

Refer to the durability, I think the quality of its key-press is not good, because It would be abraded after some months later and letters could not be recognized.

11. It looks much official and mature, I like dapper and freehanded ones.

I would like to take my cell phone as a MP3, which could listen to music clearly with good sound quality, but I am not satisfy with its speaker.

Regarding to durability, I would like to talk of its batteries, I bought Motorola last year, just one month later, its batteries could not sustain more than two days, it could not even stick it out till one day now. so I have to charge it everyday.

12. I like its design, they are decent, as a teacher, I like formal models.

Regarding to its functions, I think its electrical source could not charge batteries very well,

13. In my opinion, I think the appearance of the handsets look like similar, there are not some very outstanding ones to attract me. There are not

many big changes of its colors and styles.

The quality of its headphones is not good, and it crack by itself.

14. I feel it is old-fashioned and too fusty, I think it could be much more modern and fashionable. Because we all would like to change it to new ones frequently.

I think its key-press is not firm and could drop it after using it for a short period of time.

15. I used to bought V3, I like it because it is modern and pretty. However, there are not many classical and very popular models of Motorola recently.

The cameras of its mobile phones are not very good, when I took photos they are not clear and vivid. Differentiation rate is lower and definition of cameras is not good as well.

16. I feel Motorola are short of some conspicuous and outstanding design to attract the consumers' attractions, for example the various colors and styles.

Sometimes, the black screen could happen and could not read the information showed on the display.

17. In my impression, I feel the design of appearance in the past is better than

nowadays, in my memory, in the previous years, Motorola has a great influences to the customers and was the leader in handset industry, however, I feel it is old-fashioned and could not keep up with the development of society.

I feel that the functions of all the cell phones are similar, without exception for Motorola, there are the same functions compared to other mobile phones, I like some models with many new functions, it is much more attractive for me.

18. It is normal and I do not have strong impression of its appearance, I feel it is common and don not have a lot of distinctness compared to other brands.

Its batteries could not sustain for a long time, I charged the batteries last night and it run out this afternoon.

19. There are some models with good appearances, but not all of them are pretty and beautiful.

I do not think the stiffness of the its cell phones is good, I have two phones , one is Nokia and the other is Motorola, I dropped Nokia many times and could still work now, however, I just drop Motorola once, it could not work any more.

20. It is too plodding and not cute.

Its touch screen could get malfunction easily if I have used for a short period.

Because of its poor quality of its functions, I do not think its durability are very good.

Price:

How do you think the fixation of its price? In your opinion, is it reasonable or not compare with the similar product of other bands? Why? Could you give some advices about them for Motorola?

How do you think the fluctuations of its price? Can you accept the degree of its price changes? If not, Why? Could you give some advices about them for Motorola?

1. I think its price is reasonable, I can buy the cheap ones if I do not have much money. The better the cell phones, the higher of its prices. I think it is normal.

The prices changes too fast, I remembered that It sold about 2500 RMB of E398, when I went to that shop again next week, the prices have already fallen down to 2000RMB.

2. I do not think it is reasonable, you could have two totally different prices of the same cell phones just with different colors. For example, I bought a black one which spent about 2000RMB, the blue one maybe just spent about 1500RMB.

3. I think the fixation of prices are normal, different ones have different prices, the better, the higher.

The fluctuation of prices is big, I am a government leader, it is a high price when I bought it, however, after some weeks I saw many colleague bought the same one, I feel not very comfortable about that.

4. Motorola is also a famous brand, for some high-tech models, it has high prices, but there are still some choices for middle-income and low-income people.

For the high-tech models, it sell at a high prices, however, I would not to buy it right now because I know it would declined to a low prices after some weeks.

5. I think the fixation of different brands are similar, it depends, different ones have different prices.

It also depends, for some new models with high prices the fluctuation is bigger, for some old-fashioned with low prices the fluctuations is smaller.

6. Its list prices are normal and I do not have many suggestions for its fixation of prices.

I think its fluctuation of its prices are normal as well, because each cell phone company would like to cut down prices to attract more customers, without exception for Motorola.

7. It depends, but I think for some high-level handsets, it is much higher than other brands, such as Nokia, I am a business man, I like the high-tech handsets, maybe I will choose Motorola for the first time, but I will change to other brands instead due to stable prices.

And for its fluctuations, I still have some complaints because it changes too fast, I feel I get the same feeling when I buy a good one with high prices compared to the poor one with low prices.

8. I am a farmer and do not have much money, but I still could buy Motorola because there are some models with very low prices, although they do not have pretty appearance and styles.

It changes fast, but I like its fluctuation of its prices because I can buy a similar but cheaper one in a short period of time.

9. The prices are normal, I can choose the lower prices if I could not afford some new and fashionable ones.

I feel it changes a bit faster than others, that is also the reason why I give up Motorola, especially for some high-tech and new modern ones.

10. I think it depends, for some new and modern models Motorola asks for high prices, but for some old-fashioned ones which have low and moderate prices.

In some cases, I feel I am deceived about its changes of its prices, I would like to pick some high-level models to show my personality and individuality,

however, the prices fall to fast and there are many imitators in the street later on.

11. I think its prices are a bit higher, which have about double prices of the models with similar techniques and functions compared to some local brands.

I think most fluctuations are normal, some of them are too fast. Especially for some new models, the prices would be changed in a short period of time. So I often do not buy the new models until the prices fell down later.

12. I feel I can accept its prices, it is normal compared to other worldwide brands.

I have no idea of this issue, because I think each mobile phone brand often change its prices.

13. Compared to some local brands, it is higher, however, compared to other world famous brands, the prices of Motorola are normal.

Yes, exactly, the fluctuation of prices is bigger, especially for some high-tech business models, I confront two different prices in a short period.

14. For some high-tech and new models, its prices are too high.

It is a bit, my friends and I often said that the speed of changes of prices of Motorola is even faster than TianLiang who is the champion of diving.

15. The prices of Motorola are common, but a bit higher than others.

It depends, I think for some middle and low level models, the prices are comparably stable, however, for some high-level models, it changes faster.

16. Different models have different prices, it is normal and reasonable, I can accept it, I am on middle-income and I can afford the cheaper ones.

Yes, I think the fluctuation is too big, I like business model, but the prices changes too fast and I will not buy it any more.

17. I think compared to local brands, it is much higher, compared to Samsung, I feel it is lower.

I think its fluctuations are a bit bigger, and I advise Motorola could set up a stable and complete price strategy to keep its customers.

18. It depends, I could accept the fixation of its prices.

It depends, for some new and high-tech models the fluctuation of prices are bigger than common models. For example, the prices of my dad's mobile phones change a lot, and mine is stable.

19. It is okay for its prices.

I think it is also okay its changes of price. I can accept it.

20. I do not agree its prices, it is too high for me, I would like to choose some local ones instead.

I feel its changes too fast, I can confront some different prices when I went to Motorola's shop every time.

Promotion

Do you think whether the advertisement of its mobile phones is good or not? If not, please elaborate the shortcomings? (Please elaborate from three aspects of attraction, frequency and popularity)

1. I do not think the advertisement of Motorola's mobile phone is good. Even though they use Jay Zhou and David Beckham as celebrity to promote its brand; I really do not know what is special of its cellphone from the advertisement I watched. I even can not remember which model of handset in advertisement.
2. There are many foreign models they use in advertisement and I know Motorola is a foreign brand, but to be frank, I really do not like the models in advertisement whose make up is strange and unsightly. Some models look like pixy so that they cover up the handset they are willing to show to us.
3. A series of cellphones have their own names in order to convey a special meaning to us and show its function, but I do not know how to connect its cellphone with its advertisement, they plan to convey to us and I do not understand what meanings of its advertisement are.
4. It is strange that I do not always watch commercial advertisement in television recently; sometimes I can see some commercial advertisement on website. Therefore, I do not know what kinds of new models of cellphone they device in marketing.
5. I have to say that I can only remember the advertisement of V3 that a girl can put cellphone into jeans easily and I really like this advertisement that I also want to be that girl is cool and I can also put it in my jeans. But I can not see such good advertisement any more.
6. I can not get any information of its new functions for new handset from

advertisement, so I do not know why I should buy it. Compare with Nokia, I can know each new function and character of new cellphone so that I can make decision which one I like.

7. I do not think the advertisement of its handset is attractive, even though the models of cellphone are obvious, but I really do not like the device.
8. I like Jay Zhou, so I like some commercial advertisement of Jay Zhou. Therefore, I only focus on the handset that Jay Zhou as celebrity and I do not attend others.
9. I feel that "hello moto" leave a deep impression for me, when I watch advertisement in TV; I can remember a man sound of "hello moto". But it is hard to remember the content and the handset in advertisement, except the advertisement of V3 in television.
10. I do not always watch advertisement of Motorola's handset in television, newspaper and magazine recently and the advertising of Motorola's cellphone is not attractive, to some extent, I do not like these advertising.
11. I do not like the model in advertisement that looks like pixy. I can not accept it.
12. I need handbooks which can provide me with information about function of handsets; I do not want to see too many handsets which only provide with price.
13. I need handsets which can provide me with price of different handsets so that it is easy for me to compare with the price when I want to buy a cellphone.
14. I do not always see advertisement of Motorola handsets recently, so I do not know how to evaluate it. But sometimes I can see some advertising on mobile phone website.
15. I like David Beckham, but I can not remember what model of handset they advertised.
16. I hope that handbooks can provide with photos of handsets so that I can see appearance of each handsets.
17. I do not only focus on the price of each handset, but also consider the function of handsets. So I require that there are handbooks providing with detailed

information of handsets and price so that I can compare with them in order to make the decision.

18. Some billboards are attractive in the street, but I can not see them recently.
19. I can see some advertisements in newspapers and magazines, but there are few information and pictures of Motorola handsets.
20. I think it is better to use Chinese celebrities or models since Chinese consumers are familiar with them.

Place:

What is your opinion of the location of stores? Are there some disadvantages of them? (Please elaborate from three aspects of coverage, markedness and accessibility)

1. I can see almost any mobile phone stores selling Motorola's handset, and the sign of Motorola is markedness. Talking about the disadvantages, I think it is better to set the counter next to the entrance so that it is easy for us to find it.
2. I think it is not easy for me to find a Motorola counter in handset store if I want to buy its handset.
3. It does not have their own handset store, there are too many Motorola's stores and each store has different price, so I have to check many stores' price and handsets to compare with them. Therefore, I think it is good for me to have one store to display all the handsets.
4. There are some stores selling smuggled handsets which are not include after-service, so I only focus on formal handset stores instead of small-scale store.
5. In some stores, Motorola's cell phones and other brand handsets put together in one counter, I think Motorola as a famous brand should have their own obvious counter.
6. I find that there are a lot of stores assembled together in one street, it is easy to find a store, but it is hard for me to make a decision because there are different

price in different store so that I have to compare with them.

7. It is not easy for me to find the location of after service centres whenever I want to consult something about cellphone and repair my handset. The transport is not convenient for them to arrive at that place.
8. It is better for me to set the after service centre in flourishing place so that I can find it easily. However, the location of after service centre is not convenient for me; there are few bus stations or subway stations so that I have to spend much time to find the place.
9. There are few after service centres so that I have to wait for a long time to repair it when there are too many people assembled in this place; especially in weekends. And I am also free in weekends.
10. I would like to buy handsets in franchised store where it provides with all models of handsets so that I can try to use it by myself.
11. I want to buy handsets in formal stores, I am afraid that I may buy a handset in informal store so that I can not repair it. So I hope that there is a Motorola's handset retail store selling all handsets they offered.
12. The location of counter of Motorola handsets is not remarkable so that I have to look for it in big handset stores, so I think it is better to set a counter next to the entrance of door.
13. The location of after service centre is far away from my home, so it takes one or two hours to arrive at that place by bus or subway.
14. The location of Motorola handset stores are convergence in some places where there is a centre of selling electrical or cellphone that it is hard for me to find handset stores in other places. It takes one or two hours to arrive at that place by bus.
15. The sing of Motorola is not enough remarkable in large-scale handset stores where there are plenty brands of handsets. So it is hard for me to look for counter of Motorola in large-scale handset retail stores.

16. It is not convenient for me to arrive at the direction of Motorola handset stores and after service centers since these places are so convergence that it is hard for me to find stores in non-flourishing places which is near to my home.

17. I think the location of Motorola handset stores and after service centres are not easy to find the directions. And it is not easy for me to look for the counters in large-scale handset retail stores.

18. The sign of Motorola in large-scale handset retail stores is not remarkable so that it is hard for me to find the counter since there are too many brands.

19. When I want to buy a handset, I have to spend a whole day to buy it since I live far away from handset stores.

The location of after service centres are not easy to find. When I want to repair my handset, I have to take one hour to arrive at that place. And I have enough time in weekends but there are so many people that I have to wait for a long time to repair it.