A Study on the International Marketing Issues and Countermeasures of Industrial Vacuum Cleaners For Company A

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DOI: https://doi.org/10.47772/IJRISS.2026.101100203

Received: 13 November 2026; Accepted: 18 November 2026; Published: 24 November 2026

ABSTRACT

With the acceleration of global trade integration, competition in the European industrial vacuum cleaner market has become increasingly fierce. As a Chinese OEM/ODM manufacturer of industrial vacuum cleaners, Company A faces both opportunities and challenges in exploring the European market. Taking Company A' s operations in Europe as the research object, this paper uses Porter's Five Forces Model to analyze its macro and competitive environment, and summarizes its marketing status, advantages and problems. The study finds that although Company A has advantages in production capacity, certifications and customization, it still suffers from weak independent design, unstable quality, high cost pressure, unbalanced parts pricing, single channel, insufficient digital marketing, and inadequate technical and after-sales service. This paper puts forward optimization strategies from four aspects: product, price, channel and service, so as to enhance Company A' s competitiveness and market share in Europe, and provide practical reference for similar Chinese manufacturing enterprises to expand overseas markets, with strong theoretical and practical significance.

Keywords: Industrial Vacuum Cleaners; International Marketing; Marketing Strategy; Porter' s Five Forces Mod

INTRODUCTION

Research Background

With the continuous deepening of economic globalization and regional economic integration, international marketing has become an important pathway for manufacturing enterprises to expand overseas markets and enhance competitiveness (胡凯, 2025: 77-80). For small and medium-sized enterprises (SMEs), participation in international competition not only provides broader development opportunities but also imposes higher requirements on product quality, technological innovation, cost control, and marketing capability.

The industrial vacuum cleaner industry, as a segment of industrial cleaning equipment, plays an important role in manufacturing plants, logistics centers, food processing facilities, and other industrial scenarios. In recent years, driven by stricter environmental regulations, rising workplace safety standards, and the acceleration of industrial automation, the demand for industrial cleaning equipment in developed regions such as Europe has shown steady growth. Meanwhile, the European market is characterized by strict certification systems, rigorous environmental compliance requirements, and intense brand competition, which significantly increase market entry barriers for export-oriented manufacturing enterprises.

Company A is a typical export-oriented enterprise specializing in the production of industrial vacuum cleaners. For a long time, the company has mainly relied on OEM production, participation in international exhibitions, and direct overseas customer development by foreign trade sales staff to expand its European market. Although this model has enabled the company to accumulate manufacturing experience and establish stable cooperative relationships with overseas clients, it has also resulted in certain structural limitations, including insufficient

independent design capability, weak brand positioning, limited digital marketing presence, and an underdeveloped after-sales service system.

Under the dual pressures of rising production costs and intensified international competition, Company A is facing increasing challenges in maintaining stable growth in the European market. Therefore, it is necessary to conduct a systematic analysis of its international marketing practices, identify existing problems and their causes, and propose feasible improvement strategies to enhance its competitiveness and achieve sustainable development (吴秋琴, 2017；蔡先红, 2022；许丽, 2025).

Research Significance

From a theoretical perspective, this study expands the application of classical marketing theories in the context of industrial equipment manufacturing. By integrating the PEST model, Porter' s Five Forces Model, and the 4P marketing mix theory, the research constructs a systematic analytical framework for examining the international marketing strategies of industrial vacuum cleaner enterprises. Compared with consumer goods marketing, industrial equipment marketing involves higher technical standards, longer purchasing cycles, stronger customization characteristics, and more complex B2B transaction processes. Therefore, analyzing Company A' s marketing practices through established theoretical models helps to verify and enrich the explanatory scope of these theories in specialized industrial sectors.

From a practical perspective, this study provides targeted suggestions for improving Company A' s marketing performance in the European market. Through systematic identification of problems in product design, pricing structure, channel development, and after-sales service and technical support, as well as analysis of their underlying causes, the research proposes feasible optimization paths closely aligned with the company's operational reality. These suggestions aim to improve market responsiveness, enhance customer acquisition efficiency, and strengthen long-term cooperation with European clients.

In addition, the findings of this study may offer reference value for other OEM-oriented small and medium-sized manufacturing enterprises that are undergoing transformation and upgrading during the process of internationalization (吴秋琴, 2017). In the increasingly competitive global environment, strengthening strategic marketing capability has become a key factor for sustainable development (胡凯, 2025: 77-80).

Theoretical Foundations

PEST Model

The PEST model originated from environmental scanning research in strategic management during the 1960s and 1970s. Johnson and Scholes systematically formalized the framework, categorizing macro-environmental factors into Political, Economic, Social, and Technological dimensions. Their work emphasized that enterprises must continuously monitor these external forces because they shape opportunities and threats beyond the firm's internal control (Johnson, G.and Scholes, K.,1999). Since then, the PEST model has been widely applied in international marketing research to analyze market entry barriers, regulatory constraints, and technological shifts. Drawing on these previous studies, the PEST model is applied in this paper as follows.The PEST model is used to analyze the macro-environment in which enterprises operate from four dimensions: Political, Economic, Social and Technological factors. It focuses on external environmental factors rather than internal enterprise capabilities, helping enterprises identify opportunities and threats.

Political factors include trade policies, certification systems and environmental regulations. In Europe, strict certification standards influence product design and market access. Economic factors such as industrial development level and exchange rate fluctuations affect purchasing power and cost control. Social factors relate to environmental awareness and safety standards, which shape customer preferences. Technological factors involve innovation in motors, filtration systems and intelligent control technologies that determine product competitiveness.

Thus, the PEST model provides a macro-level framework for examining the external constraints and opportunities faced by Company A in the European market.

Porter's Five Forces Model

Porter' s Five Forces Model, introduced by Michael Porter in his book Competitive Strategy, provides a systematic framework for analyzing industry competition. Porter argued that the profitability of an industry is determined by five competitive forces: rivalry among existing competitors, threat of new entrants, threat of substitutes, bargaining power of suppliers, and bargaining power of buyers (Porter, 1980). His model shifted strategic analysis from a firm-centric perspective to an industry-structure perspective, emphasizing that competitive strategy must respond to the underlying forces shaping the market. Subsequent researchers have applied Porter' s model to various industries, including industrial equipment manufacturing and international trade contexts. Informed by these previous studies, this paper employs the model to analyze the European industrial vacuum cleaner market as follows. Porter' s Five Forces Model analyzes industry competition through five dimensions: rivalry among existing competitors, threat of new entrants, threat of substitutes, bargaining power of suppliers and bargaining power of buyers. The intensity of these forces determines industry profitability.

In the European industrial vacuum cleaner market, competition among existing firms is intense, including international brands and local manufacturers. Entry barriers exist due to certification requirements and technological standards. Substitute products such as alternative cleaning systems may partially replace industrial vacuum cleaners in certain scenarios.

European OEM customers usually purchase in large volumes and possess sufficient market information, which enhances their bargaining power and compresses suppliers' profit margins. Suppliers of key components may also influence production costs. The model provides a structural perspective for evaluating Company A' s competitive position in the European market.

Marketing Situation Analysis of company A in the European Market

Company Overview

Company A, founded in February 6, 2017 in Zhejiang Province, P.R. China, is a professional vacuum cleaner manufacturer focusing on OEM/ODM services, with three core product lines: ash vacuum cleaners, wet & dry vacuum cleaners and cordless vacuum cleaners. Its products cover industrial, commercial and household cleaning scenarios, exported to over 60 countries and regions including Europe, Australia and South America.

Company A has a 60,000 square meter production base with four workshops for injection molding, metal processing, painting and assembly, boasting a monthly capacity of 200,000 units. It realizes independent production of core components, forming a complete production system. With over 300 employees, the company has a sound organizational structure, including a 6-person R&D team that completes 5-8 ODM projects annually. Company A has passed BSCI, ISO9001 and ISO14001 certifications, and all its products have obtained EU' s CE, GS, EMC and LVD certifications, fully meeting European market access requirements.

Since its first shipment to Europe in 2018, Europe has become company A' s core revenue pillar, with OEM/ODM accounting for 95% of its total revenue in 2024. The company A' s total turnover and European market revenue saw fluctuating growth from 2021 to 2024. In 2024, its total turnover reached 30 million US dollars, with 24 million US dollars from Europe, accounting for 80%, reflecting a high dependence on the European market. At present, company A has cooperated with over 80 European customers such as Carrefour and ALDI, becoming an important OEM supplier in Europe' s mid-to-low-end vacuum cleaner market.

Macro-environment Analysis

Company A' s European market environment is shaped by complex external forces beyond industry competition. To capture these influences systematically, this section applies the PEST framework across four dimensions, each presenting opportunities and constraints affecting product strategy, costs, demand, and technology. The

following four subsections analyze political, economic, social, and technological factors in sequence.

Political Factors

The EU has a strict regulatory system for industrial products, requiring industrial cleaning equipment to obtain mandatory certifications such as CE, GS and RoHS 2.0, and comply with REACH and BSCI norms. Company A has completed all relevant certifications, breaking through EU trade barriers, and there are no additional import tariffs on Chinese industrial vacuum cleaners in the EU at present, providing a favorable policy environment.

However, new regulatory challenges emerge. The EU' s carbon footprint accounting rules issued in 2024 will take effect in 2027, requiring export products to provide carbon emission reports, which will increase company A's testing and R&D costs. In addition, Germany, the Netherlands and other core European countries have stricter environmental and occupational health standards than the EU' s general ones, requiring company A to make targeted product adaptations and raising operational costs.

Economic Factors

Europe' s industrial vacuum cleaner market is mature with stable demand, reaching 14.8 billion euros in 2024 and a CAGR of 5.2% from 2020 to 2024, driven by industrial automation and green manufacturing (IndustryARC, 2022; Shaik Gowsya et al., 2026: 370-388). But company A' s European business is highly sensitive to economic fluctuations. The total turnover dropped from 14 million to 10.5 million US dollars in 2022 due to the sluggish European manufacturing industry, and the revenue recovery in 2023-2024 mainly relied on Europe' s economic rebound.

EUR/RMB exchange rate fluctuation is another key factor affecting profitability. company A settles in euros but its costs are in RMB. The exchange rate dropped from 7.8 to 7.2 in 2022-2023, compressing its gross profit margin by 8-10%. Although it rebounded to 7.4 in 2024, the fluctuation risk remains. In recent years, Europe's manufacturing PMI has stayed below 50, leading to cautious procurement by industrial enterprises and suppressing company A' s order volume.

Social Factors

Environmental protection and safety are the core considerations for European buyers when purchasing industrial vacuum cleaners, with growing demand for low-carbon, low-noise and recyclable products, which aligns with company A' s product R&D direction (Shaik Gowsya et al., 2026: 370-388). The company A' s European market is highly concentrated in core countries such as the Netherlands, Russia, Poland and Denmark, making its performance closely linked to the economic and policy changes of these regions. There are obvious regional differences in demand: Northern European countries value product quality and long-term cooperation with high after-sales requirements, while Eastern European countries are more price-sensitive, requiring company A to adopt differentiated strategies.

Company A' s cooperation with well-known European retailers conforms to the mainstream procurement model, laying a foundation for market expansion. However, its dependence on large retailers leads to weak bargaining power. In addition, European consumers have high brand recognition, with local and international brands dominating the market, making it difficult for company A to build its own brand awareness with an OEM-based model.

Technological Factors

Driven by the EU' s ErP directive, Europe' s industrial vacuum cleaner market is developing towards energy conservation and high performance, with the mainstream motor efficiency requirement of no less than IE3. International brands such as Karcher have launched IE5 high-efficiency products, occupying the high-end market with core technological advantages. Although company A' s products meet EU basic standards, its core technology is mainly based on ODM improvement, lacking independent high-end R&D capabilities, and there is a gap in intelligence and high efficiency compared with international brands, making it hard to enter the high-

end market.

Nevertheless, company A has its own technical advantages. Independent production of core components ensures quality control and cost reduction. Its professional R&D team can quickly respond to European customers' customized needs, forming a technical adaptation advantage in the mid-to-low-end OEM market, which is the key for company A to gain a foothold in Europe.

Competitive Environment Analysis

Beyond the macro-environment, Company A' s performance is also shaped by competition within the industrial vacuum cleaner industry. This section employs Porter' s Five Forces Model to assess the competitive pressures that determine profitability and strategic positioning. The five forces include rivalry, buyer power, supplier power, substitute threats, and new entrant threats. The following five subsections analyze each force, focusing on the mid-to-low-end OEM segment where Company A operates.

Rivalry among Existing Competitors

Competition in Europe' s industrial vacuum cleaner market is fierce, with distinct segmentation. International brands such as Karcher dominate the high-end market with strong brand influence and advanced technology. The mid-to-low-end OEM market where company A operates is highly competitive, with participants including Chinese OEMs, European local manufacturers and Southeast Asian suppliers. Most competitors rely on cost and capacity advantages, with serious product homogeneity and frequent price wars, compressing profit margins. Although company A achieved a 122% revenue growth in 2024 with its ODM capacity and complete certifications, it lacks its own brand and core technology, facing the risk of market share being squeezed by price wars.

Bargaining Power of Buyers

Company A' s European buyers are mainly large retailers and traders with extremely strong bargaining power. Its top five European customers account for 70% of its European revenue, leading to high dependence on core customers. European buyers have a wide range of supplier choices and rich market information, enabling them to negotiate favorable prices and terms. In addition, company A' s OEM products lack differentiation and brand added value, further weakening its bargaining power and putting it in a passive position in price and order negotiations.

Bargaining Power of Suppliers

Company A has moderate bargaining power with suppliers and strong overall controllability. Independent production of core components reduces its dependence on external suppliers, with only a small number of components such as motors and filters purchased externally (accounting for less than 20%). Although domestic motor suppliers are highly concentrated, company A can obtain favorable prices through bulk purchases and long-term cooperation, and has multiple optional suppliers, so the impact of suppliers on its operation is limited.

Threat of Substitute Products

The threat of substitutes for company A' s core products (industrial ash and wet & dry vacuum cleaners) is relatively low in Europe. These products are highly professional for specific scenarios such as industrial dust and ash cleaning. Although high-pressure cleaners and central dust removal systems have partial cleaning functions, they cannot fully replace company A' s products due to poor adaptability. European buyers prefer professional cleaning equipment, further reducing the threat of substitutes.

Threat of New Entrants

The threat of new entrants to Europe' s vacuum cleaner market is extremely low due to high entry barriers. First, the EU' s strict certification standards require high time and capital investment. Second, the vacuum cleaner

manufacturing industry has high requirements for production capacity and supply chains, putting forward high demands on the capital and resources of new entrants. Third, Europe' s channel resources and customer relations are mature, and new entrants are hard to break through the channel barriers in a short time. Company A' s comprehensive advantages in capacity, certification and customer resources further raise the entry threshold, effectively resisting the threat of new entrants.

Suggestions for Improving Company A' s European Marketing Strategies

Based on the analysis of marketing problems and their causes in Chapter 4, this chapter proposes targeted optimization strategies from four dimensions: product, price, channel and promotion (service). Each strategy is designed to directly address the specific issues identified in the previous chapter, ensuring logical consistency between problem identification and solution formulation.

Product Strategy

As identified in Section 4.2.1, Company A faces two interrelated product problems: lack of independent design and unstable quality. These weaken competitiveness and customer trust. To address them, this section proposes two improvement measures from the product perspective of the 4P framework. The following two subsections elaborate on enhancing design capability and improving quality stability.

Enhancing Independent Design Capability

To address the lack of independent design capability, Company A should strengthen its research and development capacity and gradually shift from a passive OEM/ODM model to a more proactive design-oriented approach. The company should increase research and development investment to at least 5% of annual revenue, expand its technical team with professionals familiar with EU environmental, safety and energy efficiency standards, and focus on core technologies such as high-efficiency motors, low-noise filtration systems and carbon-reducing components (Shaik Gowsya et al., 2026: 370-388). At the same time, product development should be guided by market demand, taking into account regional differences within the European market. For Northern Europe with strict environmental requirements, develop high-efficiency and intelligent products. For price-sensitive Eastern Europe, create cost-effective and functionally optimized models. By strengthening deep cooperation with European clients in the product development process, integrating their customization needs with the company's technical advantages, the company can improve its customization capability and enhance product value. This strategy helps reduce product homogeneity and improves the company's competitiveness in the European market.

Price Strategy

Company A' s pricing problems in the European market include rising cost pressure and an unbalanced parts pricing system. These reduce profitability and harm customer relationships. Based on this diagnosis, this section proposes two corresponding price strategies. The following two subsections explain strengthening cost control and optimizing the parts pricing system.

Strengthening Cost Control

To address the issue of increasing cost pressure, Company A should optimize its cost control system across the supply chain and production processes. In the supply chain, the company can establish long-term strategic cooperation with core component suppliers, reducing procurement costs through bulk purchases and joint cost reduction negotiations. It can also expand the supplier pool to introduce competition and enhance bargaining power. In production, improving process automation and optimizing production scheduling can reduce labor costs and material waste, thereby improving overall production efficiency. In terms of financial management, the company should set up a dedicated team to track EUR/RMB exchange rate trends in real time, adopting risk-avoidance tools such as forward exchange settlements to stabilize profit margins. This strategy helps alleviate cost pressure and maintain price competitiveness in the European market.

Optimizing Parts Pricing System

To solve the problem of unbalanced parts pricing, Company A should establish a more scientific and reasonable pricing system based on detailed cost accounting, market demand and competitive conditions. For core components such as motors and filters, the company should appropriately reduce excessive profit margins to align with market pricing levels, improving customer acceptance. For ordinary accessories, it should adjust prices to ensure basic profitability while maintaining competitiveness. At the same time, the company can introduce flexible pricing mechanisms such as bulk purchase discounts for parts and bundled sales with finished products. For example, provide free wear-and-tear parts for large orders. This approach contributes to improving the company' s profit structure, increasing parts sales volume and strengthening its long-term cooperation with customers.

Place Strategy

Company A' s channel problems are a single customer acquisition path and lack of digital presence, with heavy reliance on traditional offline methods and concentrated customer structure. To overcome these limitations, this section proposes two complementary channel strategies. The following two subsections discuss diversifying acquisition channels and developing a digital marketing presence.

Expanding Customer Acquisition Channels

To address the problem of a single customer acquisition path identified, Company A should diversify its customer development channels and reduce its reliance on traditional offline methods such as international exhibitions. On the one hand, the company can actively participate in industry-specific exhibitions in key European markets such as Hannover Messe in Germany and Eurologistics in the Netherlands to target professional buyers. On the other hand, it can cooperate with local European industrial distributors and agents to expand market coverage through their regional network advantages. In terms of customer segments, while maintaining cooperation with large retailers, the company should actively develop small and medium-sized industrial enterprises and specialized cleaning service providers in Europe, reducing dependence on a limited number of key clients. This strategy helps improve market expansion efficiency and optimize the customer structure.

Developing Digital Marketing Presence

To solve the problem of insufficient digital presence, Company A should establish a systematic digital marketing framework to improve its visibility in the European market (Debata Bikash Ranjan et al., 2026: 513-533). First, the company should build a professional English official website, optimizing content around production capacity, product certifications including CE, GS and EMC, OEM/ODM cases and customer testimonials, and conducting SEO optimization for European search engines such as Google to increase organic traffic. Second, it should settle in mainstream B2B platforms popular in Europe, such as Alibaba International Station, Made-in-China and Global Sources (Qianyu Li and Jiaxuan Sun, 2023: 76-80), optimizing product listings and responding to inquiries in a timely manner to improve conversion rates. Third, it should leverage professional social media platforms such as LinkedIn to publish industry insights, product technical features and case studies, establishing a professional brand image and accurately reaching potential industrial buyers. By strengthening its online platforms and enhancing digital communication with potential customers, the company can better showcase its strengths. This approach contributes to improving customer acquisition efficiency and strengthening the company' s competitiveness in the digital environment (吴熙悦, 2026).

Promotion Strategy

Without systematic content production or digital brand communication, Company A finds it difficult to reach European procurement managers effectively. To overcome these obstacles, the company should adopt a set of targeted promotion strategies that go beyond traditional trade shows. These strategies are outlined below.

Developing a Content Marketing System

It is recommended that Company A systematically produce professional promotion materials tailored to the

European market. These materials may include technical white papers on motor efficiency, dust filtration performance and compliance with EU environmental standards; application case studies demonstrating how its industrial vacuum cleaners solve specific cleaning problems in manufacturing, logistics and food processing; and product comparison guides highlighting its competitive advantages over rivals in the mid-to-low-end segment. Once developed, these materials should be made available on the company's official website and distributed to potential customers through targeted email campaigns.

Building a LinkedIn-Based Professional Brand Presence

Establishing an active presence on LinkedIn is another important measure. Company A is advised to create a company page that fully presents its production capacity, certifications and major clients. Regular content updates, including weekly technical posts, industry news and customer case studies, can help maintain visibility. In addition, joining relevant European industrial cleaning and manufacturing groups for professional discussions, as well as proactively connecting with procurement managers, plant engineers and distributors in key markets such as Germany, the Netherlands and Poland, will contribute to higher brand awareness and more inbound leads.

Implementing Targeted Online Advertising

A modest budget should be allocated to digital advertising on platforms commonly used by European B2B buyers. For Google Ads, keywords such as "industrial vacuum cleaner OEM Europe", "CE certified wet dry vacuum" and "customized industrial vacuum supplier" could be adopted. For LinkedIn Ads, targeting job titles like procurement manager, facility manager and plant engineer in industries such as automotive, food processing and logistics would be effective. Initial advertising campaigns may be piloted in the Netherlands and Germany as test markets before broader rollout.

CONCLUSION

This study focuses on the international marketing performance of Company A' s industrial vacuum cleaners in the European market. With the theoretical support of the PEST analysis, Porter' s Five Forces Model and 4P marketing mix theory, it systematically explores the company' s current marketing situation, core dilemmas, underlying causes and targeted optimization strategies.

The empirical analysis reveals that Company A has established a solid market foundation in Europe. Its advantages include complete product certifications, large-scale production capacity and professional OEM/ODM services. Nevertheless, the enterprise still faces multiple severe constraints. The main problems involve insufficient independent design capability, unstable product quality, mounting cost pressure, unreasonable pricing of spare parts, over-reliance on traditional customer acquisition channels, inadequate digital marketing, and imperfect after-sales service and technical support systems. These predicaments stem from both internal and external factors. Internal weaknesses contain excessive dependence on the OEM model, insufficient investment in research and development and marketing, and a shortage of professional talents. External challenges cover stringent EU regulatory standards, fierce market competition, strong bargaining power of buyers, and distinct regional demand differences.

Based on the above analysis, this research proposes targeted strategies from four dimensions. To be specific, enterprises should strengthen product innovation and quality control, optimize cost management and pricing mechanisms, diversify marketing channels and accelerate digital marketing development, as well as improve after-sales service and technical support systems.

The research findings possess important practical significance. They not only help Company A enhance core competitiveness and expand market share in the European market, but also provide valuable references for other Chinese industrial manufacturing enterprises engaged in international marketing. Restricted by the case scope and available data, this study has certain limitations. Future research can expand the sample size and conduct quantitative analysis with sufficient market data. It can also further explore the brand building and high-end transformation paths of manufacturing enterprises in the global market.

FUNDS:

This article is supported by Funds For Brish Study Project (TGYJ202502); Chinese University Students' Project on Innovation and Entrepreneurship (202610513015X);University Teaching Reform Project of Hubei Province(2023392; 2024386);The Production and Research Project of Hubei Normal University (CXHZ25029)

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