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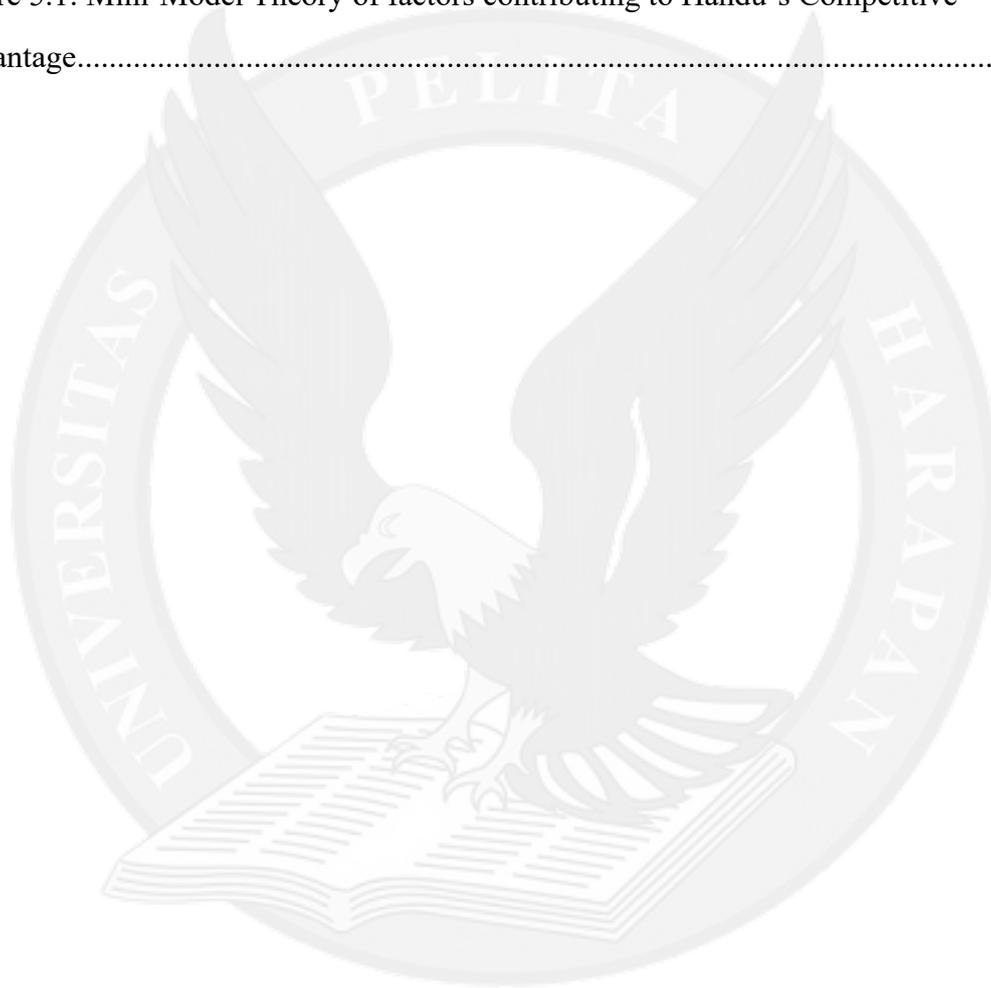
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Attachment

Attachment A

(Research Question	Owner 1	Owner 2	Owner 3	Category	Pattern and latent variables
<p>1) What strategic factors have Handu adopted during the pandemic to maintain competitive advantage?</p>	<p>Chen Qingguo</p>	<p>Chen Zhongshan</p>	<p>Chen Zhongying</p>		
<p>Why did you start this company?</p>	<p>He was in the building materials industry in his early days. He has working experience. He got the business opportunity to set up this</p>	<p>Got the opportunity to do invest and he trust the company would run well by its boos. “I believe this time my investment will be successful. Because I trust him very</p>	<p>Got the opportunity to do the invest as well. “I have confidence in their plan because I believe in the decision they made together.”</p>	<p>● Opportunity</p>	<p>According to the three owners we can know that the business opportunity is important.</p>

	<p>company.</p> <p>“When I was in the building materials industry in my early days, I started to do my business plan. The opportunity I got until 2015 was to set up this company. I have the support of family members. They funded me to establish this company together.”</p>	<p>much.The final implementation was implemented by Chen Qingguo. Because I trust him.”</p>			
<p>Are there any difficulties in running a company</p>	<p>He doesn't have enough time to do manage the whole company. There is a timing problem for</p>	<p>Boss will have several discussion with his cousin. providing some suggestions to him.</p> <p>“I think the biggest</p>	<p>Got a language problem with the local people. the recruitment is hard because most of the</p>	<ul style="list-style-type: none"> ● Working arrangement ● Language problem 	<p>They are facing the language and the working arrangement problem. The recruitment is also a problem they faced.</p>

	<p>him. It is hard for the company to do the recruitment. Company needs to do the training for the employees.</p> <p>“Because we are a family business, there are some problems in recruiting employees. If we want to hire employees, we need a long time before someone can apply. Many applicants do not meet our requirements. Therefore, we generally must conduct a lot of training for employees.”</p>	<p>problem is the recruitment problem. Because there are not many applicants, and we need to provide a lot of training for the new employees.”</p>	<p>local people don't have the professional knowledge or skill according to the job we offer.</p> <p>“I think the biggest problem for me is language. Because the Mandarin in Yunnan Province is mixed with accents and there is a big difference from ours.”</p>		
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<p>How to maintain sales during the pandemic?</p>	<p>Company did the innovation which changed the sale model. Providing the promotion product. Focusing on the customer service and controlling the quality of the product to make customers satisfaction.</p> <p>“We choose to sell products online. I believe that most people often use electronic devices at home. I will often hold online meetings to deploy</p>	<p>Doing the innovation to survive during the pandemic. Focusing the price and quality of the product.</p> <p>“I have proposed to him a plan that is to transfer the business to online operations.”</p> <p>“Both of us thought the quality and price of the product is important. So maybe some promotions will be a way to maintain our sales.”</p>	<p>Designing to do the innovation and having a good communication with the factory.</p> <p>“Chen Zhongshan and Chen Qingguo discussed a plan with me. They plan to make the innovation which it will change our sale model”</p> <p>“The factory has strict controls on the quality of the products. Customers are very satisfied with buying these products at preferential prices.”</p> <p>“[.....], in this way, the factory will have very clear production tasks and the</p>	<ul style="list-style-type: none"> ● Innovation ● Quality control 	<p>According these three owners, they did the innovation and quality control for maintaining the sales during the pandemic.</p> <ul style="list-style-type: none"> ● Latent variable ● Business Model Innovation ● Language problem (Contribute Negative to Handu's Competitive Advantage) ● Recruitment (Contribute Negative to Handu's Competitive Advantage)
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	<p>business to employees and slowly shift the company's business to online operations. I will meet with suppliers for discussions, and regularly launch some promotional activities to attract customers.”</p> <p>“We attach great importance to product quality control in order to maintain sales.”</p> <p>“[.....], and regularly launch some promotional activities to attract customers. We attach great importance to product quality control in order to maintain</p>		<p>funds will not be very tight. That’s why we can provide the promotions during the pandemic.”</p>		<ul style="list-style-type: none"> ● Quality control ● Working experience ● Trusting ● Marketing Promotion
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	sales.”				
	“We attract customers by promoting on some platforms and giving away free coupons.”				

Attachment B

(Research Question 2)	Employee 1	Employee 2	Employee 3	Category	Patterns and latent variables
How does Handu implement these strategy factors to maintain competitive advantage?	Zhao Hongxia	Kang Jinxiu	Liu Canjun		
Are there any difficulties during work and	Need to remember the characteristics of each product	Cannot arrange work well when there are many	Not good at the communication with the customer.	● Leadership	When employees are unable to complete their work normally. Bosses and managers will help them complete their work

<p>how do you overcome these problems?</p>	<p>because there are various of products in Handu.</p> <p>“The biggest difficulty may be because I have no previous work experience. Because of the variety of products, it is a bit difficult to remember the characteristics of each product. On the other hand, we can provide a lot of products that customers can choose.”</p>	<p>customers.</p> <p>Boss and managers will help her.</p> <p>“My boss and colleagues helped me to familiarize with business information and operating procedures.”</p> <p>“If there are many customers I have contact with, I may not be able to arrange things properly.”</p>	<p>participated in the company's training</p> <p>“I will regularly participate in the company's training. I will also ask other salesmen how to communicate with customers. The company provides a good working environment and the training for employees.”</p>		<p>and provide employee training.</p> <ul style="list-style-type: none"> ● Latent variable ● Supporting Leadership
<p>How does the company help you?</p>	<p>Company would do the training for us. The boss will help her when there are a lot of work need to</p>	<p>The working environment make her feel well and company will provide employee training to</p>	<p>Providing a good work environment and training.</p>	<ul style="list-style-type: none"> ● Working environment 	<p>The company will provide a good working environment to maintain the basic efficiency of employees and help employees understand the online sales model and process.</p>

	<p>do. The working environment have a good influence on employees.</p> <p>“When I first started working, the boss would often help me memorize the features of the product and the boss would help me deal with the relationship between me and the customer.”</p>	<p>make them understand the business process.</p> <p>“[.....], the boss will also carry out regular business training.”</p> <p>“[.....], and the boss will also carry out regular business training. when I first joined the company.”</p>			<ul style="list-style-type: none"> ● Latent variable ● Employee Training
<p>How do you push the company forward during the pandemic?</p>	<p>Did the customer service to make them satisfaction. Joined the company training on time to understand the process of the sale</p>	<p>Contacted with the customer to do the customer feedback. maintain the communication skill to make customer satisfaction.</p>	<p>Managed the inventory well and learned the communication skill to provide the customer service.</p> <p>“I think it has a great impact.”</p>	<ul style="list-style-type: none"> ● Customer service 	<p>Improve customer satisfaction by improving service and communication skills during the pandemic.</p> <ul style="list-style-type: none"> ● Latent variable ● Communication skill ● Service performance

	<p>model.</p> <p>“The initial task is basically to conduct customer return visits to collect customer reviews.”</p>	<p>“My colleagues will help me organize customer information in order to provide a better service.”</p>	<p>Because most of the company's business has been transferred to online operations. The company needs to spend a lot of money to manage inventory. And the pressure on inventory will increase over time. Although they are all ordered by customers, they still have to wait for the epidemic to stabilize before they can be shipped.”</p>		
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Attachment C

<p>(Research Question 2) How does Handu implement these strategy factors to maintain competitive advantage?</p>	<p>Employee 4 Cui Jiayang</p>	<p>Employee 5 Lin Tong</p>	<p>Employee 6 Lin Meilan</p>	<p>Category</p>	<p>Patterns and latent variables</p>
<p>Are there any difficulties during work and how do you overcome these problems?</p>	<p>Because of the working experience, he doesn't have that problem. Boss will figure out the shortages in his job.</p> <p>"It may be that I have similar work experience before so I can take over</p>	<p>Cannot finish the designing on time if there are many customers. The salesperson will inform the customer the situation.</p> <p>"The difficulty may be that I cannot make design drawings in time when there are many customers."</p>	<p>Need to have a good communication skill and take a lot of time to explain the introduction of the product to the salesperson.</p> <p>Boss and colleagues will help me to do that together.</p> <p>"The boss and</p>	<ul style="list-style-type: none"> ● Leadership ● Working arrangement 	<p>According to these three employees, boss or the colleagues will help each other when there are a lot of work need to do.</p> <ul style="list-style-type: none"> ● Latent variable ● Working arrangement <p>(Contribute</p>

	<p>this job well.”</p> <p>“The boss will often meet with us to learn about our work progress and the status of our employees. And when I report to him, he will comment on my shortcomings. I think he is a good boss. When there are more customers, he will also help us organize the information together.”</p>		<p>salesperson will help me organize product information together.”</p>		<p><i>Negative to Handu’s Competitive Advantage)</i></p>
<p>How does the company help you?</p> <p>How does the company help you?</p>	<p>Provide a better working environment.</p> <p>“The company provided a better working environment.”</p> <p>“I think the teamwork of employees is</p>	<p>Give an opportunity to study the business.</p>	<p>During the pandemic company still chose to continue the business and did the innovation of the business while most of the companies chose to cease</p>	<ul style="list-style-type: none"> ● Opportunity ● Working environment 	<p>The company provide a better platform for employees to work and study.</p>

	<p>the most important. The working atmosphere is very good now. Everyone is very positive about their work.”</p>		<p>their operation. Company still gave the opportunity to us for making the money.</p> <p>“I think it has a greater impact. Because of the impact of the epidemic, many companies have chosen to cease operations. This will cause me to be unable to update product information and purchases in a timely manner.”</p>		
<p>How do you push the company forward during the pandemic?</p>	<p>Pay more attention on the new sale model and hold the employee’s training often in order to provide better customer service.</p> <p>“I am mainly responsible</p>	<p>Pay more time on the job and focus on the designing while having a better communication with customers.</p> <p>“I need to learn some communication skills from the salespersons, and I must</p>	<p>Focus on the controlling the quality of the product and give the customer more options they can choose.</p> <p>Learning the communication skill in order to provide a better customer</p>	<ul style="list-style-type: none"> ● Customer service 	<p>The managers paid more attention on the employees’ training and taught them the communication skill to provide better customer service.</p>

	for product selection and designing. I also regularly train and hold meetings for salesperson.”	complete my work on time while serving customers well.” “I will pay more attention on the service performance because the designing will be one of the factors that the customers will think about.”	service. “Because I am mainly responsible for purchasing and contacting many manufacturers, I need to have good communication skills. I will also learn some communication skills through company training.”		
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Attachment D

Research Question 2	Customer 1	Customer 2	Customer 3	Customer 4	Category	Patterns and latent variables
How does Handu implement these strategy factors to maintain competitive advantage?	Li Changyuan	Huang Jianli	Chen Zuoju	Lin Jianguo		
Where did you know about	From the recommendation	The salesperson	Friend recommended	Saw the products	● Marketing	Customer recommendati

<p>Handu?</p>	<p>of the friends.</p> <p>“My friends recommended that the product of this company is good and Handu has their own warehouse.”</p>	<p>came to his house to introduce the products.</p> <p>“When my house needed renovation, their salesman came to my house to introduce their products to me.”</p>	<p>Handu's products. The salesperson contacted with her, and the service makes her satisfied.</p> <p>“My friend recommended Handu's products to me. I communicated with their salesman.”</p>	<p>online and compared with other companies.</p> <p>“Because I have a need for decoration, I compared the products of many companies. One of them is Handu. I saw their products online before.”</p>		<p>ons are very important to an enterprise. People can know about the company's product and service quality and product prices in various ways.</p> <ul style="list-style-type: none"> ● Latent variable ● Word Of Mouth (WOM)
<p>What do you think about Handu?</p>	<p>Have their own warehouse and the quality of the product is good.</p> <p>“But compare price and quality. I think Handu Company is more in line with our requirements.”</p> <p>“This will not only make it easier to obtain products, but also</p>	<p>The price and the quality are better</p> <p>compared with other companies' product.</p> <p>“I believe in my choice. Handu also proved that my choice</p>	<p>The product and service did make her feel satisfied.</p> <p>The sales model is quite new.</p> <p>“The product and service did make me feel satisfied.”</p>	<p>The quality of the product and the service make him satisfied</p> <p>“Because I compared the products of many</p>	<ul style="list-style-type: none"> ● Product Quality 	<p>The prerequisite for becoming a successful company is to ensure product quality. People can easily understand the advantages and disadvantages of the</p>

	have favorable prices and good quality.”	was not wrong. The quality and the price are better than others.” “The quality and the price are better than others.”		companies before purchasing and the service of their salespersons during the epidemic made me very satisfied.”		companies. Latent Variable ● Product Quality ● Favorable price
What are your opinions on the new sales model of Handu during the pandemic?	This sales method can well follow the government's requirements and the needs of customers during the pandemic. “I think this sales method can well follow the government's requirements and the needs of customers during the epidemic.”	The work attitude during the pandemic makes him feel satisfaction “I think this kind of behavior can better serve customers. I am very satisfied with their work attitude and efficiency.”	Can provide the better serve to customers. “I think this method can better serve customers. And I believe they can do better and better.”	This sales model is very suitable and innovation during the pandemic. Can still buy what we need. Satisfied with their service. “I think this sales model is very suitable and innovation	● Customer service ● Innovation	During the pandemic the company provide a suitable way to sale their product rather than ceasing the operation. What’s more, the company provided the better customer service and showed their working attitude to the customers

				<p>during the epidemic. We can still buy what we need. And I am very satisfied with their service.”</p>	
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Attachment E

FIELD NOTES

No.	Name	Date	Time	Location	Activity
1	Chen Qingguo	2021.11.02	10.05-10.45	Handu	<p>He is helping employees organize customer information. Because it is the beginning of the month, there are a lot of customer feedbacks that need to be collected and sorted. While he is organizing the information, he is also teaching new employees how to organize the information and how to introduce the products.</p> <p>He also looked at the October financial statement and reported it to his cousin.</p>
2	Chen Zhongying	2021.11.02	16.20-17.00	Handu	<p>She was sorting out the income statement of the day and reporting it to Chen Qingguo. After completing this task, she helped Zhao Hongxia organize the customer information.</p> <p>She participated in the staff training organized by Cui Jiaying.</p>

					Before leaving get off work, she planned for the next day's work.
3	Lin Tong	2021.11.03	9.05-9.45	Handu	<p>He is communicating with clients and revising their designs for clients. Zhao Hongxia helps him communicate with customers. Since the design takes a lot of time, Zhao Hongxia summarized the customer's requirements and handed it to him.</p> <p>After negotiation, I went to the client's house with him to measure the size. While measuring the size, he repeatedly confirmed the measurement size and design requirements with the customer. On the way back, he talked to me about his next work arrangements.</p>
4	Cui Jiaying	2021.11.03	17.25-18.00	Handu	<p>He is helping Kang Jinxiu organize customer information. Then he launched employee training. The subject of the training is communication skills for employees. He let everyone act as a customer and let them communicate with employees. Allow employees to judge products and services from the standpoint of customers.</p> <p>After the training, he reported the results of the training to Chen Qingguo. Before leaving get off work, he also sorted out tomorrow's work tasks.</p>
5	Zhao Hongxia	2021.11.05	9.00-9.40	Handu	I had a chance to go to the client's home with her to record the client's feedback. She first confirmed the client's information and took

					<p>some photos. Then she asked customers whether they are satisfied with their products. Customers expressed their satisfaction with their products and services.</p> <p>On the way back, she checked her work schedule and prepared to go to the next client's house to measure the size and hand it to the designer. Because of the designer's work, he has no time to go to the client's home to measure the size. So she helped the designer measure the size.</p>
6	Lin Meilan	2021.11.05	15.00-15.40	Handu	<p>She is communicating with employees in the factory. Because the packaging of some products was incomplete before. When she knew the problem, she immediately responded to the factory and returned all these products to the factory for re-shipment. She asked whether Liu Canjun had shipped these products to the customer's home. After their discussion and inventory. None of these products have been sold to customers.</p> <p>She reported the incident to Chen Qingguo. Because there has not been a serious result yet, it was just a reaction to the situation with the factory and they did not make them compensate.</p>
7	Kang Jinxiu	2021.11.06	11.00-11.45	Handu	<p>She is introducing product information to customers. This is her first customer today. She asked the customer about the product</p>

					<p>requirements and introduced him to the products that met his requirements. Because the customer did not find a product they like. The boss helped her to highlight the advantages of the product when she introduced the product to the customer. Customers can get this product at a very favorable price. Finally, the customer decides to buy the product.</p> <p>After the client left, the boss pointed out her shortcomings. She does not have a good grasp of communication skills. In the process of introducing the product, the advantages of the product should be highlighted. It's not that the more you say, the more customers want to buy. While she listened, she also took notes.</p>
8	Li Changyuan	2021.11.08	15.35	WeChat	<p>Q: Excuse me, can I ask you some questions?</p> <p>A: No problem</p> <p>Q: What do you think needs to be improved during the purchase process?</p> <p>A: I think some employees are not very proficient in mastering communication skills. I am an old customer of Handu, so I can ignore these problems. But if new customers choose products, they will not understand your problems.</p> <p>Q: Okay, thank you</p> <p>A: You're welcome</p>
9	Liu Canjun	2021.11.08	16.25-17.00	Handu	<p>He is checking inventory. There will be some goods that need to be shipped out soon. While</p>

					<p>he is making records, he will also check the quality of the products. After sorting out the goods, he began to clean the warehouse and handed over the customer feedback information to the manager.</p> <p>He participated in employee training organized by the company. He has been focusing on how to improve his communication skills. He is not able to communicate well with customers because of his communication skills. He actively participated in the training and made great progress in the process of showing.</p>
10	Lin Jianguo	2021.11.09	13.05-14.00	WeChat	<p>Q: Excuse me, we had an interview before, can I follow up some questions?</p> <p>A: No problem.</p> <p>Q: Why did you choose Handu after comparing? Can you be more specific?</p> <p>A: I mentioned earlier that Handu's product quality and service quality make me satisfied. Also, I can only stay at home during the pandemic. I also used my mobile phone to know about the product. Handu's salesperson contacted me and recommended these products. Their sales model successfully caught my attention.</p> <p>Q: Okay, thank you</p> <p>A: You're welcome</p>
11	Research Observation	2021.11.10	17.00-17.20	Handu	<p>I attended this company meeting. And the boss pointed out the employees' problems.</p>

					<p>Employees cannot arrange their work well, which leads to a waste of time. Company managers should pay attention to this issue. Everyone listened carefully to the boss's speech and took notes carefully.</p>
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Attachment F

Owner: Chen Qingguo

Q: Good afternoon. I want to interview you a few questions. It will take about 15 minutes.

A: Okay, no problem.

Q: What is your name?

A: Chen Qingguo

Q: Are you the owner of Handu Company?

A: Yes

Q: Why did you start this company?

A: When I was in the building materials industry in my early days, I started to doing my business plan. The opportunity I got until 2015 was to set up this company. I have the support of family members. They funded me to establish this company together.

Q: Are there any difficulties in running a company?

A: I have no way to keep eyes on the big and small things in the company all the time. Only every time the company's management reports to me the company's current situation, I can understand some of the problems. The epidemic in the past two years has also had a partial impact on the company. Because we are a family business, there are some problems in recruiting employees.

Q: What are the problems with employee recruitment?

A: If we want to hire employees, we need a long time before someone can apply. Many applicants do not meet our requirements. Therefore, we generally must conduct a lot of training for employees.

Q: How to maintain sales during the epidemic?

A: At first, the impact of the epidemic was very serious. Everyone can only stay at home. We choose to sell products online. I believe that most people often use electronic devices at home. I will often hold online meetings to deploy business to employees. Slowly shift the company's business to online operations. And meet with suppliers for discussions, and regularly launch some promotional activities to attract customers. We attach great importance to product quality control in order to maintain

sales.

Q: So how did customers discover your products?

A: We attract customers by promoting on some platforms and giving away free coupons. Prices in the building materials industry have been rising during the epidemic, and we have adopted lower prices to attract customers' attention. Attract customers at a more favorable price under the premise of ensuring product quality.

Q: So how did customers get the products they bought during the epidemic?

A: We have explained to the customer in advance that the product is only pre-ordered, and the deposit is not refundable. It can only be consumed in Handu.

Q: Did you think of this idea yourself?

A: I asked my cousin to discuss this question together. Because I believe he will help me. Whenever I encounter difficulties, he will provide me with many solutions.

Q: Okay, thank you for cooperating with my investigation.

A: It doesn't matter.

陈钦园

Attachment G

Owner: Chen Zhongshan

Q: Good morning, I want to interview you a few questions, it will take about 15 minutes.

A: Okay, no problem

Q: What is your name?

A: Chen Zhongshan.

Q: Are you the owner of Handu Company?

A: I am a shareholder of Handu

Q: Why did you start this company?

A: Due to work reasons, I did not hold a position in Handu. In the past few years, I want to start to jump out of this framework. But there is no good chance. I believe this time my investment will be successful. Because I trust him very much.

Q: Are there any difficulties in running a company?

A: I may not know the specific situation of the company very well. Chen Qingguo will often discuss things in the company with me. I will give him some solutions, but the final decision depends on him. I think the biggest problem is the recruitment problem. Because there are not many applicants, and we need to provide a lot of training for the new employees.

Q: How often do you have discussions?

A: Usually about twice a week.

Q: How to maintain sales during the epidemic?

A: I have proposed to him a plan that is to transfer the business to online operations. But I think the risk of this plan is large, so we discussed it for a long time. I put forward a rough operation process. The final implementation was implemented by Chen Qingguo. Because I trust him. Both of us thought the quality and price of the product is important. So maybe some promotions will be a way to maintain our sales. This may be the guarantee of the sales.

Q: Did you think of this idea yourself?

A: Yes

Q: Okay, thank you for cooperating with my investigation.

A: It's ok.

A handwritten signature in Chinese characters, appearing to be '胡志平' (Hu Zhiping), written in black ink with a long horizontal flourish extending to the right.

Attachment H

Owner: Chen Zhongying

Q: Good afternoon. I want to interview you a few questions. It will take about 15 minutes.

A: Okay, no problem

Q: What is your name?

A: Chen Zhongying.

Q: Are you the owner of Handu Company?

A: Yes

Q: Why did you start this company?

A: Because I didn't have a job at the beginning, I was basically investing. Chen Qingguo told me about his business plan. I was very interested in his plan, so I invested.

Q: Are there any difficulties in running a company?

A: I think the biggest problem for me is language. Because the Mandarin in Yunnan Province is mixed with accents and there is a big difference from ours.

Q: How did you overcome this problem?

A: The employees in the company will help me communicate. There are only a few cases of this problem.

Q: How to maintain sales during the epidemic?

A: Chen Zhongshan and Chen Qingguo discussed a plan with me. They plan to make the innovation which it will change our sale model. I am mainly responsible for communication with the factory and daily financial statements. I have confidence in their plan because I believe in the decision they made together.

Q: Will the factory cooperate well with your promotional activities?

A: Because we have always had a cooperative relationship with the factory. During the epidemic, everyone's business was affected. When we put forward this proposal, they were very happy to cooperate with us. Since the production volume of the affected factories cannot be the same as usual, they are also worried about the unsalable products. But our order model solves the pressure of production and

inventory very well. In this way, the factory will have very clear production tasks and the funds will not be very tight. That's why we can provide the promotions during the epidemic.

Q: Are customers satisfied with the products they bought?

A: We distribute products according to customer orders. The factory has strict controls on the quality of the products. Customers are very satisfied with buying these products at preferential prices.

Q: Okay, thank you for cooperating with my investigation.

A: You are welcome.

孫中英

Attachment I

Employees: Zhao Hongxia

Q: Good morning. I want to interview you a few questions, it will take about 15 minutes.

A: Okay, no problem

Q: Are you Zhao Hongxia?

A: Yes

Q: How long have you worked at Handu Company?

A: 3 years

Q: What position do you hold in the company?

A: Salesperson. I am mainly responsible for sales and customer return visits.

Q: Why did you join this company?

A: Turns out I am a housewife. I saw the recruitment information of Handu and I am confident that I can do this job.

Q: Are there any difficulties during work?

A: The biggest difficulty may be because I have no previous work experience. Because of the variety of products, it is a bit difficult to remember the characteristics of each product. On the other hand, we can provide a lot of products that customers can choose.

Q: How did you overcome this problem?

A: When I first started working, the boss would often help me memorize the features of the product and the boss would help me deal with the relationship between me and the customer. The working environment in the company makes me feel very comfortable.

Q: Do you think the epidemic will have a big impact on the company?

A: I think the epidemic does not pose a serious threat to our company.

Q: Why do you think so?

A: I was basically at home at the beginning of the epidemic. The company still assigns tasks every day to maintain the company's operations. The initial task is basically to conduct customer return visits to collect customer reviews. Later, the

company made us familiar with the online sales process. Let us regularly send product information and prices on each social platform. When we are familiar with these processes, we begin to formally contact with customers. So the company still maintains basic operations.

Q: How many customers have you met? What are the difficulties during this period?

A: On average, about 4 customers can be contacted every day and only one customer can purchase the company's products. The difficulty is that I cannot communicate with customers face to face. I think this may not let customers feel my enthusiasm. We cannot predict when customers will respond to our messages. We need to keep eyes on our electronic devices.

Q : What do you think of Handu?

A: The working environment here makes people feel comfortable and everyone will help each other.

Q: Okay, thank you for cooperating with my investigation.

A: It doesn't matter.

A handwritten signature in black ink, consisting of stylized Chinese characters, positioned above a horizontal line.

Attachment J

Employees: Kang Jinxiu

Q: Good morning, I want to interview you a few questions, it will take about 15 minutes.

A: Okay, no problem

Q: Are you Kang Jinxiu?

A: Yes

Q: How long have you worked at Handu Company?

A: It's been almost 1 year

Q: What position do you hold in the company?

A: Salesperson. I am mainly responsible for sales and customer return visits.

Q: Why did you join this company?

A: The previous job was not very suitable for me. During the internship at Handu, I was very comfortable with the work environment.

Q: Are there any difficulties during work?

A: If there are many customers I have contact with, I may not be able to arrange things properly.

Q: How did you overcome this problem?

A: My colleagues will help me organize customer information in order to provide a better service., and the boss will also carry out regular business training.

Q: Do you think the epidemic will have a big impact on the company?

A: I only came to the company for one year because of me. During this year, I feel that the epidemic has not had a great impact on the company.

Q: Why do you think so?

A: The previous company chose to suspend business during the epidemic. I saw Handu's information on social platforms. Their sales methods aroused my great interest. I also think that there are definitely many people who will see product information like me. And when I first joined the company, my boss and colleagues helped me to familiarize with business information and operating procedures. And online chat can give me plenty of time to organize my messages. Then send it to the customer.

Q: How many customers have you met? What are the difficulties during this period?

A: I can reach 5 customers every day, but my transaction rate is not very high. Every week, it can be maintained that there are 4 customers buying the company's products. I think the difficulty during this period is that I am not very familiar with the online sales process. This may be my biggest problem. But I believe I can overcome this problem

Q: Okay, thank you for cooperating with my investigation.

A: It doesn't matter.

陈金李

Attachment K

Employees: Liu Canjun

Q: Good evening. I want to interview you a few questions. It will take about 15 minutes.

A: Okay, no problem

Q: What is your name?

A: Liu Canjun.

Q: How long have you worked at Handu Company?

A: It's been almost 6 years

Q: What position do you hold in the company?

A: Salesperson. I am mainly responsible for the product registration and warehouse management.

Q: Why did you join this company?

A: I joined this company through my friend's introduction.

Q: Are there any difficulties during work?

A: I am not as good as other salespersons to communicate with customers. So I moved to do warehouse management.

Q: How did you overcome this problem?

A: I will regularly participate in the company's training. And ask other salesmen how to communicate with customers.

Q : What do you think of Handu?

A: The company provides a good working environment and the training for employees.

Q: Do you think the epidemic will have a big impact on the company?

A: I think it has a great impact. Because most of the company's business has been transferred to online operations. The company needs to spend a lot of money to manage inventory. And the pressure on inventory will increase over time. Although they are all ordered by customers, they still have to wait for the epidemic to stabilize before they can be shipped.

Q: Okay, thank you for cooperating with my investigation.

A: It doesn't matter.

刘彬彬

Attachment L

Employees: Lin Meilan

Q: Good evening. I want to interview you a few questions. It will take about 15 minutes.

A: Okay, no problem

Q: Who are you?

A: I'm Lin Meilan.

Q: How long have you worked at Handu Company?

A: It's been almost 6 years

Q: What position do you hold in the company?

A: Manager. I am mainly responsible for the procurement of materials.

Q: Why did you join this company?

A: Because I am Chen Qinguo's wife.

Q: Are there any difficulties during work?

A: Because I am mainly responsible for purchasing and contacting many manufacturers, I need to have good communication skills. And I need to sort out the product introduction and explain to the salesperson. Because there are many types of products, so it takes more time.

Q: How did you overcome this problem?

A: The boss and salesperson will help me organize product information together. I will also learn some communication skills through company training.

Q: Do you think the epidemic will have a big impact on the company?

A: I think it has a greater impact. Because of the impact of the epidemic, many companies have chosen to cease operations. This will cause me to be unable to update product information and purchases in a timely manner.

Q: How did you overcome this difficulty?

A: Because we have to select products for promotion, I will often compare products and control the quality. I will contact the factory in advance. While ensuring product quality, it is also necessary to ensure that there is sufficient inventory.

Q: Okay, thank you for cooperating with my investigation.

A: It doesn't matter.

林美兰

Attachment M

Employees: Cui Jiaying

Q: Good morning, I want to interview you a few questions, it will take about 15 minutes.

A: Okay, no problem

Q: What is your name?

A: Cui Jiaying.

Q: How long have you worked at Handu Company?

A: Almost 4 years.

Q: What position do you hold in the company?

A: Manager. I am mainly responsible for product selection and designing. I also regularly train and hold meetings for salesperson.

Q: Did you have any difficulties during your work?

A: It may be that I have similar work experience before so I can take over this job well.

Q: What is your opinion on the leadership of your boss?

A: The boss will often meet with us to learn about our work progress and the status of our employees. And when I report to him, he will comment on my shortcomings. I think he is a good boss. When there are more customers, he will also help us organize the information together. He provided a better working environment than before.

Q: What do you think is the most important among employees?

A: I think the teamwork of employees is the most important. The working atmosphere is very good now. Everyone is very positive about their work.

Q: Do you think the epidemic has a big impact on the company?

A: I think the impact of the epidemic on the company is great.

Q: Why do you think so?

A: The epidemic directly changed the company's sales model. During the epidemic, most of the company's operations were online. I was surprised when I received the boss's work plan. Because this transformation is taking a relatively large risk to operate.

Q: Are there any difficulties during the operation?

A: Because we basically didn't touch this area of knowledge and technology before. Most of the fees have increased due to the epidemic. If it is not done well, it will be a big expense. I also discussed this risk with my boss. He explained his point of view. In the end, I chose to believe in the decision of the boss.

Q: How did you communicate this task with the employees?

A: I use online meetings to assign tasks to everyone. My boss and I decided to adopt a phased approach to the assignment of tasks. After the meeting, I had a separate video conference with everyone.

Q: Okay, thank you for cooperating with my investigation.

A: Ok

A handwritten signature in Chinese characters, appearing to be '崔永华' (Cui Yonghua), written in black ink.

Attachment N

Employees: Lin Tong

Q: Good morning. I want to interview you a few questions, it will take about 15 minutes.

A: Okay, no problem

Q: Are you Lin Tong?

A: Yes

Q: How long have you worked at Handu Company?

A: It's been almost 6 years

Q: What position do you hold in the company?

A: Designer. I am mainly responsible for communicating with customers and then helping them make design drawings.

Q: Why did you join this company?

A: Because Chen Zhongying is my mother. And I am very interested in design.

Q: Are there any difficulties during work?

A: The difficulty may be that I cannot make design drawings in time when there are many customers. The language may be a problem as well because the Mandarin they said is mixed with their accent. So sometimes I will be hard to understand what customers want.

Q: How did you overcome this problem?

A: I have discussed this issue with others. Because a design drawing may take a day to do whether the customer buys the product or not. I must help them design. So we decided to design only for some customers who has the intention on buying. The salesman will explain to the customer in advance that we need 3-4 days to complete their design. I will pay more attention on the service performance because the designing will be one of the factors that the customers will think about.

Q: Do you think the epidemic has had a great impact on you?

A: I think the epidemic has no effect on me. I just changed a place to continue my work. The only downside may be that I have no way to communicate face-to-face with customers. This will result in many design details not satisfying customers.

Q: How did you deal with this problem?

A: I need to have the contact information of each customer. When I communicated with the customer, they couldn't respond in time. So the design time is longer. And I need to learn some communication skills from the salespersons, and I must complete my work on time while serving customers well. Fortunately, customers can understand my work, and they are generally very satisfied with the final design drawings.

Q: Okay, thank you for cooperating with my investigation.

A: You are welcome.

林肇

Attachment O

Customer: Huang Jianli

Q: Good evening. I want to interview you a few questions. It will take about 15 minutes.

A: Okay, no problem

Q: What is your name, please?

A: I'm Huang Jianli

Q: What do you do?

A: I am an entrepreneur.

Q: What position do you hold in the company?

A: I am the boss of the company

Q: Do you have any Handu products you have purchased?

A: Yes.

Q: How did you know the information of Handu.

A: When my house needed renovation, their salesman came to my house to introduce their products to me.

Q: Have you purchased materials with other companies?

A: No. Because I believe in my choice. Handu also proved that my choice was not wrong. The quality and the price are better than others.

Q: If you have the opportunity, would you recommend Handu's products with your friends?

A: Yes. I have introduced many friends to buy products at Handu. Everyone is very satisfied.

Q: Did you buy other products during the epidemic?

A: No.

Q: How do you know that they have launched an online business

A: Their salesman has contacted me. They asked me if there were problems with the product and what they needed to improve.

Q: What is your opinion on their behavior?

A: I think this kind of behavior can better serve customers. I am very satisfied with their work attitude and efficiency.

Q: Okay, thank you for cooperating with my investigation.

A: It doesn't matter.

朱建生.

Attachment P

Customer: Lin Jianguo

Q: Good evening. I want to interview you a few questions. It will take about 15 minutes.

A: Okay, no problem

Q: What is your name, please?

A: I am Lin Jianguo

Q: What do you do?

A: I am a manager of a company.

Q: Do you have any Handu products you have purchased?

A: Yes.

Q: How did you know the information of Handu.

A: Because I have a need for decoration, I compared the products of many companies. One of them is Handu. I saw their products online before.

Q: Why would you choose Handu's products?

A: Because I compared the products of many companies before purchasing and the service of their salespersons during the epidemic made me very satisfied.

Q: When you get the product are you satisfied with the product?

A: Because I booked the product at the beginning. Three months have passed since I got the product. At first, I was a little worried. But when I saw the product, I was very satisfied.

Q: What are your thoughts on Handu's online sales?

A: I think this sales model is very suitable and innovation during the epidemic. We can still buy what we need. And I am very satisfied with their service.

Q: Would you recommend our products with your friends?

A: Of course

Q: Okay, thank you for cooperating with my investigation.

A: It doesn't matter.

林建国

Attachment Q

Customer: Chen Zuoju

Q: Good evening. I want to interview you a few questions. It will take about 15 minutes.

A: Okay, no problem

Q: What is your name, please?

A: I'm Chen Zuoju

Q: What do you do?

A: I am a housewife.

Q: Do you have any Handu products you have purchased?

A: Yes.

Q: How did you know the information of Handu.

A: My friend recommended Handu's products to me. I communicated with their salesman. Their service makes me very satisfied.

Q: Have you purchased materials with other companies?

A: No. My friends also bought their products. The product and service did make me feel satisfied.

Q: If you have the opportunity, would you recommend Handu's products with your friends?

A: Yes. I will do that.

Q: Did you buy other products during the epidemic?

A: No.

Q: How do you understand that they have launched an online business

A: Their salesman has contacted me. And recommended their new products to me and asked me if I am satisfied with their service.

Q: What is your opinion on their behavior?

A: I think this method can better serve customers. And I believe they can do better and better.

Q: Okay, thank you for cooperating with my investigation.

A: It doesn't matter.

陈作菊

Attachment R

Customer: Li Changyuan

Q: Good evening. I want to interview you a few questions. It will take about 15 minutes.

A: Okay, no problem

Q: What is your name, please?

A: I'm Li Changyuan

Q: What do you do?

A: I am an entrepreneur in a construction company.

Q: What position do you hold in the company?

A: I am the boss of the company

Q: Do you have any Handu products you have purchased?

A: Yes. I often buy materials from Handu.

Q: How did you know the information of Handu.

A: Because many of my construction sites are in Yunnan. My friends recommended that the product of this company is good and Handu has their own warehouse. This will not only make it easier to obtain products, but also have favorable prices and good quality.

Q: Have you purchased materials with other companies?

A: Yes. But compare price and quality. I think Handu Company is more in line with our requirements.

Q: If you have the opportunity, would you recommend Handu's products with your friends?

A: Yes. During the epidemic, I often helped them to promote.

Q: Did you buy other products during the epidemic?

A: Yes. But they are all pre-order.

Q: How do you know that they have launched an online business

A: Their salesman contacted me and recommended products to me.

Q: What do you think of Handu's business model during the epidemic?

A: I think this sales method can well follow the government's requirements and the needs of customers during the epidemic.

Q: Okay, thank you for cooperating with my investigation.

A: It doesn't matter.

李长区.

LIST OF PICTURES



(Tile showroom)



(Tile showroom)



(Tile showroom)



(Tile showroom)





(Introducing the design solutions to customers)



(Weekly meeting)

