# Research on Customer Satisfaction Based on 7Ps Marketing Mix Strategy: A Case Study of Suofeiya

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Based on the situation of China's custom home furnishing industry, this paper systematically analyzes the marketing environment and market competitiveness of China's custom home furnishing industry. If an enterprise wants to produce in the market competition, marketing strategy is very important to the development and competition of the enterprise. Marketing strategy, based on Guangxi Suofeiya custom household customer satisfaction as the research object, based on the demographic characteristics and consumer behavior and marketing strategy, carries on the quantitative analysis of customer satisfaction, component factors affecting customer satisfaction index, set up 28 observation variables affecting customer satisfaction, uses the questionnaire survey, through the questionnaire star network distributed in the form of data collection; SPSS 22.0 descriptive statistical analysis, reliability analysis, validity analysis, correlation analysis, and regression analysis were carried out on the collected data. By studying the significance of demographic characteristics, consumer behavior, and marketing strategies, customer satisfaction, the results show that different aspects of gender, age, monthly household income, and occupations are different from customer satisfaction, but different education levels have no significant difference. According to the research conclusion, from the perspective of 7Ps marketing theory, optimization marketing suggestions are put forward for Sophia Company to improve customer satisfaction, so as to enhance its competitiveness in Guangxi home furnishing market, and provide reference for other customized home furnishing enterprises.

*Keywords:* Suofeiya Guangxi, 7Ps marketing theory, customer satisfaction, marketing influencing factors

## Introduction

In recent years, with the rapid development of China's economy, people's income level has been rising, and their consumption ability has also risen, and a new round of consumption upgrading has followed. Compared with the past, consumers' needs have changed a lot, and one of the main manifestations is personalized consumption, which will become the mainstream consumption in the future (Guo, 2018). In such a context, customized products that can meet consumers' personalized needs have become the new favorites in the market. Customized furniture is a typical representative of this.

After 2010, with the continuous improvement of Chinese people's living standards, people's demand for furniture has been further upgraded. People's acceptance of customized furniture that can provide personalized

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customization has increased rapidly, setting off an upsurge of customized furniture, and the whole customized furniture market has accelerated its development. According to the data of China business industry research and testing, as of 2019, there were 6,410 large-scale enterprises in China's furniture industry, which was in an upward trend year by year from 2012 to 2019.

In the development of the furniture industry, the income of customized furniture enterprises above Designated Size in China was 189.3 billion yuan in 2016, accounting for 21.12% in the furniture market. In recent years, customized furniture has maintained an annual growth rate of more than 20%, much higher than the growth rate of 5% of finished furniture, which means that customized furniture will continue to improve its share in the whole furniture market in the future. The customized furniture industry has entered a rapid growth period from the introduction period, with continuous progress in production technology and accelerated development of the whole market. What follows is the increasingly fierce competition among customized furniture enterprises.

Suofeiya is a company engaged in personalized design, production, and sales of customized home products such as customized cabinets, cabinets, wooden doors, and furniture products. It is a well-known manufacturer of customized furniture products in China. It has an international home manufacturing base. It is one of the top 10 brands of customized home enterprises in China and has been firmly ranked the second throne of customized home for a long time. According to the analysis of Suofeiya's financial report data over the years, the enterprise's operating revenue maintained a steady upward trend from 2011 to 2019, and the operating revenue reached the highest value of RMB 7.686 billion in 2019. However, the overall revenue growth rate is decreasing year by year. Although there were two growth peaks in 2013 and 2017, the revenue growth rate decreased seriously in 2017-2019. By 2019, the revenue growth rate was the lowest in history, only 5.13%. It can be seen that the market competition in the customized home industry is extremely fierce, and the space for enterprise revenue growth is getting smaller and smaller.

Based on the situation of China's customized furniture industry, this paper systematically analyzes the marketing environment and market competitiveness of China's customized furniture enterprises. At the same time, through the case study of Guangxi Suofeiya, this paper summarizes the relevant experience of Suofeiya's current marketing strategy, studies the influencing factors of customer satisfaction and the relationship between various factors, analyzes the problems existing in Suofeiya's marketing strategy, and puts forward corresponding suggestions and countermeasures, so that other customized furniture enterprises in the market can learn excellent experience and summarize their own problems, hoping to quickly improve and create a modern marketing management system belonging to Chinese customized furniture enterprises. At the same time, the research on the factors influencing the customer satisfaction of custom furniture on the marketing strategies of enterprises can enrich the research in this area.

## Research Questions

Taking Suofeiya company in Nanning, Guangxi, China as an example, taking 7Ps marketing mix as dependent variables and demographic characteristics and customer behaviors (6w1h) as independent variables, this paper studies the factors affecting Suofeiya company's customer satisfaction. The following issues are mainly discussed:

Question 1: Correlation between 7PS marketing mix and customer satisfaction?

Question 2: How satisfied are Suofeiya customers?

Question 3: What are the marketing factors that affect Suofeiya's customer satisfaction?

Through the research on the above problems, we can find the decision-making factors affecting Suofeiya's customer consumption, and put forward some useful suggestions for the enterprise on this basis.

**Research Objectives**

The main objectives are as follows:

Objective 1: To explore the marketing factors that influenced customer satisfaction of customized Suofeiya company in Nanning, China.

Objective 2: To explore the customer behavior of customized Soufeiya company in Nanning, China.

Objective 3: To analyze the marketing satisfaction of Suofeiya company by personal information.

## Research Design

**Population of the Study**

Customers who have experienced Suofeiya customized furniture products in Nanning, Guangxi.

**Research Instrument**

In order to facilitate the survey and diversify the samples, on the one hand, the electronic questionnaire is distributed on the questionnaire star website, QQ, and WeChat platform, on the other hand, the paper questionnaire is distributed with the assistance of Suofeiya store staff in Nanning, Guangxi.

**Research Methodology**

On the basis of reading a large number of references at home and abroad, taking 7Ps as the theoretical basis, using Michael Porter's five forces model analysis method, this paper makes an empirical analysis on the questionnaire fed back by Suofeiya's respondents by using SPSS software.

**Descriptive Statistical Analysis**

Descriptive statistical analysis is a statistical descriptive analysis of the data information of all variables. This paper uses frequency and percentage description to analyze demographic factors and consumer behavior (6w1h). The mean value and standard deviation description are used to analyze the consumer satisfaction among the elements of Suofeiya customized furniture product marketing mix (7Ps).

**The Reliability Test**

Validity analysis is an effective method for testing questionnaires, through validity analysis to ensure the reliability and consistency of questionnaire options, Cronbach's $\alpha$ coefficient is the most widely used reliability measurement method, $\alpha$ coefficient is a number distributed between 0-1, if the $\alpha$ value is greater than or equal to 0.7, it indicates that the data is acceptable; if the $\alpha$ value is greater than or equal to 0.8, it indicates that the data is valuable; if the $\alpha$ value is greater than or equal to 0.9, it indicates that the data has a high degree of internal consistency, the survey data is reliable.

**Correlation Analysis**

Correlation analysis is a common statistical method used to describe the linear relationship between variables, the greater the absolute value of the correlation coefficient, the stronger the correlation, the closer the absolute value of the correlation coefficient is to 1, the stronger the correlation. The criterion for judging is to look at the significance test value, $< 0.01$ is significance; on the contrary, there is no significance.

**Regression Analysis**

Through regression analysis, to further explore whether there is a causal relationship between the factors, the criterion for SPSS default variables to enter the regression equation is the coefficient $F$ statistical probability $\leq 0.05$, and the criterion for removing variables from the regression equation is $F$ statistical value probability $\geq 0.100$.

## Research Results

Table 1

*Descriptive Statistics of Customer Satisfaction in Marketing Mix*

| Name | Option | Frequency | Percent |
| --- | --- | --- | --- |
| Gender | Male | 229 | 59.64 |
| | Female | 155 | 40.36 |
| Age | 18-25 years | 126 | 32.81 |
| | 26-35 years | 50 | 13.02 |
| | 36-45 years | 66 | 17.19 |
| | 45 and above | 142 | 36.98 |
| Education level | Vocational education or below | 20 | 5.21 |
| | Bachelor degree | 71 | 18.49 |
| | Master degree | 263 | 68.49 |
| | Higher than Master degree | 30 | 7.81 |
| Income | Less than 6,000 CNY | 18 | 4.69 |
| | 6,000 CNY to 10,000 CNY | 27 | 7.03 |
| | 10,001 CNY to 14,000 CNY | 92 | 23.96 |
| | 14,001 CNY to 18,000 CNY | 133 | 34.64 |
| | Above 18,000 CNY | 114 | 29.69 |
| Occupation | Government officer | 18 | 4.69 |
| | Business owner | 19 | 4.95 |
| | Private company employee | 117 | 30.47 |
| | Teacher | 80 | 20.83 |
| | Student | 69 | 17.97 |
| | Other | 81 | 21.09 |

59.64% of the samples were male. 40.36% of the samples were female. In terms of age, the proportion of "above 45" is 36.98%. The proportion of other 18-25 samples was 32.81%. 68.49% of the sample chose "Master's degree". More than 30% of the samples with income choose "14,001 to 18,000 yuan". In terms of occupation distribution, most of the samples are "company staff", accounting for 30.47%.

From the distribution of customized furniture purchase channels, most samples are "physical stores in Suofeiya", accounting for 34.6%. In addition, the proportion of online shopping platform samples is 33.9%. "Holiday and vacations" was selected by 32.29% of the sample. Why choose to buy Suofeiya custom furniture products, more than 60% of the samples choose "new house decoration demand". In terms of the distribution of customized furniture products for Suofeiya, the majority of samples are "yourself", accounting for 35.68%. In terms of who is the influencer who decides to buy Suofeiya's customized furniture products, there are relatively more "yourself" in the sample, accounting for 76.30%. 57.81% of the sample chose "40,000-49,999 yuan".

Table 2

*Customer Behavior (6W1H) Frequency Analysis*

| Name | Option | Frequency | Percent |
|---|---|---|---|
| What kind of Suofeiya products do you mainly buy? | Whole house customization | 265 | 69.0 |
| | Wardrobe | 250 | 65.1 |
| | Cupboard | 241 | 62.8 |
| | Bookcase | 245 | 63.8 |
| | Shoe cabinet | 130 | 33.9 |
| | Wine cabinet | 173 | 45.1 |
| | Bedside cupboard | 305 | 79.4 |
| Customized furniture purchase channels | Suofeiya physical store | 133 | 34.6 |
| | Online shopping platform | 130 | 33.9 |
| | Factory outlet | 69 | 18.0 |
| | Other | 52 | 13.5 |
| When did you buy Suofeiya custom furniture? | Ordinary working day | 32 | 8.33 |
| | Winter and summer vacation | 46 | 11.98 |
| | Holiday and vacations | 124 | 32.29 |
| | Weekend | 112 | 29.17 |
| | End of the year | 70 | 18.23 |
| Why did you choose to buy Suofeiya custom furniture products? | New house decoration demand | 268 | 69.79 |
| | Supplement and replace furniture demand | 70 | 18.23 |
| | Pursue new product update needs | 19 | 4.95 |
| | Gift demand | 10 | 2.60 |
| | Other | 17 | 4.43 |
| Who do you buy Suofeiya custom furniture products for? | Yourself | 137 | 35.68 |
| | Family | 96 | 25.00 |
| | Parent | 102 | 26.56 |
| | Friend | 31 | 8.07 |
| | Colleague | 18 | 4.69 |
| Who is the influencer of the decision to buy Suofeiya custom furniture products? | Yourself | 293 | 76.30 |
| | Family | 3 | 0.78 |
| | Friend | 10 | 2.60 |
| | Colleague | 30 | 7.81 |
| | Shopping Guide | 40 | 10.42 |
| | Advertising star | 8 | 2.08 |
| Average cost per purchase of custom furniture products | Less than 19,999 Yuan | 8 | 2.08 |
| | 20,000-29,999 Yuan | 13 | 3.39 |
| | 30,000-39,999 Yuan | 86 | 22.40 |
| | 40,000-49,999 Yuan | 222 | 57.81 |
| | More than 50,000 Yuan | 55 | 14.32 |

Therefore, it can be seen from the results in the above table that the satisfaction scores of product, price, place, promotion, people, and process are high, and the average overall satisfaction is 3.799, which is at a relatively satisfactory level, indicating that the respondents' satisfaction with Suofeiya is between satisfaction and very satisfaction.

Table 3

*Descriptive Statistics of Customer Satisfaction in Marketing Mix*

| Items | M | SD | Meaning |
|---|---|---|---|
| Product | 3.412 | 0.809 | Satisfaction |
| Price | 4.210 | 0.739 | Very satisfaction |
| Place | 3.788 | 0.994 | Satisfaction |
| Promotion | 4.187 | 0.852 | Very satisfaction |
| People | 3.683 | 0.954 | Satisfaction |
| Physical evidence | 3.770 | 0.804 | Satisfaction |
| Process | 3.542 | 0.896 | Satisfaction |
| Satisfaction | 3.799 | 0.592 | Satisfaction |

Table 4

*Correlation Analysis*

| | Purchase intention | Product | Price | Place | Promotion | People | Physical | Process | Satisfaction |
|---|---|---|---|---|---|---|---|---|---|
| Purchase intention | 1 | | | | | | | | |
| Product | 0.494** | 1 | | | | | | | |
| Price | 0.527** | 0.236** | 1 | | | | | | |
| Place | 0.667** | 0.295** | 0.484** | 1 | | | | | |
| Promotion | 0.510** | 0.281** | 0.513** | 0.431** | 1 | | | | |
| People | 0.425** | 0.178** | 0.427** | 0.490** | 0.354** | 1 | | | |
| Physical | 0.508** | 0.260** | 0.431** | 0.499** | 0.388** | 0.429** | 1 | | |
| Process | 0.607** | 0.446** | 0.306** | 0.457** | 0.300** | 0.299** | 0.441** | 1 | |
| Satisfaction | 0.782** | 0.553** | 0.694** | 0.780** | 0.676** | 0.679** | 0.715** | 0.683** | 1 |

** $p < 0.01$.

There are significant differences between purchase intention and product, price, place, promotion, people, physical, process, and satisfaction. The phase relation values are 0.494, 0.527, 0.667, 0.510, 0.425, 0.508, 0.607, 0.782 respectively, and the phase relation values are all greater than 0. It means that there is a positive correlation between purchase intention and eight items, namely product, price, place, promotion, people, physical, process, and satisfaction.

From the above table, it can be found that the regression coefficient value of the product is 0.192 ($t = 5.573$, $p = 0.000 < 0.01$), which means that the product will have a significant positive influence on the purchase intention.

A regression coefficient value of 0.153 for the price ($t = 3.617$, $p = 0.000 < 0.01$) means that the price has a significant positive influence on the willingness to buy.

The regression coefficient value of the channel is 0.264 ($t = 7.986$, $p = 0.000 < 0.01$), which means that the channel will have a significant positive influence on the willingness to buy.

The regression coefficient value for the promotion is 0.129 ($t = 3.636$, $p = 0.000 < 0.01$), which means that the promotion has a significant positive effect on the willingness to buy.

The regression coefficient value of the person is 0.018 ($t = 0.565$, $p = 0.572 > 0.05$), which means that the person does not have an influence on the willingness to buy.

The regression coefficient value of the tangible display is 0.060 ($t = 1.565$, $p = 0.118 > 0.05$), which means that the tangible display does not affect the purchase intention relationship.

The regression coefficient value of the process is 0.229 ($t = 6.708$, $p = 0.000 < 0.01$), which means that the process has a significant positive influence on the willingness to buy.

To summarize the analysis, it is clear that product, price, channel, promotion, and process have a significant positive effect on purchase intention. However, people and physical presentation do not have any influence on purchase intention.

Table 5

*Regression Analysis*

| Model summary | | | | |
|---|---|---|---|---|
| Model | $R$ | $R$ square | Adjusted $R$ square | Std. error of the estimate |
| 1 | 0.807[a] | 0.651 | 0.644 | 0.47992 |

| ANOVA[b] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of squares | df | Mean square | $F$ | Sig. |
| 1 | Regression | 161.312 | 7 | 23.045 | 100.052 | 0.000[a] |
| | Residual | 86.602 | 376 | 0.23 | | |
| | Total | 247.914 | 383 | | | |

| Coefficients[b] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Unstandardized coefficients | | Standardized coefficients | $t$ | Sig. |
| | | B | Std. error | Beta | | |
| 1 | (Constant) | -0.154 | 0.172 | | -0.892 | 0.373 |
| | Product | 0.192 | 0.034 | 0.193 | 5.573 | 0 |
| | Price | 0.153 | 0.042 | 0.141 | 3.617 | 0 |
| | Place | 0.264 | 0.033 | 0.326 | 7.986 | 0 |
| | Promotion | 0.129 | 0.035 | 0.136 | 3.636 | 0 |
| | People | 0.018 | 0.031 | 0.021 | 0.565 | 0.572 |
| | Physical | 0.06 | 0.039 | 0.06 | 1.565 | 0.118 |
| | Process | 0.229 | 0.034 | 0.255 | 6.708 | 0 |

a. Predictors: (Constant), product, price, place, promotion, people, physical, process.
b. Dependent variable: Purchase intention.

## Discussion

Since the consumption of consumer goods is carried out by people, the importance of demographic characteristics on consumer behavior and marketing strategy has been emphasized in many studies. Syed and Shahid (2011) concluded that demographic characteristics have an important impact on consumers' purchasing decisions, and this study also developed in the process of research. Demography has an impact on what products consumers buy, through what channels, when they choose to buy, why they buy, for whom they buy, who influences the purchase decision and the purchase cost.

Xie (2016) mentioned in her research that there are differences between men and women in consumption patterns and marketing behaviors, and women pay more attention to product quality requirements in brand, design, function, environmental protection, and service than men. According to the questionnaire analysis of this study, female interviewees only account for 40.4%, while female consumers' satisfaction is lower than that of male consumers. It can be seen that female consumers generally have higher expectations and requirements for enterprises and products in the purchase process than male consumers, and male consumers are more likely to obtain satisfaction from consumption.

This study divides the age into four ranges, and surveys are conducted on consumers of all ages among the interviewees. Xu (2017) believes in his research that there are differences in consumer groups and consumption behaviors of different ages. In the study, the interviewees over 45 years old have a high degree of satisfaction with Suofeiya Company, which shows that the enterprise is more likely to reach the satisfaction of the middle-aged and the elderly from the quality of products and services, and the consumption power of people at this stage is also the highest. The second group is the 18-25 year old group, which is young and has a strong ability to accept new styles and personalized products, so it also gets a high degree of satisfaction. Compared with 26-35 years old and 36-45 years old, middle-aged and young consumers are more rational and pay more attention to their consumption decisions.

In the purchasing process of customized furniture products, the main decision-making power is oneself, followed by the purchasing guide (10.4%). This is similar to the research results of Zhu (2019), who believes that the intransigence strategy implemented by shopping guides can affect consumers' evaluation of products.

Jiang (2018) believes that residents' income gap has a direct impact on consumption choice. Research found that respondents with high income have higher satisfaction, and the low income satisfaction is low. It is also because Suofeiya for positioning in the high-end products of the company, product positioning price is higher, ignores the low-end product pricing, makes the low-income people can only choose low-end products, but with the development of the three in four cities, the low income will also be important in the market, this has prompted companies to change and move to the middle and lower end of the market and grab the market.

This study found that, similar to Hong and Yi (2012), there are differences in personal values of different professions, which have a certain impact on consumer behavior.

Consumers purchase intention through the analysis of correlation coefficient value of 0.494 is greater than 0, the consumer of Suofeiya company products is satisfactory, so enterprises should adhere to the differentiation strategy, for the vast number of consumers to design unique products, it has to do with Li (2018) on the research results of the customer satisfaction of the relevant products indicators.

This study found that 34.6% of consumers choose store consumption, 33.9% of consumers choose online shopping platform, the broad masses of consumers have been able to accept "offline" online spending patterns of different channels, this is Liu Qian (2019) "online" channel of product integration in the influence factors of customer satisfaction research, she believes that strengthening the "online and offline" channel integration marketing model and improving customer service communication and after-sales processing efficiency can improve consumers' satisfaction with channel integration.

## Recommendation

This paper studies the influencing factors of Suofeiya's customer satisfaction through empirical investigation, hoping to provide some reference for the development of customized furniture industry. Based on the above research results and analysis, the following suggestions are put forward:

**From the Perspective of Products**

Improve the R&D and design ability of new products. Quickly put into the market through the research and development of new products.

**Green production.** Always adhere to the concept of green production, so that products are safe and environmentally friendly.

**Intelligent production.** Increase investment and R&D in intelligent production, comprehensively improve the intelligent production capacity of customized furniture, strive to solve the contradiction between personalized customization demand and large-scale production, and realize the transformation and upgrading of automation, informatization, refinement，  and digitization of product manufacturing.

### From the Price Point of View

**Precise pricing of products.** Targeted at the middle and low-end customers in the third- and fourth-tier cities, we focused on the young people in need of products, and launched products with excellent cost performance, high quality, and beautiful price, so that the price is far lower than the value and customers feel the ultimate cost performance.

**Improve product discount policies.** By understanding consumer behavior, launching some discount activities, product publicity during weekends or holidays, and giving back to customers through discount activities, consumers can really benefit, which can establish a good reputation for enterprises and further expand their influence.

### From the Perspective of Channels

Suofeiya should optimize the selection and distribution of new stores, adopt the advantages of diversified location, closely focus on densely populated areas, areas with frequent business activities, similar store clusters, convenient transportation areas, population growth areas, etc., and focus on consumers, so that there are consumers and Suofeiya's direct stores.

**Build an omni channel marketing system.** Suofeiya should build an omni-channel marketing system, including dealer channel, bulk business, home decoration, decoration channel, Internet channel, and long-term strategic cooperation of different head brands.

### From the Aspect of Promotion

Through O2O marketing mode, we can achieve the goal of reducing the price and increasing the value of our products by taking advantage of the distance between O2O and consumers, and finally enhance the value-added of our products by making use of O2O marketing mode, so as to maximize the value of our products and consumers.

### From the Perspective of Personnel

Improve the incentive system for sales staff, improve the promotion space for terminal sales staff, and establish a core product R&D team.

### In Terms of Physical Display

Improve the home life experience and enhance the experience of consumers' participation in design, so that the original consumers are only the selectors and receivers of products, and gradually become the direct proponents and design participants of product needs, bringing professional customization enjoyment to consumers.

### From the Perspective of Process

Establish a complete set of personalized customized home intelligent storage and logistics system. By effectively managing the information of logistics vehicles, customers, orders and bills, we can realize the intellectualization of order distribution and truly realize efficient and professional transportation and installation.

Establish and improve quality warranty service. Simplify the after-sales warranty service process of enterprises, improve the problem complaint handling service mechanism, improve the problem handling speed, implement the after-sales inspection and maintenance service of products, and truly achieve the commitment of lifelong maintenance.

## Areas for Further Study

This paper carries out theoretical research and empirical analysis on customer satisfaction of marketing mix strategy of Nanning Suofeiya Company. Through questionnaire survey and statistical analysis, it is concluded that demographic characteristics have an important impact on consumers' purchasing decisions of Suofeiya customized furniture. In addition, it conducts research and analysis on customer satisfaction of Suofeiya Company from seven aspects of product, price, place, promotion, people, physical, and process, and puts forward marketing suggestions for Suofeiya Company from the perspective of 7Ps theory. Due to my limited research ability, I did not provide feasible suggestions for enterprises from the perspective of 4R and 4C. I hope to conduct targeted, deeper, and more comprehensive research on the development of customized furniture industry from these aspects in the future research.

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