

MARKETING STRATEGIES FOR IMPROVING THE COMPETITIVENESS OF HOME RENOVATION SERVICES IN SHAANXI PROVINCE, CHINA^{*}

Hao Jiannan¹, Chaiyawee Muangmee², Nusanee Meekaewkunchorn³
and Tatchapong Sattabut⁴

¹⁻⁴Bansomdejchaopraya Rajabhat University, Thailand

Corresponding Author's Email: wichian.in@bsru.ac.th

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Abstract

This study aims to (1) examine the influence of marketing mix factors product, price, place, and promotion on the competitiveness of home renovation services in Shaanxi Province, China, and (2) propose practical marketing strategies to enhance competitive performance within the industry. The research focuses on entrepreneurs and marketing personnel engaged in the home renovation services sector in Shaanxi Province. The sample size was determined using the Yamane formula, and purposive sampling was applied to ensure that respondents were directly involved in marketing and business decision-making processes. Data were collected through a structured questionnaire and analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis.

The results indicate that all four elements of the marketing mix have a positive and significant relationship with competitiveness. Among these factors, place (service accessibility and distribution channels) and promotion

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(communication and marketing activities) exert the strongest influence on competitive performance. The findings suggest that home renovation service providers can strengthen their market position by improving service accessibility, enhancing promotional effectiveness, delivering customer value, and maintaining appropriate pricing strategies.

Keywords: Home renovation, marketing mix (4Ps), competitiveness

Introduction

The home renovation industry has become an important part of the construction and housing services market, especially in regions experiencing rapid urbanization and lifestyle changes (Mainali et al., 2021). Today's consumers increasingly seek homes that are not only functional but also visually appealing and reflective of their personal preferences. As a result, renovation companies are expected to provide higher quality, customized services. In emerging economies such as China, rising urbanization and improving living standards have significantly increased the demand for professional home renovation services, creating both opportunities and stronger competition in the market (Wu, 2016).

In service-based industries like home renovation, effective marketing is essential for standing out from competitors. Because services are intangible and rely heavily on customer perception, businesses must focus on building trust, demonstrating expertise, and maintaining long-term relationships with clients (Zeithaml et al., 2018). The Marketing Mix (4Ps) product, price, place, and promotion remains one of the most widely used frameworks for aligning services with customer needs and improving competitive performance (Kotler & Keller, 2016). China's home renovation market has grown rapidly over the past decade due to rising incomes, expanding middle-class populations, and increasing homeownership rates (Chen & Han, 2015).

Applying the marketing mix effectively can help address these challenges. In renovation services, the product includes design quality, materials, project management, and after-sales service. Price must reflect both affordability and value. Place refers to service accessibility and online presence, while promotion focuses on building trust and reputation among customers (Kotler & Keller, 2016). Digital technology has also transformed how customers choose renovation services. Many homeowners now rely on online portfolios, customer reviews, and recommendations through social media platforms such as WeChat, Douyin (TikTok), and Xiaohongshu before making decisions (Jabeen et al., 2024). Companies that actively use these platforms are more likely to reach new customers and remain competitive.

Given these developments, this study examines how the four elements of the marketing mix influence the competitiveness of home renovation services in Shaanxi Province. The research explores how marketing strategies affect customer satisfaction, repeat business, and brand recognition. The findings are expected to provide practical guidance for renovation businesses, particularly SMEs, to improve their marketing strategies, respond better to customer needs, and strengthen their competitive position in an increasingly digital and competitive market.

Objectives

1. To explore the level of product, price, place, and promotion that influence the competitiveness of home renovation services in Shaanxi Province.
2. To analysis Marketing Strategies for Improving the Competitiveness of Home Renovation Services in Shaanxi Province, China

Literature Review

1. Marketing Mix Theory

Marketing Mix Theory is a core marketing concept that offers a systematic method for developing and implementing marketing strategies.

Product refers to market-offered goods or services satisfying consumer needs (Kotler & Armstrong, 2022), comprising core, actual and augmented layers. For home renovation services, it integrates tangible components (materials, equipment) and intangible components (design expertise, project management).

Price is the monetary value of a product or service and a key marker of perceived value (Nagle & Muller, 2018). Major strategies include cost-based, competition-based and value-based pricing, all influencing demand, profitability and market positioning.

Place means customer accessibility to products and services (Kotler et al., 2021), covering distribution, offline outlets and online platforms. For home renovation, it involves site selection, geographic coverage, industry partnerships and service logistics optimisation (Chaffey & Ellis-Chadwick, 2023).

Promotion includes communication activities to inform, persuade and remind consumers (Belch & Belch, 2021), combining traditional and digital tactics. It boosts brand awareness and loyalty (Bondarenko and Vyshnivska, 2023); for renovation services, before-after project displays and customer reviews are most effective.

2. Application of the 4Ps in Service Marketing: Home Renovation Services

The 4Ps model is popularly applied whereby marketing strategies and plans are formulated based on product, price, place and promotion. In service industries such as home renovation, each of the components of the 4Ps must be adjusted to consider the intangibility, variability and high involvement of the service (Richardson, 2024).

The product of home renovation services combines both physical elements (such as materials, finishes, and fittings) and non-material elements (such as design expertise, project management, and craftsmanship). The product line might consist of a variety of services such as kitchen renovation, bathroom renovation, and a full replanning of a home and customisation according to functional and aesthetic needs of clients. A central aspect of their perceived service value is the quality of the materials employed, which affects durability and customer satisfaction. This differentiation of service can be achieved by introducing revolutionary designs, utilising renewable materials, and bundling service packages (Kotler & Armstrong, 2022).

Methodology

This study explores how the marketing mix elements of product, price, place, and promotion influence the competitiveness of home renovation firms in Shaanxi Province, China. The target population consisted of marketing personnel and entrepreneurs working in the home renovation service sector, as these individuals are directly involved in shaping marketing strategies and delivering services to customers. Based on industry information, the sector includes more than 4,000 relevant workers, and Yamane's formula was used to determine a sample size of 364 respondents at a 5% margin of error. Purposive sampling was applied to ensure that only participants with relevant knowledge and practical experience were included. Data were collected through a structured questionnaire adapted from previous studies, with items measured on a five-point Likert scale. To ensure quality, the instrument was reviewed by experts using the Item-Objective Congruence method, pilot-tested with 30 respondents, and assessed for reliability using Cronbach's alpha. After collection, the responses were checked, coded, and analyzed using descriptive statistics,

correlation analysis, and multiple regression in order to identify which marketing mix factors have the strongest effect on business competitiveness.

Research Framework

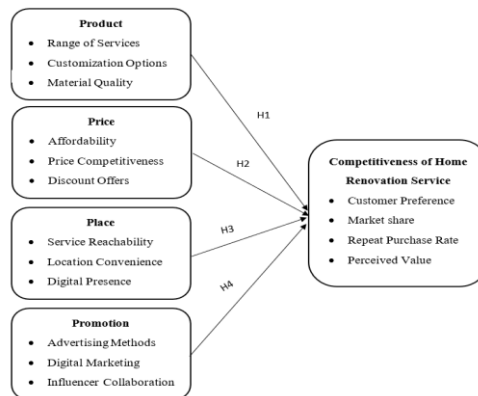


Figure 1 Research Framework

Methodology

1. Population and the Sample Group

Population

A research population refers to the entire list of individuals, items or entities that have similar characteristics and are relevant to a certain study. The population of the study are more than 4000 entrepreneurs of home renovation services in Shaanxi province, China.

Sample

The sample size for the study was 364 entrepreneurs in the home renovation services sector in Shaanxi Province, China.

2. Research Instrument

The research instrument is a questionnaire with 2 parts:

The research study on “Marketing Strategies for Improving the

Competitiveness of Home Renovation Services in Shaanxi Province, China” which uses quantitative research. The data was collected with 364 entrepreneurs of home renovation services and the sampling technique used was purposive sampling method. The structured questionnaire was used to collect data in this study.

Part 1: General Information. This section has 4 questions to gather background information on the respondent's gender, age, Highest Educational Qualification, and Years of Experience.

Part 2: This section uses a 5-point Likert scale with the standardized labels: “1Strongly Disagree” to “5Strongly Agree”—an academic norm for measuring attitudes and perceptions. It contains statements related to learner autonomy, organized into 5 dimensions: 1) Product, 2) Product, 3) Place, 4) Promotion, and 5) Competitiveness of Home Renovation Service.

All statements display consistency with the measurement target as evidenced by an average score exceeded 0.60 on the acceptable consistency index (IOC). The reliability of a pilot test of questionnaires assessed using Cronbach's α , a statistic measuring internal consistency, with α where all scores fell more than 0.70 (Edelsbrunner et al., 2025), indicating excellent internal consistency.

3. Data Collection

Data collection started when the researcher identified the sample size through the distribution of questionnaires which was done in several ways. The data collection tool of questionnaires was mainly used. The researcher used a document submission method in areas that it was not feasible to conduct direct distribution. Nevertheless, in majority of places, the researcher himself visited the place and made use of the questionnaires (dropped and collected them). Such a method was selected based on the small size of its sample, which guarantees an increased response rate and complete data. Data collection

process may be summed up as follows:

1. The researcher walked to the places which were open to receive and give out questionnaires. In the case of areas that are hard to access, the researcher shipped a copy of the questionnaire together with a self-addressed and stamped envelope to be returned.

2. In the case of the mailed surveying questionnaires, the researcher took 15 days as the response period. Follow-up telephone calls were carried out in the event that no response came after that duration. When there remained lack of response, the researcher re-implied the region in order to secure the questionnaire personally.

3. Each of the returned questionnaires was screened to ensure that it was complete. All incomplete responses were followed with subsequent communication in order to retrieve the missing response.

4. Questionnaires were checked and the double-checked ones were coded and entered in database creating a preliminary set of statistical values.

5. The data were cleaned and verified then analyzed with appropriate statistical tools that were relevant according to the study objectives.

4. Data analysis

After all questionnaires were collected and verified, the responses were coded and entered into statistical software for analysis. Descriptive statistics such as frequency, mean, and standard deviation were used to summarize the characteristics of the respondents and their responses. Correlation analysis was applied to examine the relationships between the marketing mix variables and competitiveness. Finally, multiple regression analysis was used to identify which marketing factors product, price, place, and promotion have the strongest influence on the competitiveness of home renovation firms in Shaanxi Province.

Results

Table 1 The results of the analysis of the correlation coefficient between Product (X1), Price (X2), Place (X3), Promotion (X4) and Competitiveness of Home Renovation Service (Y).

	Y	X1	X2	X3	X4
Y	1				
X1	.435**	1			
X2	.274**	.324**	1		
X3	.499**	.310**	.208**	1	
X4	.422**	.298**	0.086	.236**	1

** Statistically significant level 0.01

According to Table 2, the analysis of correlation coefficient between the dependent variable, Competitiveness of Home Renovation Service (Y) and the independent variables, Product (X1), Price (X2), Place (X3) and Promotion (X4), showed that all the four independent variables had positive relationships with Y. Precisely, Place (X3) indicated the highest connection with competitiveness ($r = .499$), followed by Product (X1) ($r = .435$) and Promotion (X4) ($r = .422$), and Price (X2) had the lowest (but positive) relationship ($r = .274$).

Besides, all of the correlations between the independent variables were under 0.80, which is within the range accepted by Stevens (1996) to claim that there is no severe concern of multicollinearity. The greatest correlation between the independent variables was Product (X1) and Price (X2) ($r = .324$), and the correlation between Price (X2) and Promotion (X4) was very weak ($r = .086$). Thus, the issue of multicollinearity between the independent variables was not present and each of the independent variables can be incorporated in Stepwise Multiple Regression Analysis, the predictors are entered into the model sequentially.

Table 2 The results of the analysis of the regression coefficient X affect Y.

Model X1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.833	0.183		4.556	0.000
Product (X1)	0.170	0.037	0.213	4.637	0.000
Price (X2)	0.088	0.035	0.110	2.535	0.012
Place (X3)	0.290	0.036	0.347	7.958	0.000
Promotion(X4)	0.216	0.035	0.268	6.212	0.000

R² = 0.408, *P< .05

Based on Table 3 the output of the analysis of the regression coefficient of the independent variables (X1: Product, X2: Price, X3: Place and X4: Promotion) on the dependent variable (Y: Competitiveness of Home Renovation Service) was that all the four variables had a significant impact on Y. This is due to each of the variables containing a Sig. of less than 0.05 ($p < .05$), which showed statistical significance. In summary, it was found that:

Place (X3) significantly affected Y at the value level $B = 0.290$ ($\beta = 0.347$, $t = 7.958$, $\text{Sig} = 0.000$). Promotion (X4) significantly affected Y at the value level $B = 0.216$ ($\beta = 0.268$, $t = 6.212$, $\text{Sig} = 0.000$). Product (X1) significantly affected Y at the value level $B = 0.170$ ($\beta = 0.213$, $t = 4.637$, $\text{Sig} = 0.000$). Price (X2) significantly affected Y at the value level $B = 0.088$ ($\beta = 0.110$, $t = 2.535$, $\text{Sig} = 0.012$).

Based on the standardized coefficients (β), Place (X3) was the strongest predictor of competitiveness, followed by Promotion (X4), Product (X1), and Price (X2). The model explained 40.8 percent of the variance in competitiveness ($R^2 = 0.408$), which indicates that the four marketing-mix factors together provide a meaningful explanation of competitiveness in the home renovation services sector ($p < .05$).

Discussion

1. This objective explores how the 4Ps framework shapes the competitiveness of Shaanxi's home renovation services, with descriptive statistics providing clear empirical support. Promotion scores the highest among the four dimensions, making it the most critical factor for local practitioners. Local firms mainly use project before-and-after displays, customer testimonials and social media outreach to build brand awareness and attract clients, and these tactics effectively boost competitiveness. Price ranks second with a close mean score, acting as another core driver; local enterprises' flexible pricing models balancing costs, market competition and customer perceived value are well-approved, and reasonable pricing directly lifts market share and profitability.

Place ranks third, meaning channel layout and accessibility have a stable but weaker impact. While offline outlets, regional coverage and industry partnerships are optimized, channel differentiation remains insufficient. Product has the lowest mean score, identifying it as the key weak link. Despite a moderate-high overall score, local firms fail to leverage product differentiation, quality materials, innovative design and customized services to build core competitiveness, leaving large improvement potential. The high overall service competitiveness score confirms the 4Ps collectively drive industry growth positively, with distinct gaps in influence levels.

2. This objective proposes targeted marketing strategies to upgrade Shaanxi home renovation competitiveness based on the findings. First, given promotion's dominant role, firms should innovate digital channels including short-video platforms, influencer cooperation and localized content marketing, and highlight real project cases to consolidate brand advantages.

Second, for pricing, firms should adopt value-based pricing instead of single cost or competition-based models, and launch differentiated packages (basic, high-end custom, eco-friendly) to meet diverse needs and avoid vicious

price wars. For place, optimize online consultation channels for better convenience, and deepen partnerships with local real estate and building material firms to expand coverage.

Most importantly, product upgrading is the core strategy for overall competitiveness. Firms should use high-quality eco-friendly materials, enhance customized design capabilities, and bundle after-sales services to enrich service value. Combined with practitioners' medium-long industry experience and moderate-high education, internal training can turn human resource advantages into product competitiveness. In short, the optimal strategy is to consolidate promotion and price strengths, optimize place channels, prioritize product improvement, and build a coordinated 4Ps system to fully boost market competitiveness.

Recommendation

The implementation of the research results is as follows:

1. The findings also clarify 4Ps impact gaps and offer actionable guidance for local governments, industry associations and SME support bodies to optimize industry governance. These agencies can formulate unified industry standards covering service processes, complaint handling and material quality to fix the core product weakness, and roll out standardized quotation templates and consumer protection rules to promote transparent, value-based pricing, reinforcing price-driven competitiveness and laying a foundation for industry-wide improvement.

2. To refine targeted marketing strategies, relevant agencies can launch tailored support schemes aligned with 4Ps optimization. They can offer digital promotion and branding training, provide marketing toolkits to help firms strengthen promotional advantages, build online service platforms and host industry networking events to optimize omnichannel layout, and offer

operational advisory services. These measures help enterprises convert policy support into practical capabilities, forming a coordinated 4Ps system to boost long-term competitiveness and customer satisfaction.

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