BUILDING SALES CHANNELS FOR NEW TIRE BRANDS USING STRATEGIC MANAGEMENT THEORY: A CASE STUDY OF BRAND A

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As competition within the tire industry intensifies, Brand A faces an urgent imperative to enhance its market share through the strategic construction of effective sales channels. Grounded in strategic management theory, this study aims to conduct a thorough analysis of the current situation and challenges facing the sales channels of new A-brand tires, and explore feasible optimization strategies. This study uses Brand A tires as an example. By analyzing the current status of marketing channels for Brand A tires, this study proposes an optimization strategy. Prioritizing channel optimization principles should be the first priority. In order to improve channel synergy as well as strengthen incentives for retailers, the study proposes measures such as providing training to enhance store sales capabilities, offering incentives to implement promotional activities, and providing incentives to sell high-profit products. Finally, for the management of cross-channel goods, the study recommends establishing a systematic product sales record and implementing an inspection and supervision system. In summary, this study addresses the challenges present in the sales channels of A-brand tires, focusing on optimizing the layout of physical marketing channels, enhancing channel synergy, strengthening retailer incentives, and improving channel cross-stocking management. We anticipate that the implementation of these strategies will enhance the efficiency and competitiveness of Brand A tires’ sales channels.

Keywords: strategic management theory; marketing channels; channel construction

Introduction

From 2011 to 2021, the compound growth rate of domestic automobile production reached 3.54%, the compound growth rate of sales reached 3.57%, and ownership reached 11.04%.
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The automobile industry has become an important economic source for the country. As of 2021, China's automobile production and sales reached 26.082 million vehicles and 26.275 million vehicles, respectively. Total passenger car sales have reached 3,011.51 million units. The rapid development of China's automobile market has provided massive demand for the tire industry.

At present, various domestic tire companies are paying great attention to the construction and development of sales channels. In this process, competition among sales channels becomes very important. The world's top tire companies, such as France's Michelin and Germany's Continental, rely on their in-depth understanding of the local market and years of management experience, combined with factors such as the income structure, age structure, consumer behavior characteristics, and competition of the local market, to analyze different levels of the market income composition, age structure, consumer behavior characteristics, and competition situation are comprehensively analyzed and constructed.

At the same time, they also continue to improve the management of channel members such as wholesalers, retailers, and fleet users to adapt to the continuous development of the market environment and technology and adjust and optimize channels. In today's increasingly competitive market, domestic and foreign tire brands are competing for more market share.

Therefore, enterprises are paying more and more attention to establishing logistics channels in the marketing process. In order to better meet customers’ different product needs, tire companies must continue to update and optimize products to gain greater development space.

Objectives
- Discuss the issue of corporate marketing channel construction. This study aims to optimize Brand A’s marketing channels and expand its offline sales channels, thereby increasing its market share and competitiveness.

This not only provides new empirical evidence and a theoretical basis for enterprise development, but also ensures that the proposed countermeasures have a certain reference value for the actual operation of enterprises.

- Enhance customers’ shopping convenience and brand awareness: By investigating and analyzing Brand A’s sales channels, we can understand customers’ shopping behaviors and habits, thereby increasing their awareness of the brand and meeting their needs for convenient shopping.

This helps improve shopping convenience for Brand A customers and enhances their awareness of the brand.

- Enhance the brand’s international competitiveness and market share: By optimizing Brand A’s sales channels, enhance its own sales strength, promote the sustainable development of Brand A in the local market, and further enhance its brand image and competitiveness in the local market.

Optimizing and developing sales channels is crucial to enhancing the competitiveness of brand A and increasing its market share, which helps to improve the company's market competitiveness.
Literature review

Research on marketing channel theory
The word “market channel” comes from the English "market channel", which is also called "sales channel," "circulation channel" etc. It refers to the transmission of goods and services from producers to consumers through a series of interdependent but differentiated organizations or individuals. Starting from the producer of goods or services to finally reaching the customer, every institution and individual involved in the channel is part of the channel, and they assume the circulation function to a certain extent. Enterprises can set up various circulation routes according to their own types of goods and services and carry out circulation of varying lengths according to the characteristics of the goods and services provided.

At home and abroad, research on marketing channels has made a lot of progress.
Pohle et al. (2018) provides important complementary research on market channels. On this basis, he further elaborated on the new theory of "dual boundaries" and focused on the interaction and mutual influence between various levels. He believes that understanding and mastering channel profit margins is the key to achieving optimal channel performance.

Magnusson & Westjohn (2019) further analyzes the behavior of sales channels. Accordingly, the author introduces the concept of "channel conflict" and points out how "contradictions and collaborations in various links in the channel" affect channel performance. He pointed out that if conflicts between channels occur, it will lead to conflicts and competition among channels within the channel, and establishing good interactive relationships can improve channel efficiency.

Ko (2019) focuses on the mutual influence of members of the channel. On this basis, this project further explores the cooperation and trust between enterprises and further studies the "quality" issue between enterprises, pointing out that cooperation between high-quality enterprises and dealers can effectively improve the enterprise's sales efficiency, thereby improving the company's sales performance.

In recent years, Chinese country's academic research on sales channel issues has mainly focused on the behavior and relationships of sales channels. Zhou et al. (2021) pointed out that "coercive power" is an important reason for more frequent and more intense conflicts between channel members, but "coercive power" has no obvious impact on them.

Qian & Liao (2021) believes that the root cause of conflicts between enterprises and their sales channel members lies in the inconsistency in interest goals, and the short-sighted profit orientation among dealers is the fundamental cause of conflicts.

Chaffee (2021) believes that in order to reduce competition among enterprises, enterprises must take into account the interests of each channel member when formulating channel strategies to reduce conflicts of interest.

Chen et al. (2018) believes that to avoid channel conflicts, it is not only necessary to invest a lot of manpower and material resources, but also that when the interests of various channel members are imbalanced, channel conflicts will occur, so companies need to dynamically adjust sales channels to maximize profits.

Zeng (2018) believes that there is a significant positive correlation between "obligation-free" power in channel authority and the quality of channel relationships, and he believes that trust level is the main reason that affects the quality of channel relationships.
Tian et al. (2019) proposed that in market channels, manufacturers mainly focus on product manufacturing, retailers mainly focus on product sales, and manufacturers and retailers play different roles in various channel structures. With the rapid development of new retail, companies need to use various means to achieve sales targets.

**Research on marketing channel construction issues**

Based on these foundations, this article conducts a relatively systematic study on channel construction, analyzing it from three perspectives: channel strategy, channel design, and channel conflict.

Veloutsou et al. (2022) conducted an in-depth study of the relationship between brands and sales channels. They pointed out that brand is the key to establishing and operating channels and can improve an enterprise's awareness of collaboration and market competitiveness.

Belizan et al. (2020) conducted an in-depth study of sales performance and sales patterns in distribution networks. Belizan et al. (2020) introduces the sales channel performance evaluation model and studies the marketing strategy within the sales process. He holds the belief that a company can only enhance its sales and customer satisfaction through effective business channels.

In China, research on channels mainly focuses on channel conflicts, adjustments, and strategies, while there are very few specialized studies on the tire industry. According to Zhao et al. (2022) research analysis, companies must take into account the conflicts of interest of each channel member when formulating channel strategies and try to reduce the occurrence of conflicts to avoid channel conflicts in uncontrollable external environments.

Zhao et al. (2020) pointed out that in China, establishing good marketing channels is a prerequisite for gaining a competitive advantage, so companies should attach great importance to the management of marketing channels. At present, many domestic companies have begun to pay attention to channel management, but they are still in a stage of continuous development, and there is still a lot of room for improvement. There are still some negative factors, such as "channel conflicts", which will have a negative impact on the development of channels.

Therefore, how to avoid channel conflicts and improve channel operation efficiency is an issue that Chinese operators should pay attention to. Through the analysis of the current consumer groups, Yu (2019) believes that the current consumer groups are different from the past, and as the consumer groups change, their consumption behavior has also changed accordingly. This change limits the original marketing channels. In order to compete for new market shares, companies must develop new online marketing channels.

Therefore, it is very necessary to adjust marketing channels according to specific situations. Liu (2022) believes that it is difficult to avoid channel conflicts in enterprises. If the enterprise cannot coordinate the interests of various channels well, conflicts will arise. From an enterprise's perspective, adjusting channels according to customer habits and conditions can enable enterprises to obtain maximum benefits.

**Research on marketing channel construction strategies**

Research by Gernsheimer et al. (2021) shows that the basic purpose of companies setting up channel sales is to sell more goods and obtain more profits. Therefore, they should
clearly arrange their marketing goals and tasks for each channel member to prevent channel conflicts and reduce profit losses.

Dover et al. (2020) research reveals a close relationship between a company's trade cycle and its own marketing channels, which can significantly reduce transaction times.

Research by Lawrence & Kauffman (2018) believes that companies should pay attention to channel cultivation from the beginning and establish a structural understanding with other partners, such as dealers. Only when all stakeholders in the channel possess a comprehensive understanding of the channel can they effectively assume the role of the channel and enhance its performance. Solve channel issues.

The research results of Wang & Fu (2018) indicate that it is necessary to optimize the omni-channel supply chain of tire manufacturing enterprises, gradually reduce the dependence on distributors such as dealers, establish a flat sales network, and enhance the company's control over channels to gain greater benefits and increase sales channel efficiency.

Wang & Tang (2021) studied tire companies' cooperation with other agents to increase overall profits. Mao et al. (2019) studied the impact of the Internet era on my country's tire industry and pointed out that tire companies should strengthen their digital capabilities, collect data, establish multi-purpose information management systems and platforms, understand channel members and customer needs, and build more effective and convenient sales channels.

The survey results of Xu & Liu (2018) show that domestic tire companies lack scientific management plans for channels and need to comprehensively consider factors such as local income composition, age structure, consumer behavior characteristics, and market competitors to design segmented marketing networks and manage them reasonably.

**Methodology**

(1) Document analysis method. Before starting the research, the author read marketing monographs, journals, reports, and other literature and compiled the internal data and channel management documents of Brand A Tire Company. The tire industry and related data are summarized, providing a solid theoretical foundation for this article.

(2) Case analysis method. The article takes the sales channel of brand A tires as an example. In accordance with the basic principle of "asking questions, analyzing problems, and solving problems," the article analyzes and studies the sales channels of brand A, providing guidance for the selection and improvement of sales channels for enterprises. Learn from.

(3) Interview method. In order to have a more complete understanding of the current establishment of tire marketing channels for Brand A Company, we interviewed employees and relevant persons in charge of Brand A Company, including 4 persons in charge of retail stores, 6 persons in charge of online channels, 2 persons at the grassroots level, and 3 after-sales service employees, for a total of 15 people. The interview time will be from September 19 to September 23, 2023, using face-to-face interviews, each lasting about half an hour. The focus of the interview mainly covered aspects such as brand image, sales methods, motivation methods, and interaction with customers.

(4) Questionnaire survey method: a total of 160 employees, including retail store supervisors, online channel supervisors, grassroots employees, and after-sales service
Results

Analysis of problems existing in the current marketing channels of brand A tires

In order to better understand the current situation of brand A tires in the market, this questionnaire was compiled. We conducted a survey of brand A's employees using a questionnaire. A total of 160 people were surveyed, including retail store managers, online channel managers, grassroots employees, and after-sales service personnel. The questionnaire covers basic information such as channel construction, brand image, sales model, interaction with customers, after-sales service, etc. We distributed a total of 160 questionnaires, of which 158 were valid, resulting in a recovery rate of 98.8%. The proportion of valid questionnaires was 96.9%.

The reliability of a test pertains to its ability to accurately reflect the true characteristics of the individual under examination. Generally speaking, the closer the results of two or more tests are, the lower the error level of the scale and the higher its reliability. Based on this theoretical basis, the author used Cronbach's alpha factor model to conduct an empirical study on the reliability of the scale.

Table 1 - Reliability analysis of the questionnaire
(made by the author)

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.825</td>
<td>6</td>
</tr>
</tbody>
</table>

In terms of reliability evaluation standards, scholar De Villis put forward the following view: if the reliability deviation of a certain factor is in the range of 0.60-0.65, it should not be used; if it is in the range of 0.65-0.70, it indicates that the indicator is acceptable and can be trusted; in the range of 0.70-0.80, this factor has good reliability; while in the range of 0.80-0.90, the factor has significant reliability. According to research, the Cronbach's alpha coefficient of this scale is as high as 0.825, so this scale can be considered to have high reliability.

Table 2 - Validity analysis
(made by the author)

<table>
<thead>
<tr>
<th>Reliability statistics</th>
<th>Cronbach Alpha</th>
<th>Cronbach based on standardized terms</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.877</td>
<td>.723</td>
<td>6</td>
</tr>
</tbody>
</table>

Tab. 2 shows the reliability statistics for the items assessed. The results showed that Cronbach's alpha coefficient was 0.877, Cronbach's alpha coefficient based on standardized items was 0.723, and the number of items was 6. These data indicate that the items assessed performed well in terms of internal consistency and reliability.
The Cronbach's alpha coefficient is high, indicating a strong correlation between items, while the coefficient based on standardized items also reaches a high level, indicating that the reliability of the measurement tool remains even when different item weights are taken into account.

Table 3 - Basic information statistics of respondents
(made by the author)

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Options</th>
<th>Number of people</th>
<th>Proportion</th>
</tr>
</thead>
<tbody>
<tr>
<td>gender</td>
<td>male</td>
<td>90</td>
<td>58.1%</td>
</tr>
<tr>
<td></td>
<td>female</td>
<td>65</td>
<td>41.9%</td>
</tr>
<tr>
<td>age</td>
<td>30 years old and under</td>
<td>40</td>
<td>25.8%</td>
</tr>
<tr>
<td></td>
<td>31-40 years old</td>
<td>75</td>
<td>48.4%</td>
</tr>
<tr>
<td></td>
<td>41-50 years old</td>
<td>35</td>
<td>22.6%</td>
</tr>
<tr>
<td></td>
<td>51 years and above</td>
<td>5</td>
<td>3.2%</td>
</tr>
<tr>
<td>Educational qualifications</td>
<td>Junior college and below</td>
<td>25</td>
<td>16.1%</td>
</tr>
<tr>
<td></td>
<td>Undergraduate</td>
<td>90</td>
<td>58.1%</td>
</tr>
<tr>
<td></td>
<td>Master degree and above</td>
<td>40</td>
<td>25.8%</td>
</tr>
<tr>
<td>post</td>
<td>Retail store manager</td>
<td>75</td>
<td>48.4%</td>
</tr>
<tr>
<td></td>
<td>Online channel manager</td>
<td>45</td>
<td>29.0%</td>
</tr>
<tr>
<td></td>
<td>entry level employee</td>
<td>35</td>
<td>22.6%</td>
</tr>
<tr>
<td>Working years</td>
<td>3 years and below</td>
<td>50</td>
<td>32.3%</td>
</tr>
<tr>
<td></td>
<td>4-6 years</td>
<td>65</td>
<td>41.9%</td>
</tr>
<tr>
<td></td>
<td>7-9 years</td>
<td>35</td>
<td>22.6%</td>
</tr>
<tr>
<td></td>
<td>10 years and above</td>
<td>5</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

According to the basic information of the questionnaire, the majority are men, with 58.1% men and 41.9% women. The age structure is mainly 31 to 40 years old, accounting for 48.4%, and those aged 30 and below account for 25.8%.

In terms of educational background, the proportion of college graduates is the highest, at 58.1%. In terms of job allocation, 48.4% are store supervisors, 29.0% are online channel supervisors, and 22.6% are grassroots personnel.

Regarding working hours, 32.3% of the survey respondents have been in their current positions for 3 years or less, while 41.9% have been there for 4-6 years, which reflects their relatively young age and extensive experience. Combining these comprehensive basic data sets allows us to better understand the characteristics of the interview subjects.

Uneven distribution of channels

Too long sales channels lead to low channel efficiency. First of all, there are a large number of distribution links and sales levels in my country's circulation channels, which results in slow transmission of sales information. Second-level dealers have difficulty coordinating with enterprises and fail to understand product changes in a timely manner. As a result, enterprises cannot quickly judge market changes, resulting in sales lag.
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Inability to effectively meet consumer needs. An overly long supply chain causes the goods to stay in the market for too long, resulting in delayed sales and a gradual decline in profits. Ultimately, the terminal distributor experiences a very low profit margin and a fixed price increase, leading to a large sales volume of the goods reduce.

Incomplete channel coordination

According to a questionnaire survey, consumers’ behavioral factors for purchasing tires online cover many aspects, among which price and preferential policies are the main considerations. 38% of consumers choose to buy tires online because they can get gifts and discounts through this channel, which shows that customers pay attention to affordability and additional benefits when shopping. In addition, 35% of consumers pay more attention to the price advantage, which further emphasizes the importance of price in consumer purchasing decisions. 17% of consumers pay attention to the production date of tires and to product freshness and quality assurance.

It can be seen from this that the reason why 73% of people choose online shopping is because it is cost-effective (prices are favorable or there are gifts or discounts). At the same time, physical store operators mentioned in interviews that high online product pricing is a major problem. In the current market, large e-commerce companies such as JD.com and Tuhu have become the main suppliers of low-priced goods.

These e-commerce platforms have the right to determine their own product prices, and dealers cannot directly interfere with them. Consider the recent feedback from owners of the original Audi A6L model. The retail price in physical stores is 1,100 yuan, while the tuhu is only sold for 1,000 yuan, which is 100 yuan lower than in physical stores.

Although this example does not explain anything, considering that the most popular 205/55R16 tires are sold in physical stores for 400 yuan, Tuhu only sells them for 390 yuan and even drops to 360 yuan during promotions, and physical stores have to earn more profit is more than 20%, so the retail price in physical stores is 130 yuan higher than that of Tuhu. This pricing gap will inevitably cause traditional retail companies to lose a large number of customers and thus become unable to survive.

The incentive effect on channel members is not good

Sales rebates are one of the most important methods of promotion and are commonly used by all marketers. However, many dealers see it as their biggest source of profit. Agents did not fully utilize marketing strategies to integrate with the market, nor did they receive any discounts. They could only hoard inventory to prepare for the upcoming challenges. It is very likely that these products have not actually entered the market but are stuck in various channels.

Lack of incentives for inter-regional transactions

At the same time, because the process and method of customer returns are not very intuitive and have little impact on customers' psychology, each time is a small matter and cannot effectively mobilize customer enthusiasm. In addition, manufacturers do not do enough advertising in the market, and some manufacturers even hope that customers will invest in advertising themselves. As a result, sales and customer enthusiasm will decline, as customers are unwilling to spend money to expand the market.
Enterprises should refine sales incentives as a key intermediary for products to enter the market, and step up their publicity efforts to support agents in making rebates reliable, instead of making customers feel that the funds are only temporary. Without strong publicity, the interests of agents cannot be protected, and customers' enthusiasm for products will also decline.

The management of cross-selling goods is not effective

The phenomenon of cross-selling means that various distributors in the sales channel sell their own goods at low prices within their respective business scopes based on their own economic interests, thus causing disruption to the market order. The phenomenon of cross-selling goods not only causes dealers to lose trust in the manufacturer's products but also makes consumers doubt the brand because the product price difference is too large.

In China, there are two ways of smuggling brand A tires: one is to smuggle brand A tires from outside China, whose quality cannot be guaranteed, and there are a lot of forged manufacturing times, specifications, and other issues, which is a serious crime. Another situation is that dealers at all levels across the country will sell through different regions in order to increase sales. As a result, brand-A tire products can be purchased everywhere.

This makes brand-A dealers lose confidence and has a negative impact on their terminal sales and brand image had serious negative impacts.

Discussion

Forward-looking principle

The forward-looking principle is an important principle in channel optimization. It emphasizes that enterprises must have forward-looking thinking and strategic vision when making channel optimization decisions. As the market environment continues to change and consumer demands continue to evolve, companies need to adjust and optimize channel strategies based on market trends and future development directions to maintain competitive advantages and improve performance. The forward-looking principle involves sensitivity to market trends and accurate predictions of consumer needs. Enterprises need to pay close attention to market changes and promptly adjust channel structures and strategies to meet the changing needs of consumers.

By predicting market trends and consumer behavior, companies can layout and optimize channels in advance to seize market opportunities. In addition, the forward-looking principle also emphasizes that enterprises must have a long-term strategic vision for channel optimization decisions. Enterprises cannot only consider immediate interests and short-term goals but should also make channel optimization decisions from the perspective of their overall development strategy. The company can only achieve the goals of sustainable channel development and corporate competitiveness by combining channel optimization with its long-term strategy.

To sum up, the forward-looking principle is critical in channel optimization. It requires enterprises to have forward-looking thinking and a strategic vision to adapt to market changes and meet consumer needs. Only by predicting market trends and accurately predicting consumer needs can companies adjust and optimize channel strategies in advance and seize market opportunities. At the same time, companies also need to combine channel
optimization with the company's long-term strategy to achieve the goals of sustainable channel development and enhanced competitiveness.

At present, my country's tire industry is highly homogeneous and low-cost, while foreign tire companies are facing dual competition from domestic brands in terms of pricing and sales channels.

In order to improve the competitiveness of enterprises, many companies are focusing on how to achieve the following points: when the technical conditions are the same, sales channels can not only reflect different product qualities but also enhance the company's advantages in market competition.

Therefore, enterprises need to have an in-depth understanding of the development of the industry and a high degree of foresight, a keen sense of smell, and pioneering thinking in order to establish a strong competitive advantage in the channel field.

**Effectiveness principle**

By meeting customers' growing life and service needs, we achieve the best results at lower costs, thereby enhancing the company's competitiveness, economic benefits, and market share. The best actions taken by the company will significantly reduce operating costs, increase sales and market share, and achieve real results.

The principle of effectiveness means that when tire companies optimize channels, they should ensure that the measures and strategies adopted can truly and effectively improve channel efficiency and sales performance. In the process of channel optimization, companies should pay attention to the following considerations:

First of all, enterprises should conduct a comprehensive analysis and evaluation of the overall structure and operation of the channel, identify the problems, and formulate corresponding optimization plans. This requires companies to have accurate market information and sales data and to effectively monitor and evaluate channels.

Secondly, companies should pay attention to good communication and the establishment of cooperative relationships with channel partners. Through close cooperation with channel partners, companies can better understand market needs and customer needs, thereby formulating products and sales strategies that are more in line with market needs. In addition, companies should also strengthen training and support for channel partners to improve their sales capabilities and service levels.

By providing professional training and technical support, companies can help channel partners better understand and promote their products, increasing sales and customer satisfaction.

Finally, companies should continue to optimize channel management and monitoring mechanisms to ensure the transparency and efficiency of channel operations. By establishing an effective data analysis and feedback mechanism, companies can keep abreast of channel conditions and sales status, adjust and optimize channel strategies in a timely manner, and maintain the healthy development of channels.

In short, effectiveness is one of the principles that tire companies must follow in channel optimization.

Enterprises should work closely with channel partners through comprehensive analysis and evaluation, provide training and support, and optimize channel management mechanisms to maximize channel benefits and continue to grow sales performance.
**Customer-oriented principles**

The optimization of marketing channels should be based on the continuous improvement of customer needs and the pursuit of customer diversification. Meeting customer needs is the most important starting point for optimizing marketing channels. On the basis of optimizing and improving existing sales channels, we will give full play to the precise diversion ability of online channels, accurately sell products through in-depth analysis of customers' shopping habits, and use science and technology to provide motivation for customers to achieve the goal of "customer first".

The customer-oriented principle is one of the important principles that tire companies should follow in channel optimization. Its core idea is to focus on customer needs and satisfaction, satisfy customer needs by providing high-quality products and services, and establish good customer relationships.

The customer-oriented principle emphasizes that companies should think and act from the customer's perspective, pay attention to customer opinions and feedback, and continuously improve products and services to enhance customer satisfaction and loyalty. In channel optimization, the customer-oriented principle requires tire companies to put customers first and fully consider customer needs and preferences in channel design and layout.

Enterprises need to understand customers' purchasing habits, preferences, and consumption psychology and obtain relevant information through market research and customer feedback to determine appropriate channel strategies and channel models. At the same time, companies also need to actively communicate and interact with customers, establish good customer relationships, and provide personalized services and customized solutions to meet the needs of different customers.

The customer-oriented principle also requires companies to establish a complete customer feedback mechanism, actively listen to customers' opinions and suggestions, and handle customer complaints and problems in a timely manner. By collecting and analyzing customer feedback, companies can discover and solve problems in a timely manner, continuously improve products and services, and enhance customer satisfaction. In addition, companies can also encourage customers to participate, recommend them, and guide them to become their loyal fans and brand promoters, thereby expanding their market influence and market share. In short, the customer-oriented principle is an important one that tire companies should follow in channel optimization.

By paying attention to customer needs, providing high-quality products and services, and establishing good customer relationships, companies can improve customer satisfaction and loyalty and gain sustained market share.

**Conclusion**

As the automotive industry continues to develop and competition in the global market intensifies, the tire industry, as one of the key automotive accessories, is also facing new challenges and opportunities. In this context, the application of strategic management theory has become an important research direction in the construction of new tire brand sales channels. Traditional tire brands are facing the pressure of market saturation and homogeneous competition, so the launch of new brands urgently requires targeted strategic management. By conducting thorough research on market trends, competitors, and consumer
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needs, we can strategically plan sales channels to enhance their flexibility and efficiency. Strategic management theory provides a framework for formulating, implementing, and adjusting strategies in a changing market environment, contributing to the continuous innovation of new brand sales channels and the ability to adapt to market needs.

Therefore, research on the construction of new tire brand sales channels based on strategic management theory is expected to establish a competitive advantage for the tire industry on a global scale, achieve strategic integration of sales channels, and maximize brand value. Based on this, this article conducts a detailed analysis of the current situation and problems of Brand A's sales channels and optimizes Brand A's sales channels based on the development trend of the company.

The detailed findings are:

(1) Channel construction of the brand A tire company. As a tire manufacturer with a long history and strong technical strength, Company A occupies a leading position in China's tire industry with its comprehensive product line and strong economic strength. The company has realized the digitalization of the sales chain through cloud computing platforms, cloud stores, intelligent marketing systems, and other means. In particular, through cooperation with retailers, we have successfully built a smart, flat new Internet business model and improved the company's core competitiveness.

(2) Analysis of current marketing channels. Company A focuses on the selection of wholesalers and retailers in marketing channel management and ensures the quality and service level of partners through strict review mechanisms and comprehensive assessment indicators. The company is committed to improving the sales capabilities of wholesalers and, through incentive policies, encourages them to achieve sales tasks, improve service levels, and grow together with them. The retailer has a sound management system, improves sales efficiency through reasonable product positioning and discount strategies, and meets market demand through diversified product lines.

Through the construction of online channels, Company A launched new retail channels such as car space platforms and cloud stores, actively adapting to the needs of the Internet era. The company's new retail channels not only achieve the same prices online and offline but also improve customer satisfaction through intelligent and integrated services. In terms of products, Company A continues to innovate in response to the needs of the Chinese market and launches a variety of tire products suitable for different models and uses.

(3) Problem analysis: Brand A’s tires currently have problems with multiple sales channels. The survey results showed that the company had a series of problems in its sales channels. First, the distribution of sales channels is uneven, resulting in long sales chains, slow information transmission, and intensified conflicts among dealers. Secondly, channel coordination is imperfect, and the price difference between online and offline is large, which affects the competitiveness of physical stores.

Furthermore, the motivation effect of channel members is poor and employee satisfaction is low, which affects the enthusiasm of the sales team. Finally, there is a lack of effective management of cross-selling goods, which seriously damages the market order and brand image.

(3) Countermeasures are proposed. Through the optimization strategy of brand A tire sales channels based on strategic management theory, the company can obtain a more lasting advantage in market competition. First of all, the forward-looking, effective, and customer-oriented principles of channel optimization provide strategic guidance for the company,
allowing it to better adapt to market changes and improve channel management effectiveness. Secondly, in terms of physical marketing channel layout, by strengthening the development of blank areas, expanding competitive stores, and standardizing store construction procedures, the companies can more accurately layout channels to meet consumer needs in different regions and improve market coverage. Third, improving channel synergy is a key step.

By exclusively supplying online and offline channel products, establishing an effective communication mechanism, and increasing the brand portfolio of physical channels, the company can achieve channel synergy and improve sales efficiency. Fourth, strengthening incentives for retailers, including training to improve sales capabilities, incentives to implement promotional activities, and incentives to sell high-profit products, will help enhance retailers' loyalty and increase the enthusiasm of the sales team.

Finally, by strengthening the management of channel cross-selling, establishing an independent cross-selling management department, and establishing a product sales record and inspection and supervision system, it is expected to effectively solve the problem of cross-selling and protect market order and brand image.

**Recommendation**

In the study of brand A tire sales channel optimization strategy, marketing channel structure theory and marketing channel behavior theory can be further studied in order to more comprehensively understand the intrinsic mechanism of channel management. We can combine the relevant perspectives of strategic management theory to further optimize the sales channel strategy of brand A tires, thereby enhancing market adaptability and competitiveness.

Secondly, in-depth research on the retailer incentive mechanism can be strengthened, including the design of more specific training programs, promotional activity execution incentives, and high-profit product sales incentives, to encourage retailers to participate more actively in sales channel optimization.

In addition, for the management of channels, future research can further refine the responsibilities and operating mechanisms of the independent and independent goods management departments and establish a more intelligent product sales filing and inspection inspection system so as to prevent and cope with the channels.

Finally, by deeply exploring the current status of relevant research at home and abroad, we can better absorb the successful experiences of other industries and provide more comprehensive and innovative inspiration for the future optimization of brand-A tire sales channels.

In-depth discussion of these research directions will provide more scientific and feasible suggestions for the implementation of a brand-A tire sales channel optimization strategy and promote the company to achieve a more outstanding competitive position in the market.

**References**

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*Paper submitted* 26 November 2023  
*Paper accepted for publishing* 09 January 2024  
*Paper revised* 11 February 2024  
*Paper published online* 30 March 2024