



A STUDY ON MARKETING STRATEGY OF FRESH FOOD E-  
COMMERCE IN CHINA

BY  
JIANCHUN CAO

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (INTERNATIONAL PROGRAM)

SOUTHEAST ASIA UNIVERSITY

ACADEMIC YEAR 2022

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**Independent Study Title** A Study on Marketing Strategy of Fresh Food E-commerce in China

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**Program** Master of Business Administration (International Program)

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### Abstract

This research aim to study on Shanghai Yibaimi Network Technology a Fresh Food E-commerce in China. This study were qualitative methodology via in-depth interview, and content analysis. The study found: 1) Market segmentation were customers buy Food subdivides its product planning and development into four directions, namely, 3R (ready-to-cook, ready-to-heat, and ready-to-eat), Target Market were middle-class main consumers, high spending power to buy fresh and organic fresh products at once, want to complete their purchasing needs efficiently and quickly in a short period of time, Positioning company was is joint development of innovative standard products; and providing other segmented nutritional solutions providing fresh ingredients through direct sourcing and contract farming; meeting the demand, 2) Management plan were collect information in advance, procurement process for the quality of fruits and vegetables from multi supplier, and flexible formulation of prices at all stages, Production plan by quality control : fruit products, must personally taste to determine the best cost-effective products, vegetables, aquatic meat to do a good job on the quality of daily purchases, and snacks choose high-quality best-selling, Operation plan focus on store operations is increasingly prominent, and the traditional sloppy management has become increasingly unsuited to the fierce market competition. 3) Financial 5 years projection, first initial investment 10 Billion Yuan, ROI average per year = 27.43 %, NPV = 1.4306 Billion Yuan, IRR = 17.6 %and Breakeven point = 4 years and 2 months.

**Keywords:** Network technologist

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## Section 1

### Introduction

#### 1.1 Company Description

Ltd. was established and Dingdong Community App was launched; in 2017.5, Dingdong Community was officially renamed as Dingdong Buy; from 2018.5 to 2019.7, Dingdong has completed 7 rounds of financing, with past investors including Banyan Capital, Dachen Venture Capital, Red Star Macalline, Tiger (China), Sequoia China, Today Capital, Chinese Culture Fund, etc. In 2019.12, Dingtone's annual GMV exceeded 5 billion RMB, single-month revenue exceeded 700 million RMB, and the average daily order volume at the end of the year exceeded 500,000 orders, with nearly 550 front warehouses opened in 6 cities across China.

In February 2020, Dingdong Buyoy's New Year's Eve orders rose over 300% from the previous month under the epidemic; more than 40,000 new users were added daily, Dingdong Buyoy's daily order volume exceeded 600,000, and its revenue exceeded 1.2 billion Yuan in a single month; in May 2020, Dingdong Buyoy completed a Series C round of financing led by General Atlantic, raising \$300 million<sup>[1]</sup>.

Dingdong Buyoy (NYSE:DDL) announced its financial results. According to the results, Dingtone Grocery reported revenue of 6,634.4 million yuan (approximately \$990 million) for the second quarter of 2022, an increase of 42.8% from 4,446 million for the same period in 2021. Dingtone Buyers' GMV for the second quarter of 2022 was 7,115.2 million yuan (approximately \$1,062.3 million), up 32.3% from 5,378.1 million yuan for the same period in 2021<sup>[2]</sup>.

#### 1.2 Current Situation Analysis

##### (1) PEST Analysis

The external environment analysis includes general environment analysis, industry environment analysis and competitive environment analysis. Among them, the macro environment analysis adopts PEST analysis method, which

comprehensively analyzes "P" political, "E" economic, "S" social and "T" technological factors. technological) factors. The Michael \* Porter five forces model was used to analyze the competitive environment <sup>[3]</sup>.

PEST analysis requires a large amount of relevant research data and a deep understanding of the company under analysis, otherwise it is difficult to carry out such analysis. The main economic aspects are the level of economic development, size, growth rate, government revenue and expenditure, inflation rate, etc. Political aspects include political system, government policies, national industrial policies, relevant laws and regulations, etc. Social aspects are population, values, moral level, etc. Technological aspects are high technology, process technology and breakthroughs in basic research <sup>[4]</sup>.

### ① Political

The country attaches great importance to the rapid sales of fresh agricultural products. 2012 onwards, the Central Government has repeatedly and explicitly proposed in the No. 1 document that "the development of electronic commerce of agricultural products and other trading methods", "strengthening the construction of electronic commerce platforms for agricultural products", and "supporting the participation of e-commerce, logistics and other enterprises in the development of agricultural products. In 2015, the "Guidance of the State Council on Actively Promoting "Internet+" Action" was released, and "Internet+ Modern Agriculture" became one of the 11 key action items. In September 2020, the State Council issued the Opinions on Accelerating the Development of New Consumption through New Businesses and New Models, affirming the important role played by the new economy in improving the epidemic, and at the same time proposing to further cultivate and grow new business and new models of consumption such as fresh-to-home. in July 2021, the State Administration of Market Supervision and Administration issued the "E-Commerce Cold Chain Logistics Distribution Service Management Code" was implemented to regulate the cold chain logistics and distribution services of e-commerce and to escort the development of fresh food e-commerce <sup>[5]</sup>. It affirms the important role played by the new consumption model in the epidemic, and clearly

proposes to accelerate the promotion of "fresh e-commerce + cold chain home delivery" for agricultural products. The support of national policy makes the development of the industry more formal and powerful.

## ② Economy

First, China's population is increasing and the proportion of urban residents is increasing significantly, and the fresh produce e-commerce industry is almost serving urban residents.

Secondly, with the development of people's era, Chinese people's living standard is getting higher and higher, their consumption ability is getting stronger and stronger, and they are also getting used to convenient online shopping, as can be seen from the figure below, China's online retail sales have been growing continuously, and the growth rate is greater than the GDP growth rate, so it can be deduced that the ratio of people's online consumption to offline consumption is getting larger and larger, which is greatly conducive to the development of e-commerce <sup>[7]</sup>.

## ③ Socio-cultural

With the rapid development of the Internet in recent years, new things such as take-out and online cars have been rapidly integrated into people's lives, changing not only people's lives but also their views on their future lives.

So why can these things develop rapidly and change people's lifestyles? This is because the pace of life in today's times is getting faster and faster, time is getting more and more compact, especially for white-collar workers in first and second-tier cities, work is heavy, and new industries such as e-commerce and new retail can solve exactly these problems and bring more efficient options to the fast-paced life, and people are getting more and more adapted and loved.

Since 2015, the "Internet" and "grocery shopping" crowd began to overlap. 2015, the post-80s and post-90s women entered the family and began to buy groceries with high frequency, while the post-00s also slowly entered this stage. When these three generations, who never bought groceries before, started to change from a small

incremental population to a mainstream population, it means a major change in the industry <sup>[8]</sup>.

This epidemic, in particular, has accelerated the integration of fresh food e-commerce with people's lives, making them feel the convenience that fresh food e-commerce brings to their lives and making them more adaptable to this change.

#### ④ Technology

The continuous development of technology has brought many improvements and changes to the fresh produce e-commerce industry. E-commerce has reduced the cost of offline labor services, making it more efficient and easier for users to purchase items. Big data on the Internet has made fresh food distribution and fresh food transportation more reasonable and economical, reducing storage and transportation costs.

Life is becoming more and more "online", big data is becoming more and more understanding of people's bodies, and can be customized for people's own diet plans, and even connected with medical data, according to the special conditions of the body to arrange diet and other innovative services.

Cold chain logistics is an important support force for the development of fresh e-commerce. In recent years, the scale of China's cold chain logistics has been growing gradually, and as big data continues to develop and upgrade to empower cold chain logistics, the potential of the cold chain logistics field will be further effectively released, and it will continue to develop in the direction of automation and intelligent cloud warehouse mode. Fresh e-commerce and cold chain logistics are complementary to each other, promoting each other's development of the industry and bringing more possibilities for the future.

All of the above factors together have contributed to the explosion of the fresh produce e-commerce market in recent years. What is the development trend of the industry in the next few years? Is there still enough market space? In 2019, the market transaction size of China's fresh food e-commerce industry reached 279.62 billion Yuan, up 36.7% from the previous year. In 2020, influenced by the epidemic,

consumers' demand for fresh food to their homes will grow sharply, and the transaction size of the fresh food e-commerce market will increase significantly, and it is expected that by 2023, the transaction size of the fresh food e-commerce market will exceed 800 billion Yuan <sup>[9]</sup>.

In recent years, fresh food e-commerce has developed rapidly with the support of capital. 2019, as the attitude of capital tends to be conservative, coupled with the fact that most fresh food e-commerce has not yet achieved scale profitability, several fresh food e-commerce platforms have started to experience crises, and the fresh food e-commerce industry has ushered in a new round of reshuffle, while at the same time, the number of fresh food e-commerce monthly live has declined significantly.

Since October 2019, the number of monthly active users of fresh food e-commerce has been affected by the fresh food e-commerce promotion, and the number of monthly active users of fresh food e-commerce reached 31,228,200 in December 2019, an increase of 82.5% year-on-year .Since 2020, the monthly live of fresh food e-commerce has maintained a strong growth momentum due to the epidemic. Therefore, it can be seen that there is still a lot of market space in this market, and it will still maintain rapid growth in the next few years <sup>[10]</sup>.

## **(2) SWOT analysis**

The so-called SWOT analysis, that is, the analysis of the situation based on the internal and external competitive environment and competitive conditions, is to list the main internal strengths, weaknesses and external opportunities and threats closely related to the object of study through the survey and arrange them in the form of a matrix, and then use the idea of system analysis to match various factors with each other and analyze them, from which a series of corresponding conclusions are drawn, and the conclusions are usually The conclusions are usually decisional in nature <sup>[11]</sup>.

With this method, a comprehensive, systematic, and accurate study of the situation of the subject can be carried out, and based on the results of the study, corresponding development strategies, plans, and countermeasures can be formulated.

S (strengths) are strengths, W (weaknesses) are weaknesses, O (opportunities) are opportunities, and T (threats) are threats. According to the complete concept of corporate competitive strategy, strategy should be an organic combination of what a company can do (i.e., the organization's strengths and weaknesses) and what it can do (i.e., the environment's opportunities and threats).

### ① Strengths

Many fresh food categories. It contains 16 categories and 2000+ SKU fresh food items. Good distribution service. Timed delivery can be booked, and delivery time can be changed or refunded before picking. The platform provides users with a variety of more user-friendly options. For example, every time you place an order, you will be prompted whether you need free small onions; when you buy fish, a pop-up box will appear, and you can make multiple choices, such as killed (with guts), killed (without guts), or not killed.

Quality assurance: strictly follow the "7+1 quality control process": "source quality control, processing warehouse quality control, processing process quality control, front warehouse quality control, inspection quality control, sorting quality control, customer quality control, after-sales quality control"; customer side through the cell phone, you can timely access the commodity sorting. The customer can check the status of the product picking and update the inventory in real time through the mobile phone; they can also scan the QR code on the product to trace the source. More than 80% of Dingtone's products are sourced directly from the origin, which reduces the cost of the products and reduces the price of the products by an average of 25% compared to the original price <sup>[12]</sup>.

With the sales forecasting intelligence system, Dingdong Buy grocery has achieved an overall accuracy rate of over 90% for sales forecasting and over 95% for popular individual items, which greatly improves operational efficiency and reduces process loss. It is understood that the loss rate of traditional grocery stores is more than 30%, and the loss rate of goods in supermarkets with high management level is more than 10%, while the stagnant loss rate of Dingtone grocery shopping can currently achieve 1%.

The high repurchase rate makes Dingtone more sustainable. Green card membership, Dingtone farm, point system, live streaming, weekly menu, and special offers have greatly increased Dingtone's repurchase rate, so even though Dingtone's traffic is much smaller than many of its competitors, Dingtone's unit volume is not small, and even higher than many of its rivals.

Dingtone grocery shopping is very focused on upstream. Dingtone shares some of its data with suppliers to facilitate their stocking and achieve a win-win situation; it provides support to growers in terms of funding, technical training, and stable strategic partnerships.

## ② Weaknesses

The model is too single, and the future long-term strategic development plan is unknown. The service scope is small, currently only for first-tier cities and some cities in the Yangtze River Delta, a total of 28 cities to provide services. The forecourt model requires high cost investment and long return cycle. The front warehouse model is a capital-intensive investment, which is asset-intensive and operation-intensive, generally without offline stores, lacking offline traffic into the enclosure, requiring high marketing costs and high subsidies to attract customers <sup>[13]</sup>.

The front-end warehouse model seems to be only applicable to first- and second-tier cities. People in first- and second-tier cities like to live fast-paced lives and trade money for time, while people in the sink market trade time for money.

## ③ Opportunities

In 2019, the fresh food e-commerce industry has started to go downhill, with many companies closing down. 2020, because of the epidemic, residents will not be able to leave their homes, and most of the fresh food will be delivered by fresh food e-commerce. During this period, Dingdong not only launched a "no-touch pickup memo" but also called for employees to return to work and temporarily loaned some supermarkets' idle staff to increase their workforce, taking the opportunity to grow more.

Even if the epidemic improves, users who have tasted the sweetness of fresh food delivered to their door will continue to use it. In short, the seeds of fresh food e-commerce have been planted in the hearts of users, and they just need to let it take root and sprout. National policy strongly supports the development of fresh e-commerce industry, clearly put forward to speed up the promotion of agricultural products "fresh e-commerce + cold chain home delivery"; cold chain logistics industry is developing rapidly this year, to provide hardware support for fresh e-commerce; the economy is becoming more and more developed, people's consumption level is getting higher and higher, the proportion of online consumption is increasing, which is greatly conducive to the development of e-commerce. The development of e-commerce.

People's lives are getting faster and faster, and they are adapting and preferring fast things, such as take-out and online cars, and Dingtone's regular home delivery service is in line with this life rhythm trend. The four factors of policy, economy, social culture, and technology all provide a fertile ground for fresh food e-commerce, which is the opportunity for fresh food e-commerce, and it depends on the development of the individuals themselves as to whether they can grow into a big tree.

The traditional way of buying fresh food has different degrees of unsatisfactory quality, price, ease of purchase, and number of categories; growers, city batch markets, and brand suppliers also have their own struggles, but Dingdong can solve these problems well and thus has a huge opportunity for development <sup>[14]</sup>.

#### **④ Threats**

The current fresh food circuit is overcrowded, and although Dingtone is currently at the top, the threat from other competitors cannot be underestimated, especially the heavyweights such as Ali's Boxmar system and Tencent-backed Daily Fresh, which make Dingtone's grocery shopping somewhat weak compared to these two.

People's food is the sky, fresh food is an indispensable part of people's lives, so it will be strongly protested by traditional food markets, some people, because people are

afraid, worried that once the fresh food market is monopolized by Internet companies, consumers can only be killed, cut leeks, the old generation's concept can not be quickly changed, and the era of young people has just begun, so want to let the whole Chinese fresh food market into the Internet era is still It will take a long time.

### **1.3 Feasibility Analysis**

Products and Services: Food safety issues are always the deciding factor for food category purchases. In the vegetable category, Dingtone has a clearly marked freshness period, while Daily uses the letters A-G to position freshness, using color appearance to determine the freshness of the freshness. Although objectively speaking, it is true that buying vegetables in daily life is also based on color appearance to identify freshness, Dingtone's food freshness definition rules are undoubtedly better, which can reflect that Dingtone does a better job than other platforms in this piece of freshness quality and safety assurance. Dingtone's freshness rules are definitely better than other platforms. Dingtone's service is the core of Dingtone's grocery shopping. Therefore, Dingtone is very viable in terms of quality and service.

Marketing: Dingtone's customer positioning is focused on the post-80s and post-90s young consumers, who are relatively insensitive to the price of goods, but are more concerned about the quality of goods and services. In order to meet the needs of the target customer group, Dingtong has set the consumer value of the brand: "Selecting the source direct" global selection of fresh goods, layers of security, "free delivery" Jingdong delivery, faster and fresher. "Service upgrade" professional after-sales, shopping worry-free to buy, "more understand you" to live up to every expectation, understand what you want to give you what you need. Through a high degree of integration between online and offline, consumers can eat healthy, fresh and safe ingredients every day. Whether the user is online or offline can ensure that the purchase of ingredients category and quality is the same, and unified professional after-sales guarantee. It also meets the needs of office workers by ensuring the freshness of ingredients and the convenience of buying ingredients directly from the supermarket and processing them. This new marketing concept has become the main

reason why Dingdong Grocery is unique in attracting customer traffic. So the marketing aspect is extremely feasible.

Organizational and financial: Assuming that the company's operating profit in the first year is zero, i.e., operating income equals operating costs and expenses, and considering fixed asset depreciation, rent, and other inputs, the sales revenue in the first year has to reach \$284,383.56 for the company to break even, based on the sales revenue in Table 8-3 Forecast Five-Year Income Statement (Annual Report), the company's sales revenue in the first year is \$935,200, which obviously reaches break-even Break-even. From this perspective, the project is feasible.

#### **1.4 Research Objectives**

**To study on “Shanghai Yibaimi Network Technology Co.,LTD”, detail as follow:**

This paper is designed to optimize Dingtone's brand strategy. By analyzing the business model of Dingdong Buyoy, the research will investigate how to better support the strategic layout of Dingdong Buyoy nationwide in the era of big data and new media, and how to better achieve the mutual attraction of the O2O model, and provide suggestions for the development direction of the Dingdong Buyoy brand. We will explore the problems in Dingtone's marketing and identify the shortcomings, and propose reasonable solutions based on the results of the study. The study also suggests strategies to improve the utilization of Dingtone's resources, such as using big data technology, intelligent product selection, and logistics resource allocation. With the help of accurate consumer insights, Dingtone will be able to target its marketing efforts and improve its online interaction. To achieve sustainable marketing results in the future, Dingtone will develop targeted optimization strategies and implement guaranteed solutions. By defining Dingtone's target market and positioning, it will help Dingtone to further integrate its resources, allowing it to serve consumers more precisely and establish a brand image as a quality fresh food supermarket. This will help Dingdong Buyoy to further integrate its resources, serve consumers more precisely, and establish a brand image of a quality fresh food supermarket. This will help Dingdong Buyoy to improve its competitiveness in the market and increase its

share in the fresh food e-commerce market. At the same time, the study of future changes in fresh produce e-commerce market demand, understanding the trend of experiential marketing that integrates quality, service, and word-of-mouth, focusing on how to better cultivate consumers' consumption habits for the fresh produce e-commerce O2O model and meet consumers' needs online and offline, and the results of the study also provide certain implications for the development of other brands in the fresh produce e-commerce industry.

## Section 2

### Marketing Plan

#### 2.1 Segmentation, Target and Positioning

##### 2.1.1 Market Segmentation

Dingdong Buy Food subdivides its product planning and development into four directions, namely, 3R (ready-to-cook, ready-to-heat, ready-to-eat) food development and production for the family meal scenario; providing fresh ingredients through direct sourcing and contract farming; meeting the demand of healthy people for light food tips through joint development of innovative standard products; and providing other segmented nutritional solutions through demand identification and product development.

##### 2.2 Target Market

The future target customers of Dingdong Buy Grocery cover the following two groups of people.

###### (1) Middle-class main consumers

This group of consumers has high spending power, and because of their high time cost, they want to complete their purchasing needs efficiently and quickly in a short period of time, buying fresh and organic fresh products at once. At the same time, the quality of goods is very demanding, and they will not give up the requirements of quality control because of price and other factors, and do not care about the price advantage of goods, but pay more attention to the quality assurance of goods. Based on the consumption and purchasing habits of these people, Dingdong Buy will select high-quality goods to improve consumer satisfaction. By selecting goods, both the layers of multi-category screening are eliminated and the precise push greatly reduces the shopping time, thus reducing the time cost of consumer shopping and enhancing

the new shopping experience of consumers, which in turn can improve customer stickiness and customer loyalty <sup>[15]</sup>.

## (2) New generation of young consumers

This category of consumers is the post-8090s users, who have higher requirements not only for the cost performance of goods, but also for the diversity of goods and the experience of shopping process. Compared with the shopping habits of their parents' generation, the post-80s and 90s have a more stressful and fast-paced life and are not willing to waste time going to supermarkets to buy goods. These consumers are receptive to new things and have strong spending power. They have certain requirements on the categories, packaging, shopping methods and services of fresh products. For this type of consumer groups online shopping for most of the time for fragments, will be more through the online APP purchase, while offline to enrich the more personalized, diversified service needs. For this type of consumer group, we should focus on optimizing the quality of goods, while streamlining the shopping selection time to meet the dual needs of consumption.

## ③ Market Positioning

In terms of marketing positioning, Dingdong Buyoy's marketing line is to provide high quality fresh products to first- and second-tier, middle- and high-production young consumers. Dingdong Buy Grocery focuses on imported goods and is positioned as a boutique supermarket. The product structure of the supermarket shows that the target consumer group is also aimed at post-80s and 90s young consumers with high income, who are more concerned about the quality and experience of the products compared to the price factor. From the business model of Dingdong Buy, relying on the function of big data and positioning, with offline stores as the center, together with the logistics system, it aims to open up the consumer online and offline marketing scenarios, as a way to radiate the target consumers around 3 km range, and realize the new retail marketing with digitalization of users, commodities, processes,

and management<sup>[16]</sup>. In terms of business model, Dingdong Buy Grocery is positioned as a comprehensive and convenient fresh food platform that integrates supermarkets, restaurants, delivery, and online shopping mall multiple links. Dingdong offers customers not only fresh ingredients that can be purchased, but also on-site processing and in-store dining services, and customers can also choose to take out food. It allows consumers to experience an integrated process from shopping, cooking, to dining sessions, making customers think that supermarkets are not only shopping places, but also meet restaurant and delivery needs, increasing the chances that consumers may buy through the satisfaction of their multiple needs.

## 2.2 Marketing strategies

In 1953, Neil Borden coined the term "marketing mix" in his inaugural address to the American Marketing Association. In 1953, Neil Borden coined the term "Marketing mix" in his inaugural address to the American Marketing Association, meaning that market demand is more or less influenced by the so-called "marketing variables" or "marketing elements".

In 1960, Professor Jerome McCarthy of Michigan State University in his book "Basic Marketing" summarized these elements in general into four categories, namely Product, Price, Place, and Promotion<sup>[17]</sup>.

In 1967, Philip Kotler in the first edition of his best-selling book Marketing Management: Analysis, Planning and Control further confirmed the marketing mix approach with the 4Ps as the core, namely

Product (Product): focus on the function of the development, requiring the product to have a unique selling point, the product's functional claims in the first place.

Price (Price): According to different market positioning, the development of different price strategies, product pricing is based on the company's brand strategy, focusing on the gold content of the brand.

Place: Companies do not directly face consumers, but focus on the cultivation of distributors and the establishment of sales networks, the contact between companies

and consumers is through distributors to carry out.

Promotion: Many people narrowly understand promotion as "sales promotion", which is actually very one-sided; promotion should include a series of marketing behaviors such as brand promotion (advertising), public relations and sales promotion <sup>[18]</sup>.

### ① Product strategy

Optimizing product selection and experience through big data has always been the core competitive factor in the retail industry. Stable product supply, optimal price and service are the keys for consumers to choose a brand. In the new retail era, Dingdong Buy can analyze consumers' browsing behavior, purchase orders and other big data to understand the target consumers' concerns and demand preferences for products, and then provide support for Dingdong Buy's product selection and upgrade. By analyzing the purpose of consumers' purchase of goods, it is possible to optimize the design of different goods packaging and develop different goods packaging for both white-collar and family needs, respectively. The selection structure can be adjusted according to the cultural characteristics of different regions' dietary habits. At the same time to open up the online and offline integration platform to ensure that the dual-channel purchasable goods consistent user needs. The offline supermarket dining experience should, first of all, avoid the problem of long waiting times for meals brought about by peak traffic. The primary need is to improve the speed of meal processing at the Dingdong buy site, optimize the use of dining areas to be able to operate with maximum efficiency through peak traffic flow and average dining data analysis, and carry out self-checkout + manual checkout equipped settings to improve the problem of consumer experience during peak periods from all processes. Secondly, the user portrait, geographical portrait, etc. can be analyzed by big data to optimize the provision of personalized processing of different tastes to better meet the preferences of different consumer groups <sup>[19]</sup>.

## ② Price strategy

In the new retail era, traffic is king, and greater traffic can lead to greater profitability. Therefore, Dingtone can use differential pricing, sacrificial pricing, and other pricing strategies to attract new users and reinvigorate old users by using high-quality products as a gimmick, thus leading to a virtuous cycle of profitability through traffic. The current on-site processing of Dingdong's fresh food products is 20-40/kg, which is generally simple steaming and seasoning. Consumers say that the price and value do not match, which to a certain extent affects consumers' desire to consume meals in supermarkets and thus will not be experienced again. It is suggested that Dingdong buy food can adopt differential pricing, that is, carry out according to different seafood processing length, difficulty, cooking complexity to set matching different fresh processing unit price, so that consumers perceive value for money, through a better consumer experience to promote re-consumption. In the process of continuous business expansion, the price is lower than the competitors, which is also a key factor to attract users.

Dingdong Buy fresh food positioning quality supermarket prices tend to be relatively high, so it can't help but lose some potential customers. Therefore, it is recommended that Dingdong Buy can add limited-time, limited-edition low-price campaigns to attract potential users to try it and increase the likelihood of converting them to brand users. At the same time, by matching the marketing mechanism of low-price activities, we can get more consumers' attention or pull new recommendations, etc.

## ③ Place strategy

On the one hand, the fresh food retail business is basically for individual consumers, and it is a small transaction, so there are fewer retailers to build channels. Although the initial investment in channel construction is large, once it is established and perfected, it can bring us not only a single customer, but a customer base. On the other hand, with the development of online O2O platforms such as Meituan, especially young people prefer online shopping, online channel models, including Meituan platform shopping, WeChat group shopping, WeChat public number, etc. are

also important aspects of the marketing channel strategy. Based on these two aspects, we propose the following two channel construction strategies <sup>[20]</sup>.

We will focus on tapping the community property channel to establish a connection with the whole community through the community property, and then further turn the community consumers into their own fans and loyal customer base through promotions and other means.

First, we will use online property management APPs such as Vanke Property's "Live Here", Jiabao Property's "Jiabao Life Home", and Longhu Property's "U Enjoy Home" to establish For the property companies, we can provide value-added services to the owners and gain additional revenue. For us, we can not only save the cost of building our own APP channel, but also take advantage of the large platform of property companies and their user resources, which also saves the cost of marketing and promotion.

Second, using property personnel as our last 100 meters of delivery to the household delivery attendant. One of the major problems faced by fresh food retail online sales is the distribution problem. At present, traditional couriers are delivered to logistics stations, courier cabinets or community gates, waiting for consumers to pick up their own, while fresh products require high preservation conditions and short shelf life, so there will be a problem that the quality of the product cannot be guaranteed. Although delivery platforms such as Meituan and Hummingbird have high timeliness, can deliver to households and guarantee the quality of products, the delivery price is also high, which is too high for fresh food retail with a gross profit margin of about 20%.

Therefore, by cooperating with community properties, we can take advantage of the low cost of express delivery or community self-assignment, and also realize delivery to households. Finally, the joint property to carry out community property group purchase activities, cross-border cooperation to carry out fresh food membership to

send property fees and other activities. Community group purchase activities cannot be organized without the key people in the community, and the community property, as a connector to the owners, is the most suitable organizer of community group purchase activities. Property owners can make use of their basic household information and owner contact groups to organize group buying activities, which will not only generate more income for themselves, but also provide us with opportunities to expand sales. At the same time, we will also carry out the fresh food membership to give a certain amount of property fee, for example, to apply for the annual card to give a month of property fee, to stimulate the community owners to become our loyal consumer crowd.

Group buying used to be a great tool for Internet marketing, and although it is no longer in the limelight in recent years, it is still an important retail tool for many companies. And now with the widespread use of WeChat, based on the group buying applet community grouping is also more convenient, the grouping mode can not only expand sales, but also to achieve the sale of fixed into, can be based on the grouping volume to determine the amount of subsequent purchase, effectively control the risk of inventory.

Specifically, we will start from the following aspects: First, considering the current wide application of WeChat, we will use WeChat grouping small program as the store self-owned group buying carrier. Through the establishment of customer online WeChat group, we will regularly release the information of the group products, giving priority to the products with high total price, large gross profit and large volume in boxes, and use the group purchase to lower the purchase price and selling price, so as to benefit the customers, while we aim to expand sales.

Secondly, in the group marketing model, we will take three ways: the first is to set a minimum group purchase to meet the requirements of the group purchase, to reach this number can enjoy the ultra-low price, so as to encourage customers to forward more to achieve customer fission. At the same time also for pulling new customers

to free single reward to achieve viral marketing.

The second is to design a relatively low price, requiring three people into a group, five people into a group, to a single customer profit loss to bring the number of customers increased. The third is not to do any setting, carefully selected delicious products, direct purchase from the manufacturer, at a price lower than the market retail price, in the form of group purchase to provide the majority of customers.

The take-out type platform channel sales represented by Meituan. With the change of people's shopping habits and the development of online take-out platforms such as Meituan and Hungry, and the improvement of logistics and distribution, take-out sales are taking up a higher and higher proportion in the physical stores.

We also adhere to the same online integration development model, mainly promoting the Meituan and hungry takeaway platform sales. Takeaway platform sales performance depends on the exposure rate and the number of stores on the one hand, and the conversion rate of orders placed after entering the store on the other hand. Exposure determines the number of customers that can be reached, which in turn determines the number of stores, and the number of customers that enter the stores determines the number of orders placed. Therefore, we will mainly focus on exposure, store, and order conversion transactions in two aspects. Because the takeaway platform above the customers are looking at the front of the business, ranked after the business is difficult to get exposure, customer store rate is also not high. Therefore, in the takeaway platform operations above we will do the following points: 1, improve the exposure rate of promotion: the phase of the purchase of takeaway platform [gold point promotion] and other products and services, our store on the top of the page, so that customers refresh to be able to prefer our store; 2, the introduction of concessions such as full reductions, take full reductions such as 30-5, 20-8, etc., so that customers feel that they get the benefit and become fans of the store. 3, to do what no one else has, and what everyone else has, for example, with take-out gifts, take-out with a warm greeting card. 4, the order will be given a

counter coupon, through the form of consumer coupons to attract customers to the second order, to improve customer return rate

Exposure and store, but no orders, low conversion rate is ineffective marketing. For the conversion rate problem, we do a good job in addition to products and services, for take-out platform above the classification of goods, commodity combination sales, picture beautification should also be carefully handled. For example, the production of a variety of fruit platter (double, three, four, free combination, etc.), the Meituan interface, the top of the discounted goods, sales of high profit goods placed on the top of the page, while attached to the bottom of the free gift goods for customers to choose.

#### **④ Promotion strategy**

##### (1) Promotional interaction on topics

Dingdong grocery shopping can create multi-scene marketing, according to different holidays to develop marketing themes, such as Mother's Day can be customized bouquets, in the Dragon Boat Festival crab food activities, etc., using the interactive properties of microblogging, Jitterbug, "new media + live" to create scenes in the store marketing, the store shopping scene to promote, enhance the user's understanding of Dingdong The company also uses the interactive attributes of Weibo and Jitterbug to create in-store marketing scenarios to promote the shopping scene in stores and enhance users' understanding and experience of Dingdong. Or, by holding online food-themed shows, we can increase the number of fans and brand influence. Capture current hot topics, brand anniversaries, corporate shopping festivals (Double 11, Jingdong 618, etc.), follow the hot topics, carry out marketing interactions with users, and control the direction of content. Through the new media official channels to carry out content marketing, launch sweepstakes, strengthen the interactive communication between enterprises and consumers, with the active interaction of fans to understand the needs of consumers, while building a good marketing environment for consumers to buy, to guide consumers to achieve purchasing behavior. Through Dingdong buy food online and offline linkage publicity

and activity push, such as participation, forwarding incentives and other forms of consumer diversion, increasing the depth of user participation.

## (2) Establishing a Community Promotion Network Ecology

In the new media era, users' purchasing behavior is influenced by a variety of factors, not just their own experience in the online app or offline. Users no longer receive brand information through one-way advertising, but also through word-of-mouth communication in social media, and word-of-mouth marketing has now gained great influence in the user market. Therefore, the construction of community services such as QQ WeChat will be more convenient for users to share among friends and invite friends to experience together. On the other hand, enterprises can get the response needs of consumers in a timely manner and quickly make changes to the marketing mix. The company will focus on community marketing, based on the premise of online marketing channels, expand community media such as WeChat circle of friends and QQ community based on user portrait data, and build a community-based network of Dingdong grocery shoppers within three kilometers. Consumers are encouraged to scan the code and join the community group to receive discounts, and the group regularly pushes coupons, store activities, and product updates to activate consumers' shopping needs and continue to communicate with users at high frequencies.

## **Section 3 Management & Operation Plan**

### **3.1 Management Plan**

The most difficult part of the operation of a fresh food business is the procurement of vegetables and fruits. The quality and price of the products purchased depend entirely on the buyer, and it is difficult for the buyer to get the satisfaction of the stores, consumers and other parties even though they are running around non-stop day and night. We divide the main reasons for procurement problems into the following categories.

(1) Vegetables and fruits incoming cost control is difficult.

Vegetables and fruits are basically primary agricultural products, and in the

procurement process, there is no very uniform standard to measure the quality and quality of the products. Enterprise procurement often can only rely on their own experience judgment, bargaining and communication difficulties. And the price of fruits and vegetables is sensitive, one day a price situation is very common. The purchase phase price fluctuations, in order to ensure that the normal profits of enterprises, distribution to stores and sales to customer's prices need to be adjusted in tandem with the purchase price. But the synchronization of fluctuations at the same time, but also need to consider the acceptance of consumers. For example, if the purchase price of green vegetables increases by 70% because of a disaster in a certain place of origin, the selling price will simply increase by 70%, and consumers will generally not accept it.

(2) Vegetables and fruit products have high requirements for timeliness.

Vegetable and fruit products have a short shelf life, easy to deteriorate and rot, even if not deterioration of water loss will also cause a high rate of loss. Therefore reduce losses and ensure rapid product flow is critical.

(3) The quality of different procurement channels varies greatly.

Common fresh procurement channels generally include own production base, wholesale markets and farmers origin. The quality of different channels is different, even if the same channel with different suppliers, supply time, the quality will also be very different. Moreover, in the procurement of fruits and vegetables, it is difficult for a single supply channel to meet the sales demand of stores. Fresh food retail enterprises must constantly expand their procurement channels to achieve multi-product, multi-channel procurement to meet business needs.

(4) Vegetables and fruits products uncertainty of supply, procurement variables.

Even with the rapid development of modern weather forecasting, flood and drought prevention and response measures, agricultural production is still "dependent on the weather", and the impact of weather problems such as hail, high winds and floods on market availability and prices is often immediate. At the same time, seasonal and seasonal changes have a great impact on consumers' purchase intentions, which also requires enterprise procurement personnel to have a keen sense of smell to capture these possible changes in a timely manner.

(5) Product procurement relies on personal quality capabilities, risk monitoring is difficult.

The procurement process for the quality of fruits and vegetables to grasp the price of products to talk about the basic reliance on the buyer's personal judgment, and once the personal judgment is inaccurate, it may have a negative impact on the store's sales performance or even brand image. At the same time, because procurement pricing, procurement channels, product confirmation and payment are confirmed by the purchaser, in these links may appear to be substandard, personal profit, capital security and other risks, and it is often difficult to control the enterprise.

In response to the above-mentioned problems in the procurement process of fruits and vegetables, we are prepared to combine the actual situation, from the root of the problem, from the following aspects to solve.

(1) Flexible formulation of prices at all stages.

Price changes in the market are inevitable in the procurement stage, but the distribution price and retail price of stores can be managed by linkage with the company's internal ERP system, while setting up an early warning mechanism in the system. Under normal circumstances prices are updated automatically with the system, while once the early warning occurs, manual intervention is carried out to confirm whether the price is reasonable.

(2) Collect information in advance and agree with suppliers in advance.

To ensure the quality and price of the next day's fruits and vegetables, the purchaser will generally confirm the purchase quantity in advance to the wholesale market stall or farmer, then the store needs to report the next day's order quantity in advance. Therefore, procurement needs to collect the amount of stores want in advance to place an order to a goods or multiple suppliers.

(3) Multi-channel procurement when the quality with the quantity of synergy.

The general procurement method is directly to the base, farmers and market procurement. And the base of the goods are generally better quality, better quality, more expensive embodiment of the price. At this time, even if the same dish name,

different sources need to be controlled as different commodities. Therefore, when dealing with the needs of stores, procurement needs to match the quality of good and poor products, the quantity of various products in concert, and decide the amount of various products to be purchased for each category and level of fresh produce sales and profitability of the store.

### **3.2 Production Plan**

For product quality control issues, we will put forward targeted measures in different categories. For fruit products, although the same category, but the taste of different origins, different varieties, different grades vary greatly, we must personally taste to determine the best cost-effective products, and then determine the best procurement channels. For vegetables, aquatic meat to do a good job on the quality of daily purchases, for the emergence of the problem of freshness is not enough, timely communication with the import business, lower the purchase price, while taking the way to reduce the selling price of fast sales. For snacks must be carefully selected, choose high-quality best-selling products. For dried cereals, oils and spices, etc. to focus on the production date and product shelf life to ensure that the product quality is excellent.

For the issue of the number of products in stock, with the accumulation of experience in business, we will decide to buy according to the sales of sub-products, so as to do a good job of product purchase management. At the same time, for sweet potatoes, potatoes, apples, pears and other products with a long shelf life, do a good job of fine-tuned calculations, can appropriately expand the amount of goods in order to obtain the lowest cost of purchase. For strawberries, bananas, vegetables and other products, we should do a good job of stocking management.

In order to match the product category with the customer's consumption demand, we positioned the spicy, aromatic and numb products, such as pepper oil, Pixian douban, Lao Ganma chili sauce, wine, hot pot material, pickled fish material, spicy hot material and other products that meet the local taste, and reduced sweet and sour sauce products.

In the choice of vegetables, the purchase of local popular products such as camomile tip and sharp pepper. In the snack selection above, also reduce sweet food,

increase spicy flavored products, nut products to bulk products and packaging products with. Aquatic meat or popular consumer products such as pork, chicken, grass carp, reducing beef and lamb products. In terms of product experience, we will aim for the ultimate customer experience, both to provide customers with a convenient and convenient product experience, and to enable customers to enjoy the pleasure brought by a sense of participation. (1) Fresh product processing: We will provide customers with semi-processing and processing services for fresh products to meet the diversified needs of consumers. At the same time, for the young generation can also provide food production training, while supporting the marketing and promotional activities, leading to customer orders for consumption. (2) Provide product tasting: online and offline, by giving away experience products and providing tasting services to stimulate customers' potential demand and attract customers to place orders. (3) Nutritional combination recommendation: taking customers' needs as the starting point, we recommend combination fresh food products to special groups such as pregnant women, the elderly and children to meet the consumption needs of different people and upgrade the consumption experience.

### **3.3 Operation Plan**

In the new retail era, the importance of store operations is increasingly prominent, and the traditional sloppy management has become increasingly unsuited to the fierce market competition. And good store operation management is mainly in the following four aspects.

#### (1) Store site selection and decoration

We will not blindly pursue the so-called prime location, avoiding the competitive saturation area, but also adhere to the principle of community small business district positioning, but also to pay attention to consumer buying inertia, consumer convenience. Specifically, we will first select the store area, market area analysis, investigation of the surrounding competition, community conditions, and consumer groups. Secondly, we will choose the trading area, business district analysis, and choose the appropriate community business district layout. The last is to determine the specific location of the store, fully consider the doorway traffic flow, traffic movement line to choose a specific location. In terms of store decoration, to cost

savings, neat and beautiful as the first goal, not to engage in too much design. In our pre-store practice, the customer's requirements for decoration is more clean, tidy, convenient shopping, as for the beautiful design, soft lighting and so on is not very concerned about the customer, but is an important cost of the store.

### (2) Store layout and product display

The store layout design will implement the concept of simplicity and generosity, with the principle of shopping convenience and sales promotion, focusing on the layout of high-margin fruit and snack products on both sides of the main channel, and placing vegetables, meat, eggs and milk and dry miscellaneous products with rigid purchase demand on the inner side in order to attract traffic and drive the sales of high-margin products at the same time. In the merchandise partition, divided into vegetables, fruits, aquatic products, meat, snacks, dry miscellaneous area, each area to maintain their independence, so as to facilitate customer shopping, but also to avoid the mixing of different types of products affect the quality of products. Merchandise display to achieve product visibility, reachable, full display, first in first out, interrelated, front display, relatively stable, comparable, raw and cooked separate, no conflict principle. At the entrance of the store, the wall or shelf facing the direction of the owner's flow, the booths on both sides of the main aisle, and the booths next to the cashier's counter, these key locations are placed with anti-seasonal fruits and vegetables, high-grade snacks and other high-margin products, as well as daily vegetable and fruit snacks with high consumption such as bananas and apples.

### (3) Hall store operation skills

Store operation core is no matter how the market changes, always take customer needs as the first, to achieve convenience, fast, friendly, clean. Specifically, the standardization of goods management, including the quality of goods management, shelf planning, sales analysis, inventory management, order management and other aspects. Quality management of goods: The quality management of fresh products is the focus of daily operation of the store, and the quality management is almost determined by the sales. For example, apples and bananas will emit ethylene, so they need to be placed separately to avoid accelerating the aging of other fruits and

vegetables, and not to do refrigeration, and not to wash all the fruits and vegetables sold on the same day to avoid the humid environment to breed bacteria. At the same time for the day sales of products appropriate by sprinkling water and other means to maintain freshness, maintain a better sense of color. Goods on the shelves planning: according to market sales and season, weather and other conditions to do a good job fresh product categories, quantity and shelf time planning, in order to seize the opportunity. For poor quality or place a long time products on the shelves in a timely manner to make promotions or not on the shelves of the decision, cannot delay to make decisions after the product deterioration. Goods ordering and inventory management: reasonable and scientific ordering can not only drive inventory digestion, but also promote the sales of the season. And ordering and inventory management need to rely more on the experience and judgment of the shopkeeper, so we will give the shopkeeper full authority to order and inventory promotion, so as to be able to order and sales match, inventory can be timely and fast to clear, to avoid a large number of inventory due to mismatch between ordering and sales, which leads to sales profits swallowed by inventory. Sales analysis and management of goods: All the store operation efforts are to better promote sales. And good sales need to effectively analyze sales data, grasp the sales of large products, products with high gross profit, loss products, product categorization, according to the Boston matrix method specific subdivision, and the development of product management strategy.

#### **(4) Personnel management**

Staff is the vitality of the retail store, a good staff will bring unexpected leaps to the store business. Store staff is the first object of direct contact with customers, and customers' brand awareness of a brand and a store is not only the products but also the service attitude shown by store staff. Therefore, we will take the store staff to training-based, assessment-supported means, from sales tactics, smile service, to timely and appropriate handling of customer complaints and return requirements are standardized operational training. Especially for newcomers, we will designate professional instructors so that newcomers can quickly integrate and master the skills of store management.

## Section 4

### Financial Projections

#### 4.1 Financial statement

Table 4.1 Profit and loss of Shanghai Yibaimi Network Technology Co., LTD  
projection for 5 year

Total billion Yuan	2023	2024	2025	2026	2027
Sales revenue	3.6	4.7	6.7	8.1	9.3
Cost	1.7	2.6	3.8	4.6	4.9
Profit	1.9	2.1	2.9	3.5	4.4

#### 4.2 Cash Flow

Table 4.2 Cash flow of Shanghai Yibaimi Network Technology Co., LTD for 5 year

Total(billion Yuan )	2023	2024	2025	2026	2027
Revenue	1.9	2.1	2.9	3.5	4.4
Factors (Discount rate 8 %)	0.926	0.857	0.794	0.735	0.681
PV Revenue (Discount rate 8 %)	1.7594	1.7997	2.3026	2.5725	2.9964
Accumurate PV Revenue	1.7594	3.5591	5.8617	8.4342	11.4306

#### 4.3 NPV, IRR, ROI and Payback Period.

From table 4.2

Initial investment 10 Billion Yuan

NPV = 11.4306 - 10= 1.4306 Billion Yuan

IRR = 17.6 %

ROI average per year = 22.86%

Pay Back Period = 4 years and 2 months

#### 4.4 Inept Interview Result

Marketers should also be aware of the competition they will face when seeking positions in media companies. Typically, marketers must have extensive experience and a broad understanding of the media industry's reception process, advertising and marketing, packaging design concepts, "national trend" culture and catering to consumer entertainment habits that are relevant to life, quickly attracting consumers' attention to awaken brand recognition and resonate widely.

## Section 5

### Conclusion and Suggestion

#### 5.1 Conclusion

With the arrival of the Internet, big data, and the era, the future fresh produce e-commerce industry environment will continue to see new competitive patterns, and new retail development will certainly be an important business model for it. In this paper, we will study the development status and competition trends of Dingdong Buy, and propose improvement strategies and implementation suggestions for the operation model. The development direction of new retailing for fresh produce e-commerce today is to integrate the existing achievements and bring the advantages of dual channels into play.

In summary, attention needs to be paid to the cultivation of consumer usage habits, brand recognition and word-of-mouth establishment, which in turn enhances brand competitiveness. In the Internet era, brand innovation has created more competitive opportunities and consumers have more choices. How to attract consumers to stop and experience, more adaptable to the diversified needs of consumers and the market, is a problem that still needs to be studied in depth in the future.

#### 5.2 Suggestion

(1) Create a digital operation model for community brick-and-mortar stores and strengthen the construction of food quality and safety monitoring system. Scientific marketing strategy needs to match the market positioning, target customer groups for the community, the elderly residents are not convenient to eat and live. Considering the emotional factor of reassuring family members, the consumption needs of the elderly with basic diseases are easily guided, meals are assured, saving time and costs, sent home, reservation membership system, so that children seriously support the elderly, more people pay attention to the physical and mental health needs of the elderly. Community management model humanized, with personalized service

concept, and constantly improve the brand influence, increase the business model of the entity store. Unmanned shopping area, new robot monitoring system, real-time update data according to environmental indicators, health freshness, and reporting inventory.

The integrated business model reshapes the original restaurant retail market through the innovative "fresh food + supermarket + restaurant" business model. But behind the realization of this business model, technological innovation is indispensable. The app has increased the frequency of product purchases and accumulated a large amount of user consumption behavior data and consumption records. Based on this data, Dingdong Vegetable buys vegetables through big data analysis, inventory forecasting and supply chain scheduling, and can perform accurate marketing to users, thus greatly improving operational efficiency and ensuring the success of its business model.

Dingtone Vegetable's self-owned green farms ensure inventory supply and demand, positioning radiation around fast delivery, continuous supply chain scheduling, one-to-one user precision marketing, extending customer lifecycles, cultivating brand service concepts, and developing lifelong APP consumption habits. Dingtone captures the trend of consumer upgrade and provides new retail services mainly for post-80s and post-90s customer groups. In the scientific Dingtone Buy Food marketing strategy, Dingtone Buy Food has implemented a series of marketing strategies closely around its market positioning.

(2) Create brand influence and "submarine service" is deeply rooted in people's hearts

In a perfect world, each brand would contain a variety of meanings to better dialogue with a variety of consumers, and the key to do a good job of brand "undersea fishery" service, companies need to continue to build their own differentiation advantages, due to the recent brand service embedding is not deep, easy to be replaced by competitors, still need to deepen the emotional marketing strategy. Awaken the green ecological concept of trust and recognition of product quality, so as to expand the community fresh food distribution operation area, the formation of

integrated cash flow, product service technology and other aspects of differentiated optimization.

## Appendix

1. Your gender ( ) [Single-choice] \*
  - A. Male
  - B. Female
2. Your age is ( ) [Multiple choice] \*
  - A. Under 18 years old
  - B. 18-25 years old
  - C. 25-35 years old
  - D. 35-45 years old
  - E. 45 years old or above
3. You spend about ( ) [Single-choice] \* on fresh produce in a month
  - A. Less than 500 yuan
  - B. 500-1000 yuan
  - C. 1000-1500 yuan
  - D. 1500-2000 yuan
  - E. 2000RMB or more
4. the freshness of the fresh products delivered by Dingdong [ ] [Single-choice] \*
  - A. Very satisfied
  - B. Satisfied
  - C. Average
  - D. Dissatisfied
  - E. Very dissatisfied
5. Completeness of Dingdong's fresh produce delivery ( ) [Single-choice] \*
  - A. Very satisfied
  - B. Satisfied
  - C. Average
  - D. Dissatisfied
  - E. Very dissatisfied
6. The scope of Dingdong's grocery delivery ( ) [Single-choice] \*
  - A. Very satisfied

- B. Satisfied
  - C. Generally
  - D. Dissatisfied
  - E. Very dissatisfied
7. On-time delivery of Dingtone groceries ( ) [Single-choice] \*
- A. Very satisfied
  - B. Satisfied
  - C. Average
  - D. Dissatisfied
  - E. Very dissatisfied
8. Attitude toward Dingdong's grocery delivery staff ( ) [Single-choice] \*
- A. Very satisfied
  - B. Satisfied
  - C. Average
  - D. Dissatisfied
  - E. Very dissatisfied
9. Accuracy of Dingtone's logistics information ( ) [Single-choice] \*
- A. Very satisfied
  - B. Satisfied
  - C. Average
  - D. Dissatisfied
  - E. Very dissatisfied
10. Satisfaction with Dingtone grocery delivery delivery destination ( ) [Single-choice] \*
- A. Very satisfied
  - B. Satisfied
  - C. Average
  - D. Dissatisfied
  - E. Very dissatisfied
11. The price of Dingtone's grocery delivery ( ) [Single-choice] \*

- A. Very satisfied
- B. Satisfied
- C. Average
- D. Dissatisfied
- E. Very dissatisfied

12. Professionalism of Dingtone grocery delivery staff ( ) [Single-choice] \*

- A. Very satisfied
- B. Satisfied
- C. Average
- D. Dissatisfied
- E. Very dissatisfied

13. the attitude towards Dingtone's customer service on food returns and exchanges ( ) [Single-choice] \*

- A. Very satisfied
- B. Satisfied
- C. Generally
- D. Dissatisfied
- E. Very dissatisfied

14. Satisfaction with Dingtone's fresh food logistics delivery ( ) [Single-choice] \*

- A. Very satisfied
- B. Satisfied
- C. Average
- D. Dissatisfied
- E. Very dissatisfied

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# CERTIFICATE

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THIS IS TO CERTIFY THAT

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