Innovation of Omnichannel Marketing Model in Commercial Complex Empowered by Digitization

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Abstract Against the backdrop of digital transformation and consumption upgrading, omnichannel marketing is key for commercial complexes to overcome development bottlenecks. This paper takes Jinhua Shimao City Plaza as a case study to explore innovative paths for omnichannel marketing empowered by digitalization. After upgrading and transformation, the plaza has become a commercial benchmark in central Zhejiang, possessing advantages such as first-store economy and immersive scenarios, but still faces problems such as insufficient channel synergy and extensive customer management. The study uses PESTEL and SWOT analysis to examine its internal and external environment and competitive landscape. Based on STP theory and the 7P's marketing strategy, it constructs an innovative omnichannel marketing framework of "customer-oriented, channel integration, digital empowerment, and multi-dimensional collaboration," and formulates a three-in-one implementation plan of "management-production-operation." Financial forecasts from 2026 to 2030 show that core indicators are better than the industry average, validating the feasibility and resilience of the model. Finally, suggestions are made based on the project's pain points, the study's limitations are pointed out, and industry trends are projected, providing theoretical and practical references for the digital transformation of the plaza and similar commercial complexes.

Keywords: commercial complex, omnichannel marketing, marketing model innovation, STP ,7P's marketing strategy

1. INTRODUCTION

Jinhua Shimao City Plaza is located in the core Jiangnan CBD of Jinhua, enjoying convenient transportation and strong regional radiation. As a large-scale experiential commercial complex, it has a total area of over 60,000 m², a total floor area of 271,200 m², and a commercial area of 185,600 m² (China Commercial Federation, 2025). Formerly Jinhua Shimao Center, the project was idle after its 2014 opening due to poor positioning and inefficient operation. Supported by the municipal government, it completed bankruptcy pre-reorganization and renovation with an investment of 430 million yuan, and reopened in February 2023 (Jinhua Municipal Bureau of Commerce, 2025).

With the theme of "A Journey of Life and Art", the project features immersive scenes and a first-store strategy, introducing more than 380 brands, including 68 first stores in Jinhua (Li & Wang, 2024). It adopts smart operation and green development, and has been awarded the National Green Shopping

Mall. Since reopening, it has maintained stable performance with daily footfall exceeding 60,000 and annual turnover over 3 billion yuan in 2024. In 2025, it was listed as a national typical retail innovation case, providing a replicable "Jinhua Solution" for urban commercial renewal (Ministry of Commerce Circulation Industry Promotion Center, 2025).

2. MATERIALS AND METHODS

This study applies a **qualitative and quantitative approach**, combining strategic analysis frameworks and financial modeling:

- **PESTEL Analysis:** to assess political, economic, social, technological, environmental, and legal factors impacting the industry.
- **SWOT Analysis and Porter's Five Forces:** to understand the market positioning, opportunities, and competitive threats.
- **STP and 7P's Marketing Frameworks:** to guide brand positioning, consumer targeting, and channel strategies.
- **Financial Forecasting:** to estimate sales, cost structures, break-even point, and return on investment over a five-year period.
- **Primary data:** were collected through field visits, supplier interviews, and consumer surveys in Jinhua. Secondary data were derived from industry reports, government statistics, mall operation documents, and brand cooperation records, ensuring the comprehensiveness and accuracy of the research data.

3. RESULTS AND DISCUSSION

3.1 Market and environmental analysis (PESTEL)

- **Political:** The current policy environment strongly supports Shimao City Plaza, focusing on policy orientation and government-enterprise collaboration. Jinhua aims to build a regional consumer hub, backing first-store economy and commercial innovation, and its 2025 national new consumption pilot status brings resource incentives (National Development and Reform Commission, 2024). Deepened government-enterprise cooperation, streamlined approval and consumption subsidies also boost its sales and regional status (Zhejiang Provincial Bureau of Statistics, 2025).
- **Economic:** The economic environment features both opportunities and challenges. In 2025, Jinhua's consumer market remained robust: in the first three quarters, retail sales of consumer goods above designated size reached 66.53 billion yuan, up 7.5% year-on-year, with steady growth in per capita consumption. The first-store economy drove strong sales and passenger flow, boosted by holiday consumption. However, fierce competition from new and existing commercial projects has diverted customers and squeezed market share, requiring faster format iteration and

differentiated operations (Wang & Liu, 2024).

- **Social:** Social consumption trends and customer characteristics guide the mall's operation. Consumers now pursue diversified experiences: young people seek social and check-in scenes, families value parent-child services, and the elderly prioritize affordability. The mall creates tailored scenes to extend customer stay. Culture-commerce-tourism integration attracts 2 million tourists yearly via over 120 cultural activities. Green consumption practices like recycling for rewards also boost brand favorability (iResearch, 2024; MCT, 2024).
- **Technological:** Consumers use the "Shimao Plaza" mini-program for smart services, forming an online-offline consumption loop. The mall uses smart energy systems to cut energy use by 35–45%, lowering costs. Digital marketing boosts online traffic for its popular scenes, achieving efficient offline conversion (Ebang Power Research Institute, 2024).
- **Environmental:** Environmental requirements have shifted from compliance to competitive advantage. Jinhua's zero-waste city policy demands higher green operation standards. The mall optimized waste management, adopted green decoration, reduced plastics, obtained national green mall certification, and equipped 30% new energy charging spaces. It also created ecological spaces and night-economy scenes, becoming a key urban check-in spot and enhancing attraction. (National Development and Reform Commission, 2024)
- **Legal:** The mall must comply with laws in four areas. It must enforce consumer rights and product quality laws to regulate merchants. It must abide by labor laws to protect 2,800 employees. It must follow environmental and safety rules for safe operation. It also needs to standardize brand authorization and copyright to avoid IP disputes, ensuring stable legal operation.(Ministry of Emergency Management, 2024)

In summary, Shimao City Plaza enjoys policy and market recovery advantages with strong competitiveness, but faces competition, tech and compliance challenges. It needs differentiation, digital transformation, and compliance to consolidate its benchmark position.

3.2 SWOT Analysis

Table 1: SWOT Analysis

Strengths	**Weaknesses**
Prime location	High cost
large scale	uneven spatial and temporal passenger flow distribution
first-store advantage	weak membership
smart & green operation	poor traffic & parking
Opportunities	**Threats**
Government Policy support	Fierce competition
consumption upgrading	changing consumer demand
digital empowerment and	rising costs

culture-commerce-tourism integration	online diversion

Jinhua Shimao City Plaza boasts a prime location, first-store advantages, and smart green operation. However, it faces high costs, uneven passenger flow, and weak membership management. Supported by favorable policies and consumption upgrading, it also confronts fierce competition, changing demand, rising costs, and online diversion.

3.3 Porter’s Five Forces Model Analysis

Based on Porter’s Five Forces analysis, the overall competitive intensity of Jinhua’s commercial complex industry is **high.**

- **Rivalry among existing competitors** is extremely fierce, as commercial projects are concentrated and competition over first-store resources, experiential scenes, and customer loyalty has turned into a stock competition.
- **The threat of new entrants** is low in the short term due to high barriers to capital, location, talent, and operation capabilities.
- **Threat of substitutes** is medium-to-high, affected by online consumption, independent entertainment venues, and characteristic commercial blocks.
- **Bargaining power of suppliers** is differentiated but generally manageable, with strong power limited to a few head-first store brands.
- **Bargaining power of buyers** is weak individually but strong collectively, as consumers have more choices and higher sensitivity to experience and price.

Overall, Jinhua Shimao City Plaza is in a **fiercely competitive environment** and needs to rely on differentiated operation, digital empowerment, and scene innovation to maintain its advantages and reduce risks from homogenization and substitution.

3.4 Marketing Strategy (STP & 7P's)

- Segmentation: The primary demographic comprises young consumers aged 18 – 35 years, followed by family-oriented groups aged 25 – 45 years. (Kotler & Keller, 2021; Smith, 1956)
- Targeting: The project adopts a strategy centered on the three core segments of Trend-Driven Youth, Family-Oriented Consumers, and Quality-Conscious White-Collar Workers. (Kotler & Keller, 2021)
- Position: "First-Store Hub of Central Zhejiang + Immersive Scene Landmark + Digital Omnichannel Commercial Benchmark" (Booms & Bitner, 1981; Kotler & Keller, 2021)

7P’s Overview:

Table 2: 7P’s strategy

Element	Strategy
Product	brand layout, scenario experience, digital services
Price	Differentiated, dynamic, integrated & member-centric pricing
Place	Online-offline integration, channel matrix, synergy & efficiency
Promotion	Customized, omnichannel, IP-driven, interactive promotion

Element	Strategy
People	Professional team, specialized service, standardized training, performance incentives
Process	Efficient processes, fast service, omnichannel sync, smooth experience
Physical Evidence	Distinctive environment, unified visuals, digital & standardized evidence

3.5 Financial Feasibility

Financial projections for the Jinghua Shiamo City Plaza were developed to evaluate its investment viability and long-term profitability.

Table 3: Breakdown of Annual Operating Costs for Digital Marketing (2026)

Cost Category	Baseline Amount for2026 (RMB 100million)
Digital Operations Personnel Costs	0.18
Digital Platform Maintenance Costs	0.08
Omnichannel Marketing and Promotion Costs	0.12
Merchant Digital Empowerment Costs	0.04
Total	0.42

Table 4: Incremental Income Statement

Year	Forecast **Incremental Net Profit** (RMB 100 million)
2026	0.95
2027	1.08
2028	1.22
2029	1.38
2030	1.55
Total (5 years)	6.18

Table 5: Key Investment Indicators

Indicator	**Value**
Initial Investment	RMB 42 million
Net Present Value (NPV)	RMB 425 million
Internal Rate of Return (IRR)	48.6%
Break-even Point	2026Year
5-Year ROI	201.96%

Interpretation and Strategic Implications

- The project achieves cash flow break-even in 2026, with a much faster investment payback period than the industry average of 3–5 years, showing strong risk resistance and low investment recovery pressure.
- The project's five-year NPV reaches RMB 425 million, far greater than 0, demonstrating strong investment

potential and high financial feasibility.

- The project's IRR of 48.6% is much higher than the industry benchmark discount rate and average return, showing extremely strong investment return capacity.
- The project's five-year ROI exceeds 201.96%, much higher than the industry average of 150%, fully proving the high profitability efficiency of its digital omnichannel marketing model.

Financial forecast results show that Shimao City Plaza's digital omnichannel marketing model has high financial feasibility, strong profitability, and risk resistance. It will achieve substantial incremental profit and steady profit growth over five years, with NPV, IRR, and ROI far exceeding industry benchmarks. The project breaks even quickly, boasts a high safety margin and stable cash flow, reflecting outstanding investment value and financial security.

4. Conclusion

As a core commercial complex in central Zhejiang, Jinhua Shimao City Plaza boasts robust digital omnichannel marketing fundamentals supported by strong turnover and foot traffic, yet suffers from inadequate channel synergy, extensive customer management, low member loyalty, unbalanced visitor flow, and insufficient merchant collaboration.

The project benefits from policy, market, and technological opportunities for digital omnichannel innovation, while confronting challenges including intense competition, rapidly evolving consumption trends, rising operational costs, and persistent online diversion.

Drawing on STP and 7P's theories, this study constructs a customer-oriented, channel-integrated, digitally empowered, and multi-dimensional collaborative omnichannel marketing framework for the plaza. Supported by an integrated management-production-operation system, the framework enables precise customer operation, online-offline closed-loop consumption, technology-driven efficiency, and cross-stakeholder synergy.

Financial analysis based on 2024 data verifies the high feasibility and value of the digital omnichannel model. Projections for 2026–2030 indicate substantial incremental profits, favorable NPV, IRR, and ROI, immediate break-even in the first year, and stable cash flow with strong financial resilience.

Digital integration enhances omnichannel coordination via mini-program upgrading, social data connectivity, precision marketing dashboards, AR and intelligent facilities, and synchronized online-offline promotions. Tiered membership and customized strategies improve customer activity and loyalty through refined user operation and private domain management.

To mitigate homogenization, the plaza adds over 20 flagship stores yearly with tailored support, develops proprietary and cooperative IPs, refreshes interactive scenes, and integrates culture, commerce, tourism, and sports to strengthen differentiated competitiveness and regional influence.

Merchant collaboration is promoted via digital training, data sharing, joint campaigns, performance-linked incentives, an online service platform, and a rapid response system to boost integrated efficiency.

Operational optimization covers digital process management, visitor flow and facility allocation, cost and risk control, and performance monitoring to advance refined operation.

Digital investment adopts a two-phase, high-return focused approach with ROI-oriented monitoring and funding backed by cash flow and government subsidies to ensure sustainability.

Digital transformation is imperative for commercial complexes. Using Jinhua Shimao City Plaza as a case, this study examines its internal and external environment, establishes a feasible and resilient omnichannel framework, and proposes actionable strategies. The findings resolve key marketing bottlenecks, consolidate the plaza's benchmark status, and provide replicable references for similar projects while supporting Jinhua's development as a regional consumption hub.

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6. References

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