



**SPECIAL AGRICULTURAL PRODUCTS OF SHANXI LECUNTAO COMPANY
RESEARCH ON E-COMMERCE MARKETING STRATEGY**



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR
THE DEGREE OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2020



**SPECIAL AGRICULTURAL PRODUCTS OF SHANXI LECUNTAO COMPANY
RESEARCH ON E-COMMERCE MARKETING STRATEGY**

**Thematic Certificate
To
SHI WENHAO**

This Independent Study has been approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

Advisor:.....*Chiao-Ming Li*.....Date:.....*1/1/2021*.....
(Dr. Li Chiao-Ming)

.....*Jomphong Mongkhonvanit*.....
(Associate Professor Dr.Jomphong Mongkhonvanit)
Acting Dean, Graduate School of Business Administration
Date.....*2/1/2021*.....
Siam University, Bangkok, Thailand

ABSTRACT

Title: Special Agricultural Products of Shanxi Lecuntao Company Research on E-commerce Marketing Strategy
By: Shi Wenhao
Degree: Master of Business Administration
Major: International Business Administration

Advisor: Chiao-Ming Li
(Dr. Li Chiao-Ming)

..... 2 / 2 / 2021

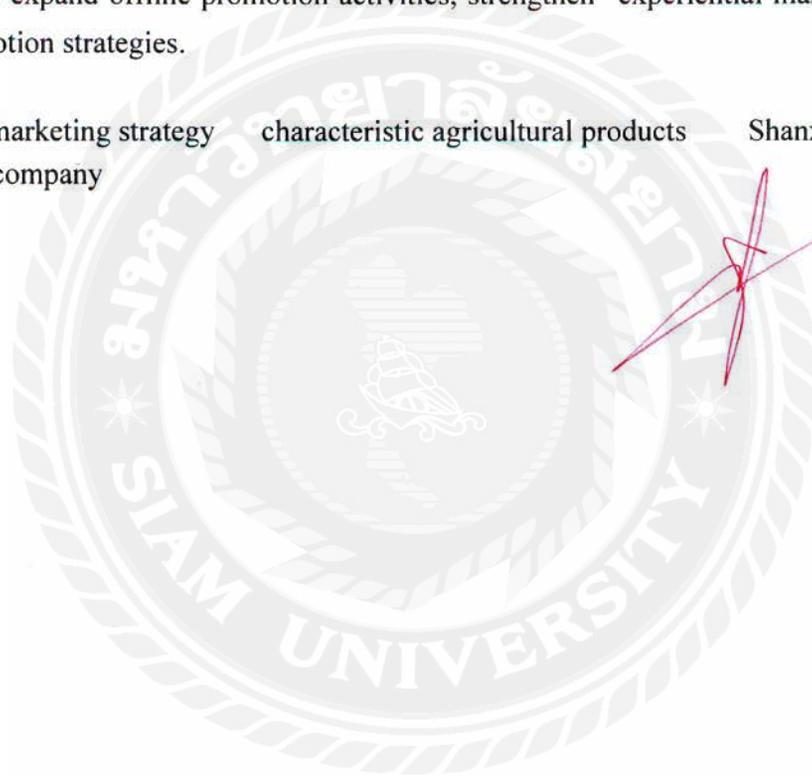
Due to the special topography and climatic conditions, Shanxi's characteristic agricultural products, represented by minor cereals, fruits and animal husbandry products, enjoy a high reputation in the domestic and foreign markets. With the improvement of national income and consumption level, the consumption pattern of urban and rural residents in China has evolved from "basic food type" to "health type." Because of its green, healthy and nutritious product characteristics, Shanxi's special agricultural products are favored. However, under the traditional marketing mode, farmers directly sell the special agricultural products to wholesalers or retailers, who then resell the products to the final consumers. There are huge logistics and storage costs, which easily lead to unsalable agricultural products. Therefore, with the help of the advantages of the Internet, it is imperative to change the marketing mode of Shanxi's characteristic agricultural products from the traditional mode to the modern e-commerce marketing mode.

Using Shanxi Lecuntao Network Technology Co., Ltd (abbreviated as "Lecuntao" Co., Ltd. of Shanxi) as an example, based on the concept definition and theoretical analysis, this paper analyzed the current situation of the marketing strategy of "Lecuntao" Co., Ltd. on the basis of market segmentation, target market selection, STP market positioning and marketing combination theory. Combined with the internal supporting conditions and external market environment of its characteristic agricultural products marketing, it clarifies the direction and market positioning of marketing strategy optimization of "Lecuntao" company in Shanxi. Finally, from the product, pricing, channels and promotion of four aspects, Shanxi "Lecuntao" company marketing strategy optimization is put forward.

The study found that although Shanxi's "Lecuntao" company has the advantages of unique operation mode, brand with certain market recognition, relatively sound marketing network and perfect all-round service system, the "Lecuntao" also had problems of weak competitive advantages of core products, inflexible product pricing, high supervision cost of marketing

channels, obsolete product promotion methods, etc. Under the external threats, such as fierce competition in the current industry and serious homogenization of products, Shanxi "Lecuntao" company should make full use of its own advantages, seize opportunities, clarify the optimization direction of "returning to serve the agriculture key business," and implement the optimization of product strategies under the guidance of the "4Ps" marketing mix theory. A differentiated pricing system should be developed. According to the hierarchical pricing of different needs, reasonably reduce the cost of enterprise logistics to achieve the optimization of price strategy; It is essential to stabilize the cooperative relationship with franchisees, improve the overall layout of the channel network, and timely open up the proprietary channels of enterprises to optimize the channel strategies. The construction of network platform should be perfected to expand offline promotion activities, strengthen "experiential marketing" and optimize promotion strategies.

Keywords: marketing strategy characteristic agricultural products Shanxi Lecuntao
company



摘要

题目：山西乐村淘公司特色农产品营销策略研究
作者：石文豪
学位：工商管理硕士
专业：工商管理

得益于特殊的地形地貌与气候条件，以小杂粮、水果、畜牧产品等为代表的山西特色农产品在国内外市场享有盛誉。随着国民收入和消费水平的提升，我国城乡居民的消费模式逐渐由“温饱型”向“健康型”转变，山西特色农产品以其绿色健康、营养丰富的产品特性备受青睐。然而在传统营销模式下，农户直接将特色农产品通过批发商或零售商，再由零售商转卖给最终消费者，面临巨大的物流与仓储成本，且极易导致农产品滞销。可见借助互联网科技发展东风，将山西特色农产品的营销模式由传统模式向现代电商营销模式转变势在必行。

本文以山西乐村淘网络科技有限公司（简称山西乐村淘公司）为例，在概念界定和理论分析的基础上，基于市场细分、目标市场选择、市场定位（STP）和营销组合理论，对山西“乐村淘”公司营销策略的现状和问题进行了剖析，结合其特色农产品营销的内部支撑条件和外部市场环境，明确了山西“乐村淘”公司营销策略优化的主要方向和市场定位，最终从产品、定价、渠道以及促销四个方面，提出了山西“乐村淘”公司营销策略优化的路径。

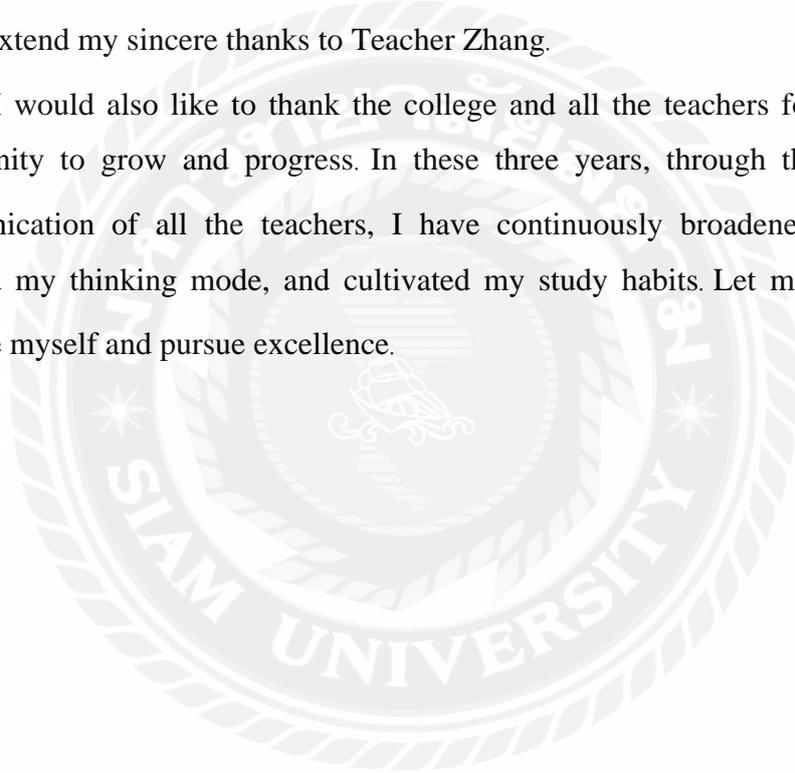
研究发现，山西“乐村淘”公司尽管具备独特的运作模式，品牌具有一定的市场认可度，相对完善的市场营销网络，完善的全方位服务体系等优势；但也面临核心产品竞争优势不强，产品定价缺乏必要弹性，营销渠道监管成本较高，产品促销方式陈旧等问题。尤其在当前行业竞争加剧、产品同质化严重等外部威胁下，山西“乐村淘”公司应充分利用自身优势，回避自身劣势，抓住消费者绿色健康消费理念不断增强、政府政策支持等有利机遇，明确“回归服务三农主业，破解面广线长难题，整合多种模式优点”优化方向，找准市场定位，以“4Ps”营销组合理论为指导，聚焦核心产品、扩充产品类型、打造品牌价值，实现产品策略的优化；制定差异化的定价体系、按不同的需求分层定价、合理降低企业物流成本，实现价格策略的优化；稳固与加盟商的合作关系，完善渠道网络的整体布局，适时开拓企业自营渠道，实现渠道策略的优化；完善网络平台建设，拓宽线下促销活动，强化“体验式营销”实现促销策略的优化。

关键词：营销策略 特色农产品 山西乐村淘公司

ACKNOWLEDGEMENT

First of all, I would like to thank my supervisor, Dean Zhang Li, who gave me a lot of help in the graduation thesis stage. No matter it is the topic selection or the frame design, or the theory application, thesis writing, revision and improvement, etc., the whole process has been carefully taken Guidance and practical help. Teacher Zhang is kind and rigorous in his studies, and has benefited a lot from the teacher. Here, I would like to extend my sincere thanks to Teacher Zhang.

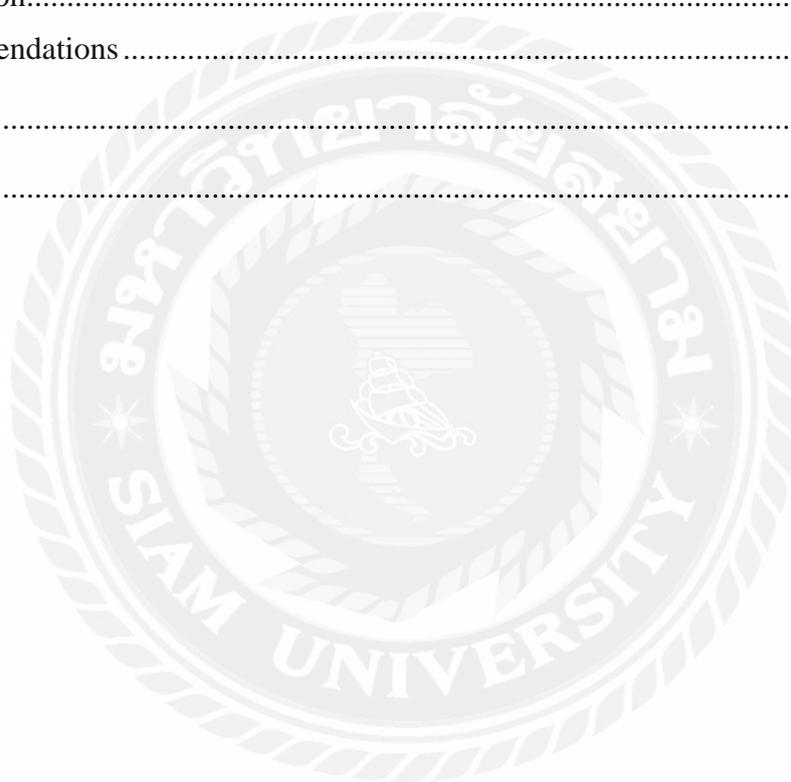
I would also like to thank the college and all the teachers for giving me an opportunity to grow and progress. In these three years, through the teaching and communication of all the teachers, I have continuously broadened my horizons, changed my thinking mode, and cultivated my study habits. Let me find a way to improve myself and pursue excellence.



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1. INTRODUCTION

1.1 Research Background

Shanxi is bordered by the Yanshan and Taihang Mountains on the east and Hebei Province. On the west, it is separated by the Yellow River and the Luliang Mountains and Shaanxi Province. There is the Fen River in the middle. More than 80% of the territory is covered by mountains and hills, and the altitude is mostly More than 1000 meters. These unique topography and landforms give Shanxi a relatively closed natural environment, and also make it an agricultural resource-based province that is very different from popular agriculture in Henan, Shandong and other large plains. Featured agricultural products such as small miscellaneous grains represented by millet, millet, and buckwheat Abundant resources. With the improvement of living standards, the consumption needs of urban and rural residents in my country have gradually shifted from the "supply and clothing type" in the era of shortage economy to the "healthy and green type" of modern society. This change has made the natural, environmentally friendly, healthy and green Shanxi famous, high-quality special agricultural Products have gradually won the favor of the market and consumers, and the market prospects of Shanxi's characteristic agricultural products are extremely broad. However, affected by many factors, the marketing of Shanxi's characteristic agricultural products still mainly relies on the traditional entity business model: that is, farmers directly sell characteristic agricultural products through wholesalers and retailers, or sell agricultural products to consumers themselves; or simply process and package agricultural products. After that, wholesalers or retailers will purchase them on site, and then sell them to urban supermarkets, specialty specialty stores and out-of-region markets, until they reach the consumer market terminal, that is, the hands of customers. However, the traditional offline marketing model not only requires huge logistics and warehousing costs, but also has a loose relationship due to the single direction of circular operation between "business flow, logistics, information flow, and capital flow". This situation can easily lead to unsalable agricultural products and cause losses to the local economy.

With the rapid advancement of Internet information technology, the use of the Internet as a platform to realize the sale of traditional agricultural products is gradually becoming the choice of merchants. Famous and special agricultural products from all over the country have used e-commerce platforms to break through time and space constraints, greatly improving the efficiency of commodity conversion. At the same time, the rise of e-commerce has also squeezed the operating space of traditional agricultural product marketing models to a considerable extent. In this context, the marketing of Shanxi characteristic agricultural products urgently needs to be transformed into a modern e-commerce marketing model. In recent years, stimulated by the preferential policies of the state and governments at all levels, Shanxi's agricultural product e-commerce platform has developed rapidly, with Lecuntao, "Gongtianxia", "Xinong Lvobao", "Wang Xiaobang" and "Hui A number of representative e-commerce platforms for agricultural products such as "Nayunshang". These e-commerce platforms rely on the convenience and accessibility of the network economy to provide

valuable experience for integrating the "business, logistics, information flow, and capital flow" of Shanxi's characteristic agricultural products and solving the problem of unsalable agricultural products. However, compared with advanced provinces such as Zhejiang and Guangdong, e-commerce in Shanxi Province started late. In order to increase market share as soon as possible, there are shortcomings in product selection, market pricing, channel management, and product promotion. In order to ensure the smooth implementation of Shanxi's characteristic agricultural products marketing, typical cases are currently selected to systematically summarize the current situation and problems of Shanxi's characteristic agricultural products e-commerce marketing, especially marketing strategies.

As the country's first village and township O2O e-commerce platform and a leading local e-commerce company in Shanxi, Shanxi Lecuntao Network Technology Co., Ltd. (Shanxi Lecuntao Company for short) is committed to serving agriculture, rural areas and farmers, and has achieved success in the distribution of Shanxi's characteristic agricultural products. Achieved good market performance. However, compared with industry leaders such as Tmall, JD.com, and Suning, there are gaps in product selection, market pricing, channel management, product promotion, etc., and marketing strategies need to be optimized and adjusted. This shows that the problems faced by Shanxi Lecuntao companies are the epitome of Shanxi's e-commerce platform. Therefore, choose Shanxi Lecuntao company as a research case, analyze the status quo and deficiencies of its marketing strategy, and formulate a marketing strategy that meets the corporate positioning and the reality of Shanxi, which is important for the sustainable development of the local e-commerce platform and even the marketing transformation of Shanxi's characteristic agricultural products. Meaning.

1.2 Research significance

In the Internet age, the rapid development of the Internet economy has profoundly affected people's consumption concepts and consumption patterns, and has also had a profound impact on the development of the real world industrial economy. As a traditionally disadvantaged industry, agriculture must use the Internet economy to realize the transformation of marketing models and the optimization of marketing strategies. This transformation is even more important for Shanxi, which is dominated by a resource-based economy and underdeveloped economy. Generally speaking, the significance of the topic selection of the thesis is reflected in the following two aspects:

First, at the theoretical level, this research attempts to combine the new retail theory with traditional marketing theories and explore the applicable model of e-commerce marketing in the Chinese context, which is a further exploration and beneficial supplement to marketing theory.

Second, at the practical level, taking the Shanxi Lecuntao company as an example, to explore feasible paths and strategies for e-commerce marketing of Shanxi characteristic agricultural products, which will help to resolve the frequent unsalable problems of Shanxi

characteristic agricultural products. Under the background of economic transformation and development and the conversion of old and new kinetic energy, it also has certain reference and enlightenment for Shanxi's economic transformation and development.



2. LITERATURE REVIEW

2.1 Theoretical basis

2.1.1 STP theory

STP theory is a set of marketing theories proposed by marketing master Philip Kotler on the basis of the concept of market segmentation, which is regarded as the theoretical guidance for enterprises to carry out marketing activities. This theory requires companies to first perform market segmentation based on their product characteristics and market environment, search for target markets on this basis, and finally configure corporate products according to the needs of customers in each target market. Since the above three links, namely market segmentation, target market, and market positioning, the English initials are S, T, and P respectively, so they are referred to as STP theory

(1) Market segmentation

The term "market segmentation" was first proposed by the American scholar Wendell Smith (Wendell R. Smith, 1956). It refers to the process in which an enterprise further subdivides its own product consumer market into several sub-markets based on the characteristics of consumers' demand preferences and consumer characteristics. It can be seen that market segmentation is based on the characteristics of consumer demand, and various factors that reflect consumer characteristics, such as age, income, preferences, purchasing methods, consumption habits, etc., can be the basis for market segmentation. The essence of market segmentation can also be understood as customer segmentation. Among the various factors of market segmentation, purchasing behavior and purchasing power are the most commonly used criteria. Although there are many factors influencing market segmentation, market segmentation is not arbitrary, and some basic steps must be followed.

First, the company should select the industry to enter the market according to its own marketing strategy objectives, and on this basis, determine the range of potential customers for the company's product consumption; second, the company should conduct basic demand characteristics such as the consumption needs, consumption habits, and purchasing power of potential customers. Analysis; Thirdly, analyze the individual needs of different types of consumers based on the natural characteristics (age, gender, etc.) and social characteristics (occupation, income) of potential consumers; then, strip off consumers' common consumption and discover potential consumers Heterogeneous demand types. After the above four steps, the consumer market can be preliminarily segmented according to the common characteristics and heterogeneous needs of potential consumers, and products can be designed on this basis, and marketing mix strategies can be formulated. Finally, conduct an in-depth inspection of the preliminarily divided market segments, further explore the heterogeneous consumer demand of potential consumers, and form a complementary differentiated market structure.

(2) Target market

The target market (TargetMarket) is the market that the company finally determines after

market segmentation, and according to the marketing strategy formulated in advance and the characteristics of consumers' needs, the company's products are finally put on the market in a targeted manner. Due to the differences in market segments, companies must conduct a detailed analysis and evaluation of each market segment, and at the same time combine the company's own profit goals, scale, and available resources to determine the target market. The target market is the carrier for the implementation of corporate marketing strategies. Generally speaking, there are three strategies that companies can implement in the target market, namely, non-differentiated marketing strategies, differentiated marketing strategies and centralized marketing strategies.

Non-differentiated marketing strategy means that companies choose a single product design and marketing combination to meet the needs of consumers in the target market based on the common characteristics of consumers. The advantages of this strategy are simple operation and low cost, but it ignores the individual needs of consumers, which is not conducive to the cultivation of consumer loyalty.

The differentiation strategy refers to the fact that companies provide differentiated products in two or more target markets and formulate different marketing mixes based on the heterogeneous consumption needs of different market segments. This strategy is conducive to companies discovering business opportunities to obtain greater profits, but it also requires relatively high corporate capabilities.

Concentrated marketing strategy refers to the fact that under the condition of limited resources, enterprises choose one or several specific target markets, formulate a marketing mix strategy, and concentrate on the in-depth development of limited market segments. This strategy can concentrate the limited resources of the enterprise to maximize profits, but the market share is relatively limited.

It can be seen that the above three strategies have their own advantages and disadvantages. When making specific choices, companies should comprehensively consider their own marketing strategies and various factors to make a reasonable choice.

(3) Market positioning

In the fierce market competition, unique product design or advertising can leave a unique impression on consumers and cultivate consumer loyalty to the company's products. This is market positioning. Market Positioning (MarketPositioning) refers to a company that accurately grasps the psychological goals of consumers through the products and services provided in the target market, and continuously brings its product design closer to the specific needs of consumers, forming a specific image that is conducive to the development of the company. Market positioning is generally divided into four steps: identifying potential competitive advantages, selecting suitable competitive advantages, determining the overall positioning strategy, and forming a specific image.

First, comprehensively sort out corporate resources and identify potential differentiated

advantages of the company in terms of products, services, channels, personnel, etc.; secondly, select the most promising advantages from the potential advantages to extend them, and determine that they are consistent with resource positioning and corporate marketing strategies. Competitive advantages; once again, based on the determined competitive advantages, formulate an overall positioning strategy that caters to the needs of customers in the target market; finally, rationally package the company's positioning, and convey information to the market through advertising, promotional activities and other means, highlighting the differentiation of the company's products. Advantages, enhance consumer stickiness, and ultimately form a specific image that is conducive to the development of the enterprise, that is, market positioning.

2.1.2 "4PS" marketing mix theory

Neil Bowden initially proposed as many as 12 elements of the marketing mix, including advertising, promotion, product planning, product pricing, display, support, brands, supply and marketing routes, packaging, personnel sales, entity allocation, and market research. This combination strategy category provides great maneuverability for the operability of corporate marketing activities, but there are also problems such as unclear definition and overlapping connotations. In the 1960s, the marketing master McCarthy carried out the above 12 types of elements. Integration, the company's marketing activities and marketing strategies should be formulated with "products, prices, locations or channels, and publicity or promotion (as the main content, because these four English words are all P with the initials, plus strategy or strategy), it is collectively referred to as the "4Ps" marketing mix theory. In 1967, another American marketing master Philip Kotler further clarified the marketing mix theory with "4Ps" as the core. The "4Ps" marketing mix theory is actually a system from macro to micro, from society to enterprise. It can be seen from the figure that the company's marketing activities and marketing strategies are based on the customer as the core, and no specific products, prices, channels and channels are implemented around this core. Promotional strategies. However, the formulation of these strategies is affected by the external macro environment. In 1967, Harvard Professor Joseph Ogle summarized the external environmental factors affecting enterprises into four categories, namely "politics, society, economy and technology", whichever is the first letters are collectively referred to as "PEST Macro Environment Analysis Model".

2.2 Literature review

Modern marketing theory originated in the early 20th century and has a history of more than one hundred years. With the development and change of management practice and market economy, marketing theory is also advancing with the times and has undergone a process of transformation of inheritance and development. From the perspective of time, marketing theory sprouted in the early 20th century with the systematic summary of management practice. By the 1960s, along with the large-scale development of industrialization and socialized production practices, marketing theory also matured. By the 1970s, with the changes in global economic and social forms, marketing theories made breakthroughs and innovations in the fields of market positioning, social marketing, and service marketing. In the 1990s, with the gradual rise of Internet information technology, the market Marketing theory has made new expansions in relationship marketing, global marketing, brand marketing, etc. Since the 21st

century, with the rapid development of the Internet economy and the transformation of social consumption consciousness, new concepts such as green marketing and network marketing have continued to emerge. It can be seen that starting from the context of historical evolution, summarizing and reviewing current marketing theories and related results will play an important guiding role in the follow-up research of this article.

2.2.1 Foreign research trends

With the development of economic society and management practice, marketing theory has experienced several stages of germination, growth and prosperity. Since the middle of the 19th century, with the development of management practice, American universities have begun to set up courses related to "marketing". In 1912, JE Hegertg, a scholar of Harvard University in the United States, wrote and published the first professional book named "Marketing", which systematically summarized marketing practice and theory, which marked the development of marketing theory. Research has begun. Since then, the global economic crisis swept across the United States from 1929 to 1933. Factories closed, workers were unemployed, and incomes plummeted. American society faced serious problems of unsalable products. In order to deal with the problem of unsalable products, outstanding people in the American business and academic circles jointly established the American Marketing Association to focus on the problem of how companies sell products. This marks the beginning of the combination of marketing theory and practice. After the end of the Second World War, with the gradual recovery of the global economy, market competition among major economies such as the United States, Japan, and Europe has become increasingly fierce. Traditional marketing theories based on seller's markets cannot meet the needs of market and corporate development. This in turn stimulated the gradual transformation of marketing theory from manufacturer-led to consumer-led, and some scholars began to propose "customer-oriented" marketing theories. Among these scholars, the related research of Jerome McCarthy (1960) of the University of Minnesota in the United States has laid the cornerstone of modern marketing theory.

In 1960, McCarthy first proposed the "4Ps" theory in his book "Basic Marketing". He believes that companies should develop marketing activities around the four elements of Product, Price, Place and Promotion. Because the English initials of these four elements are "P", plus strategy (Strategy), so the academic circles call it "4PS" theory. Regarding the specific application of "4PS", McCarthy believes that in its marketing activities, companies first need to design the best channels and promotion methods, and then formulate the most reasonable prices, and then fully implement their marketing activities, so that successful marketing can be achieved. Since the "4PS" theory came out, it has been proved by a large number of enterprise practices, and it has become one of the most classic theories in marketing.

Since the 1970s, with the outbreak of the third scientific and technological revolution represented by electric power and aerospace, the rise and development of related industries have helped some countries set off a wave of economic revolution. In this context, marketing theory has fully absorbed the beneficial elements of economics, psychology, sociology, behavioral science, management and other disciplines. Coupled with the application of

electronic information science and technology in business management practice, marketing theory has been greatly developed. Since the 1980s, scholars represented by Philip Kotler (Philip Kotler) put forward the concept of big marketing, gradually expanding the original marketing mix from "4PS" to "6PS", "7PS" and even "10PS" ", heralds the second revolution in marketing theory.

In the 1990s, concepts such as "Green Marketing" (KenPeattie, 1992) proposed by Pett and "Integrated Marketing" (Philip Kotler 1988) proposed by Kotler came out one after another, marking the beginning of a shift in the center of marketing theory to the demand side. On this basis, the American marketing expert Robert Lauterborn (Robert Lauterborn, 1990) redefines the four basic elements of the marketing mix under the guidance of "consumer needs" and "customer value". In the market environment, consumers are the center of marketing activities. Corporate marketing activities should focus on customers (Customer), cost (Cost), convenience (Convenience) and communication (Communication). This concept has profoundly affected the modern marketing theory. Development and direction. With the development and application of Internet information technology, "online marketing" has become a new focus of attention from all walks of life. In 1967, Philip Kotler took the lead in putting forward the concept of "online marketing" in the book "Marketing Management". He believes that, The fate of future enterprises is closely related to the development of Internet information technology, because the popularity of the Internet is making "network marketing" develop rapidly. Companies such as Amazon and IBM have rapidly increased the number of people engaged in online trade.

Almost in sync with the mainstream theories of marketing, the concepts and theories of agricultural product marketing are also constantly evolving. In 1901, John Franklin Crowell wrote the "Industry Committee's Agricultural Products Distribution Report", and first proposed the concept of "agricultural product distribution", laying the embryonic form of the concept of "agricultural product marketing"; in 1916, Weld. LDH) wrote "Agricultural Product Marketing", which clarified the important role of commodity channels, logistics and transportation on the marketing of agricultural products, and had a significant impact in the academic circle. He was also known as "the father of agricultural product marketing theory"; subsequently, Theo Theodore Machlim (TheodoreMachlim1921) verified the correctness of Weld's theory through the collection and arrangement of a large amount of data. Since the beginning of the new century, with the rapid development of the Internet, agricultural product marketing has entered a new era. The supporting conditions of traditional marketing models have been lost. The integrated channels of agricultural products supported by network platforms and supermarket chains have been in a dominant position (Wen, 2007). The "platform self-operated + settled" model represented by Ocado, the C2B food community model represented by Fannigo, and the O2O virtual grocery store model represented by Peapod. These models have had an important impact on China's agricultural product marketing model.

2.2.2 Domestic research trends

Compared with foreign research, domestic related research started late. With the gradual

transformation of traditional agricultural powers into modern industrial powers, domestic related research has gradually been enriched, and agricultural products marketing models such as contract agriculture and agricultural super docking have emerged. Especially in the context of the current rapid development of the Internet economy, new models such as "Internet + agriculture" and "Internet + agricultural products" are profoundly changing the marketing concepts of traditional agricultural products.

The research on domestic marketing theory mainly started after the reform and opening up. In 1986, Man Hung published the book "Introduction to Marketing", which was the first to propose the concept of marketing. At the same time, he distinguished between macro marketing and micro marketing, and divided the main body of marketing into countries and companies. What's commendable is that the author proposed that marketing should override sales, thus distinguishing marketing from sales. In 1989, Sun Hangsheng edited the book "Agricultural Product Marketing" and proposed three major agricultural products: "transaction function, entity function, and auxiliary function" Marketing function, and further emphasize the importance of agricultural product marketing channels.

Since entering the new century, the role of Internet information technology in the marketing of agricultural products has gradually become prominent. Scholars such as Chen Guosheng (2010), Zhou Jing, and Liu Tiemin (2013) have begun to analyze new agricultural product marketing models under the network environment, and proposed to combine agricultural product online marketing with word-of-mouth marketing. The combination of various models such as, experience marketing, relationship marketing, etc., has pointed out the direction for related research. Since the current Internet agricultural product marketing is a new format that combines Internet technology, marketing technology, multimedia technology and other technologies, domestic scholars habitually refer to it as "e-commerce marketing" or "Internet+". (Li Xin, 2012) At the same time, domestic scholars roughly divide the transformation of China's agricultural product marketing model into the system start-up phase (1978-1992), the logistics convergence phase (1992-1999), and the industrial chain integration phase (2000-2010)) And the "Internet +" driving stage (2011-present) four stages (Wang Yongqian, 2015). Especially in the fourth stage, on the one hand, large-scale integrated e-commerce companies such as Tmall, JD.com, and Suning have completed the integration of the agricultural industry chain by using the agglomeration advantages of network platforms and a complete distribution system; on the other hand, along with micro With the emergence and development of social media such as blog and WeChat, the trend of communityization of agricultural product marketing has gradually emerged. This transformation has broken the spatial barriers of traditional marketing, and already has the built-in drive of informationization. At the same time, its characteristic of focusing on the quality experience of agricultural products reflects the orientation of "customer value". These should be the focus of learning and optimization of the marketing model of Shanxi "Lecuntao" company.

Regarding the choice of agricultural product marketing models in the context of "Mutual Benefits +", existing research can be divided into three categories: The first category is localized models based on specific regions, such as the Hubei Province B2B, FCB and BBC

three proposed by Zeng Xianfeng (2014). Kind of mode. The second category is based on the dominant model of agricultural products trading entities, in which intermediary electronic trading markets play a leading role in agricultural product marketing (Zhao Hongmei, 2016), and individual merchants should become the dominant force in agricultural product marketing (Tang Guanghai, 2014). The third type is a specialization model that targets specific agricultural products. For example, Tian Yingwei (2015) builds a specialized e-commerce marketing model for vegetables based on three levels: organization construction, risk control, and benefit coordination.

2.2.3 Research review

In summary, scholars at home and abroad have made very rich research results on traditional marketing theories. They also have preliminary discussions on emerging marketing models under the background of the Internet economy, and have drawn some important and enlightening research conclusions. However, the fly in the ointment is that the existing research is still worthy of expansion in the following aspects: First, in terms of the systemic nature of the research, domestic research on e-commerce marketing basically focuses on specific aspects such as model reference, and for a certain company Cases, and then extended to the research on the marketing of characteristic products in a certain area is relatively insufficient; second, on the theoretical basis of the research, most scholars still conduct research based on traditional marketing theories, and relatively insufficient attention to the development of new retail and other emerging industries; 3. In terms of the applicability of the research, many studies focus on the e-commerce marketing of fresh products such as fruits. Due to the differences in product and industrial characteristics, the e-commerce marketing strategies of specialty agricultural products such as Shanxi small grains are different from those of fresh products. Research in this area is also slightly insufficient. This research will try to expand and improve the above aspects.

3. RESEARCH METHOD

3.1 Research questions

Under the traditional marketing model, farmers directly sell specialty agricultural products through wholesalers or retailers, and then resell them to final consumers from the retailer. They all face huge logistics and warehousing costs, and they can easily lead to unsalable agricultural products. It can be seen that with the help of Internet technology to develop Dongfeng, it is imperative to transform the marketing model of Shanxi characteristic agricultural products from a traditional model to a modern e-commerce marketing model. However, the existing research on the e-commerce marketing of characteristic agricultural products is insufficient. Therefore, this article studies the following two issues:

- 1.How to optimize the marketing strategy of Shanxi Lecuntao Company.
- 2.How to make characteristic agricultural products e-commerce companies better sustainable development strategies.

3.2 Research purpose

Based on the above analysis, there are three main purposes for this research topic: First, from a theoretical point of view, through the theoretical analysis of the classic marketing theory and the "new retail" model in the context of the Internet economy, to build a Shanxi "Lecuntao" company Applicable models for the marketing of characteristic agricultural products; second, in practice, through comparative analysis and case studies, combined with the internal and external environments faced by agricultural product e-commerce marketing, find out the market positioning of Shanxi "Lecuntao" company's Shanxi characteristic agricultural products marketing strategy optimization; Clarify the specific measures of its marketing strategy optimization; third, through the case analysis and in-depth analysis of the Shanxi "Lecuntao" company, provide universal and reproducible experience for the optimization of the marketing strategy of Shanxi characteristic agricultural products.

3.3 Research methods

(1). Document analysis method, collecting and sorting out domestic and foreign theoretical foundations and documents related to this research, returning home and abroad scholars on the current situation of marketing and special agricultural products e-commerce, strengthening their understanding, and laying a theoretical foundation for this article.

(2). Case analysis method. Based on the information obtained by visiting the company and browsing the official website, this article analyzes the case of Shanxi "Lecuntao" company in terms of marketing positioning and marketing model, and proposes the optimization of the

marketing strategy of Shanxi "Lecuntao" company's characteristic agricultural products. The main directions and recommendations.

(3). Comparative analysis method, one is to compare and analyze several existing marketing models of characteristic agricultural products in Shanxi, to analyze the advantages and disadvantages and applicability of each model, and the other is to compare and analyze Shanxi "Lecuntao" and e-commerce companies such as Jingdong Platform marketing difference, analyze the performance of its marketing strategy.

3.4 Research content

This article summarizes and summarizes the marketing theory, agricultural product marketing theory and theories under the e-commerce environment on the basis of relevant researches by domestic and foreign scholars. Through marketing and special agricultural products e-commerce marketing strategy, combined with internal and external environment, the Shanxi Lecuntao company e-commerce marketing strategy is analyzed and researched. The chapters and main contents of this article are summarized as follows:

Chapter 1: Introduction. Discuss the research background and significance of this article.

Chapter 2: Theoretical basis and literature review. First of all, according to the STP theory and 4PS marketing mix theory, the theoretical foundation of this research is constructed, which provides theoretical guidance for subsequent research. Then clarify the current research status at home and abroad.

Chapter 3: Research content and research methods. Wrote the research purpose, research content and research methods of this article.

Chapter 4: The main part of this paper analyzes the current situation of Shanxi Lecuntao Company, the current situation and problems of agricultural product e-commerce marketing strategy, and the environmental analysis and market positioning of the company's marketing strategy optimization. First, a brief analysis of the development history, marketing model, and marketing network of Shanxi "Lecuntao" company. Secondly, focusing on the four aspects of product mix, market pricing, marketing channels and market promotion, in-depth analysis of Shanxi "Lecuntao" The company's marketing strategy further raises the core product loss and lack of competitive advantage in its marketing strategy; low product pricing and lack of necessary flexibility; single marketing channels and high regulatory costs; insufficient product display and outdated promotional methods. Finally, from the two aspects of internal and external environment, the internal conditions and market environment of Shanxi "Lecuntao" company's characteristic agricultural products marketing are analyzed, and the direction of its marketing strategy optimization is proposed. Then based on the STP analysis paradigm, Shanxi "Lecuntao" company is proposed. Market positioning.

Chapter 5: Conclusions and recommendations. Guided by the "4Ps" marketing mix theory, from the four aspects of product, pricing, channels, and sales promotion, it puts forward suggestions on the optimization of the e-commerce marketing strategy for the characteristic agricultural products of Shanxi "Lecuntao" Company.

3.5 Technical route

The technical route of this article is as follows: look up literature information → literature review → draw up topic outline → discuss with supervisor → modify the thesis outline → filter literature information → theoretical analysis → field investigation → write thesis → thesis revision → finalize the paper.

3.6 The innovation of the paper

(1) Current researches on the marketing of Shanxi's characteristic agricultural products are mostly based on marketing model construction and marketing environment analysis, and lack of in-depth analysis taking enterprises as cases. This article takes Shanxi Lecuntao Network Technology Co., Ltd. as the research object, deeply analyzes the status quo and shortcomings of its marketing strategy, and proposes systematic countermeasures and suggestions, which is a useful supplement to existing research.

(2) Clarified the marketing strategy positioning of Shanxi "Lecuntao" company. The current marketing strategy of Shanxi "Lecuntao" company is based on the advantages of characteristic agricultural products, and gradually expand to other fields. However, there is no professional advantage in the tourism real estate and other fields currently involved, and it also implies market risks. Through SWOT, it clarified its market positioning of "serving agriculture, rural areas and farmers and focusing on the core".

(3) Based on 4P's marketing theory and company field visits and surveys, from the four aspects of product mix, pricing system, marketing channels and product promotion, a set of current status and deficiencies in the marketing strategy of Shanxi "Lecuntao" company is proposed, which is in line with Shanxi The marketing environment of "Lecuntao" company has practical countermeasures and suggestions.

4. PAPER ANALYSIS

4.1 Current situation and problems of Shanxi Lecuntao Company

The old saying goes: "The people take food as the sky." As the basic industries of my country's national economy, agriculture, rural areas, and farmers (referred to as the "Three Rural Issues") have always been highly valued by governments at all levels and from all walks of life. However, affected by factors such as relatively weak infrastructure in rural areas and poor scientific and cultural literacy of agricultural employees, traditional agricultural product sales are mainly based on models such as farmers' self-sale and vendor purchase and resale. In addition, agricultural production has a strong seasonality, and agricultural product business flow, logistics, information flow, and cash flow are not smooth, which can easily cause unsalable agricultural products. Limited by geographical conditions, this situation is more prominent in the central and western provinces represented by Shanxi.

In recent years, with the rapid development of Internet information technology and the urgent need of economic transformation, Shanxi Province has seized the favorable opportunity for the country to vigorously promote e-commerce of agricultural products and issued a series of favorable policies to promote the development of rural e-commerce, which inspired and nurtured a large number of Local e-commerce companies in Shanxi, such as Lecuntao and "Gongtianxia", have made considerable progress in rural e-commerce. At the same time, relying on their own resource characteristics and relying on local e-commerce platforms and cooperative projects, various parts of Shanxi have achieved major breakthroughs in the production, processing, logistics, and sales of agricultural products, exploring new paths for agricultural transformation, rural development, and farmers' income. As the country's first village and township O2O, that is, (online marketing drives offline consumption) service platform, Shanxi Lecuntao company has gradually become a leading enterprise in rural e-commerce in Shanxi with its advanced marketing concepts and smooth marketing channels . In view of the above analysis, this chapter will summarize the development history, marketing model and channel process of Shanxi Lecuntao company. According to 4PM marketing theory, analyze its marketing strategy from the aspects of product, pricing, channel, promotion, etc. The problems in the marketing strategy are expected to lay a realistic foundation for the optimization of the marketing strategy of Lecuntao characteristic agricultural products.

4.1.1 Overview of Shanxi Lecuntao Company

(1) Company development history

For a long time, limited by factors such as inconvenient transportation, poor information, and limited channels, Shanxi's characteristic agricultural products have been in a state of "hiding in the mountains and no one knows." In order to solve this problem, with the efforts of all parties in the society, on July 22, 2014, the Lecuntao Village Town O2O Service Platform Press Conference" was grandly held in Shanxi Sports Center, marking the beginning of Shanxi agricultural product e-commerce marketing. A pioneering first step. On October 26, 2014, the

first village-level experience store of Shanxi Lecuntao was officially launched in Chaoyang Village, Taigu County, Shanxi. Only in 2014, the village-level experience store of Shanxi Lecuntao The number has expanded to 1,000; in 2015, the village-level experience store was further expanded to 8,000, an increase of 7 times. Beginning in the second half of 2015, Shanxi Lecuntao company began to implement the development strategy of "based on Shanxi and radiate China" and actively explore the national market. From 2016 to 2018, Shanxi Lecuntao company began to intensively cultivate and increase the number of village-level experience stores to 10,000. The growth rate has slowed down, but it has made a major breakthrough in the capital market and successfully listed on the Nasdaq market in the United States .

Up to now, Shanxi Lecuntao company has developed into a marketing network covering more than 100,000 villages in 25 provinces, cities, and autonomous regions, nearly 1,000 counties, and platform transactions exceeding 5.2 billion yuan. In the medium and long-term planning, Shanxi Lecuntao company plans to further expand the scale of village-level experience stores to 30,000, and initially build and form a characteristic rural e-commerce industry cluster.

The marketing network and platform scale of Shanxi Lecuntao company has developed rapidly, and it is based on two core business models of the platform:

The first is to give rural markets, the traditional marketing channel for agricultural products, to create a new channel of online shopping in the way of 6 episodes. Relying on the online trading platform, centralized orders, centralized pre-sales, and centralized distribution have overcome the high logistics cost of agricultural products. bottleneck.

The second is to combine local agricultural resource endowments, focus on "one county, one product," and "one product, multiple districts," to create special pavilions, to achieve breakthroughs and integration of county agricultural product regions and seasonal boundaries, and realize the network and scale of agricultural product sales. It is precisely by virtue of the "six in one" channel network and the advantages of the "Le 6-set" platform that Shanxi "Le Cun Tao" company can quickly enter the rural sales market. At the same time, through the establishment of county-level "featured pavilions", the digitalization and online marketing of local specialty products will be realized.

(2) Current marketing model

At this stage, the rural e-commerce platform of Shanxi Lecuntao company mainly relies on rural e-commerce, rural labor export, rural entrepreneurship, rural financial services and other sectors to provide services for the development of "agriculture, rural areas and farmers". Information is transmitted to the cities (that is, agricultural products go up), and then goods, services, and information are quickly transmitted to the countryside (industrial products go down)" two-way supply and demand platform. With the help of this platform, it is possible to expand the agricultural product sales network, promote the construction of rural infrastructure, optimize the rural industrial structure, and finally form a closed system of "business flow, logistics, information flow, and cash flow".

Shanxi Lecuntao company is a typical two-way "O2O" model, that is, "agricultural product upward + industrial product downward model". The so-called agricultural product upward refers to Shanxi Lecuntao company recruiting franchisees at all levels to integrate village and town retail outlets. At the same time, with the help of Shanxi Lecuntao company online shopping mall and WeChat and other network platforms, commercial information such as rural specialty products, surplus labor, folk handicrafts, rural tourism resources, etc. will be transmitted to the network platform, and through Shanxi Lecuntao The company's business network system is connected to the needs of urban consumers, opening up the information chain, logistics chain and value chain for the export of agricultural products to maximize the value of rural and agricultural resources. The so-called downturn of industrial products refers to sending agricultural production materials in urban areas, industrial products needed for rural production and living, agricultural product demand consultation and various financial service information to the network platform to promote agricultural production and rural development.

Offline, Shanxi Lecuntao company takes the construction of "e-commerce village" as the core, and strives to create a model of "farmers + network + company", and strives to shorten the intermediate link between farmers and enterprises through the network platform to realize agricultural enterprises and supply and demand Efficient docking. Among them, farmers are the main body, the network is the foundation, and the enterprise is the leader. In this model, entity companies lead the direction of industry development, farmers are the main operators, and the network is the platform and bridge.

Compared with large e-commerce companies such as Taobao and JD.com, Shanxi Lecuntao is rooted in the Shanxi market and its marketing model is more localized. By recruiting provincial-level franchisees, Lecuntao company can attract more regional business partners to join, form a business alliance with shared interests, and jointly operate the local rural e-commerce market. The provincial franchisees established their own three-level service system of counties, towns and villages according to the actual conditions of each region, realized the sinking and extensive coverage of marketing network, and provided effective support for online transactions on the platform of Shanxi "Lecuntao" company.

(3)Marketing network and process

The Shanxi Lecuntao company network platform plays a pivotal and core role. All logistics and information flows are collected or sent out on the Shanxi Lecuntao company network platform. At the same time, it is also responsible for the collection, sorting and analysis of consumption data. With feedback function to better guide business practices.

The offline experience store, as a necessary supplement to the network platform of the Shanxi Lecuntao company, serves as a pre-purchase display and experience, payment and delivery of goods, goods purchase and sale transshipment, and the role of connecting goods and consumer media in the entire marketing network. In the secondary core position.

As the starting and ending point of the entire marketing network, urban and rural users are the main consumers of the entire marketing network. This also reflects the value concept of

"customer-centric" in marketing theory. Only by providing goods that meet the needs of urban and rural users, will all kinds of logistics and value be produced. In addition, suppliers and city supermarkets also play the role of media for commodity transfer and value transfer in the entire marketing network.

4.1.2 Situation Analysis

(1) Current situation of pricing strategy

The pricing strategy is that the company assigns appropriate prices to the products in order to maintain reasonable profits based on factors such as production costs, market demand and market competition. Affected by the elasticity of commodity demand, consumer income and business objectives, differentiated pricing is a common pricing strategy for companies, and Shanxi Lecuntao company also implements this strategy based on its product positioning.

For ordinary commodities and commodities traded in "Le 6 Episodes", in order to fit the corporate positioning, Shanxi "Lecuntao" company adopted the pricing strategy of people-friendly prices. For example, the price of 25kg/bag of wheat flour in Yicheng Qiangxiang Noodle Industry is about 80 yuan on the website of Lecuntao company in Shanxi, while the lowest price of wheat flour of the same type and quality on Jingdong is also above 120 yuan. In order to highlight the high-quality characteristics of the "special pavilion" products, Shanxi Lecuntao company adopted a relatively high price strategy.

Of course, this pricing strategy is only a horizontal comparison of product positioning. In fact, according to the difference in transportation costs, the prices of the same type of goods in different regions are slightly different. Taking the aforementioned 25kg/® wheat flour from Yicheng Strong Noodles as an example, prices in Yicheng, Xixian and Lingchuan are RMB 77.5, RMB 85 and RMB 81 respectively.

In addition, in order to cope with fierce market competition, corporate pricing must also consider the pricing strategies of competitors. According to the "2019 National County Digital Agriculture and Rural E-commerce Development Report", in 2018, Tmall and Taobao accounted for 36.29% and 32.87% of the country's county e-commerce transaction volume, respectively. "Competitive landscape. In this context, in order to gain market share, other e-commerce companies often follow the industry leader's pricing for their product pricing. Shanxi Lecuntao company has also adopted this follow-up pricing strategy, so not only the pricing of its mass products is lower than that of JD.com and Taobao, but the high-end or specialty products are also lower than the two giants.

On the whole, the product pricing strategy of Shanxi Lecuntao company has both a differential pricing strategy based on its own business objectives and a follow-up pricing strategy determined by competitors. In the implementation of the specific pricing strategy, the formulation of the pricing strategy of Shanxi Lecuntao company is divided into two steps. Firstly, based on the pricing of competitors, especially industry leaders, formulate basic pricing that guarantees reasonable profits for the company; The logistics cost, sales cost and demand

characteristics of different target markets, and formulate different prices.

(2) Current status of product strategy

As the country's first village and township O2O business platform, agricultural products and agricultural materials and goods occupy a relatively high proportion of the transactions on the platform of the Shanxi Lecuntao company. In 2017, Shanxi Lecuntao company's agricultural products upstream transaction scale was close to 680 million yuan, accounting for more than 16% of the upstream, leading the industry, of which about two-thirds were located in the Shanxi market. In 2018, the upward scale of agricultural products maintained a steady growth, and the upward proportion still exceeded 19%. It continued to maintain the position of "the highest proportion of agricultural products in the upward structure" in the industry. In view of this, combined with the research objects and objectives of this article, the follow-up research will take the characteristic agricultural products of Shanxi Lecuntao company as an example to analyze the marketing strategy.

In order to further cater to the needs of different levels and types of customers, Shanxi Lecuntao company further divides its agricultural products into three levels: ordinary commodities, Lexian products and specialty products. Among them, ordinary commodities mainly include three types of commodities: 1. Commodities traded in "Le 6 Episodes", that is, in accordance with the trading rules of the Shanxi "Le Village Tao" company platform, through the online shopping method of centralized orders, centralized delivery, and centralized receipt, rural consumers are guided to form at a fixed point in time The new habit of placing orders. Second, for other mass consumer groups, we will set up special consumption and trading sections for general commodities such as rice, flour, oil, electrical appliances and clothing to meet mass consumer needs.

In order to solve the dilemma of "Internet goods going to the countryside" and "agricultural products entering the city", Shanxi Lecuntao company has specially set up a "Le County" transaction module, focusing on serving business projects in specific counties. "Le County" is based in Shanxi and currently covers 88 counties in Shanxi, accounting for about three-quarters of the total counties in Shanxi. This model integrates advantageous urban and rural resources, and uses the Internet as a carrier to boost county economic development. In order to discover county-level boutiques, Shanxi Lecuntao company specially opened up a "featured pavilion", that is, by digging out the "nostalgia, soul, and flavor" of each county, the local "humanities, history, and stories" are integrated into special products. , For each county to set up a "one county, one product" theme hall. In the characteristic pavilion, it is further subdivided into five modules: recommended pavilions, hot-selling products, special agricultural products, cultural products and tourism products, to promote special products.

(3) Current status of channel strategy

As the country's first village and township O2O e-commerce platform, the network platform and its extension are the main marketing channels of Shanxi Lecuntao company, which mainly adopts the mode of network distribution. Online distribution refers to the fact that enterprises make full use of the interconnection and interoperability of Internet channels

to establish a distribution system on the Internet, and use offline logistics networks to deliver goods to all parts of the country. According to the overall marketing layout of the enterprise, it is further divided into two modes: franchise partnership and merchant settlement.

The agency channel refers to the sales channel established through four methods of "joining", "agent sales", "agent" and "wholesale". In short, it refers to Shanxi Lecuntao company through cooperation with people and with the help of partners The channels formed by the existing marketing network. At present, the marketing channels of Shanxi Lecuntao company in all provinces are through the recruitment of provincial franchisees, and then the provincial franchisees establish a county and village three-level marketing network, so as to open up the top-down marketing channels. As of 2018 By the end of the year, Shanxi Lecuntao company had established a marketing network in 25 provinces and regions across the country in this way, covering nearly 1,000 counties and 100,000 villages across the country. In terms of management and operation, Shanxi Lecuntao company adopts a partnership model: the headquarters delegates powers to provincial partners, and provincial partners delegate powers to county partners. Partners at both the provincial and county levels can establish independent legal entities. Provide services independently within its own jurisdiction. This partnership model not only saves a lot of money, but also stimulates the enthusiasm of partners. Coupled with channels and data sharing, Shanxi Lecuntao Company has a unique advantage in rural e-commerce.

On the online platform, Shanxi Lecuntao company mainly expands its marketing channels by recruiting merchants to settle in. This model mainly relies on the merchants' own inherent supply channels, and the Shanxi Lecuntao company platform only provides services necessary for platform transactions. Relying on this model, Shanxi Lecuntao company will send agricultural products from farmers and rural professional cooperatives in the merchants' marketing network to all parts of the country, and then connect to the original sales network of the merchants, or use Shanxi Lecuntao to cooperate with The marketing network of franchisees realizes the sale of goods.

(4) Current situation of promotion strategy

Promotion is a commercial public relations activity in which a company transmits various information about the company and its products to potential consumer groups through advertising, online direct sales, preferential prices, etc., in order to attract or persuade consumers to buy their products and expand sales in the short term. At present, the main promotion strategy of Shanxi Lecuntao company still relies on holidays and anniversary activities, through preferential prices, gift giving, etc., in order to "trade for price" at important time nodes, that is, to drive sales through a surge in sales. Product sales to realize corporate profits. For example, in 2019, to celebrate the 70th anniversary of the founding of the People's Republic of China, Shanxi Lecuntao company launched a "70 years of glory, carefully selected good products, and rest assured to buy" promotional activities, most of the products have implemented a 50% discount Intensity, some products are even 30% off. This kind of promotion has increased consumers' attention to Shanxi Lecuntao company to a certain extent. However, in the current fierce market competition environment, the transparency of most

commodity prices has been greatly improved, and there is not much room for promotion based on price concessions, especially in the current competitive landscape of "two giants and many strong" rural e-commerce companies, Shanxi " The pricing of most of the products of Lecuntao does not have any advantages. Blindly following the commercial giants in concessionary promotions will threaten the profits of the company. In addition, frequent price promotion activities will cause consumers to have a sense of psychological dependence, which is not conducive to the cultivation of consumer loyalty. Once they are not promoted, they will lead to the loss of some customers, which is not conducive to the sustainable development of the company.

In addition, promotion through mobile communication media such as WeChat is also one of the current promotion methods of Shanxi Lecuntao company. However, due to various factors such as promotion cost and technology, the current WeChat promotion of Shanxi Lecuntao company is only a simple reproduction of online platform promotion, and there is no more attractive promotion method. In popular search engines such as Baidu, Hot Search, Toutiao, etc., due to high entry barriers and insufficient corporate initiative, although it is also possible to search for relevant information about Shanxi's Lecuntao company, its popularity needs to be improved and lack of knowledge. It is also difficult for Shanxi Lecuntao company to enter the mainstream interface or "make headlines" for marketing events that are attractive to the public. In view of this, how to expand a more targeted promotion strategy that can more attract consumers' attention will be a key issue for the future development of Shanxi Lecuntao company.

4.1.3 The problem

(1) The competitive advantage of core products is not strong

At present, the overall product system design of Shanxi Lecuntao company is centered on agricultural products and agricultural materials, while expanding into other areas such as clothing accessories, communication and office. In fact, this indicates that Shanxi Lecuntao company is gradually transforming from a specialized e-commerce of agricultural products to a comprehensive e-commerce. This change is certainly conducive to using existing marketing channels, developing product markets, and expanding the source of corporate income, but it is also very easy to cause the loss of core products and gradually lead to the dissipation of brand value. Especially in the current competitive landscape where large integrated e-commerce companies such as Tmall, JD.com, and Suning occupy more than 90% of market transactions, the supply, logistics, information, and channels of the entire e-commerce industry are all dominated by these large e-commerce companies. If a commercial enterprise sells products similar to these industry leaders, it is destined to dilute the competitive advantage of its core products in horizontal comparison. This will cause users to continuously reduce their sensitivity and loyalty to products, fail to achieve the repetition of core product values, or even incentivize consumers to make a second purchase. Under such circumstances, companies can only continue to develop new customers, and strive to "traffic in exchange for stock", which further leads to the extension of marketing lines and the increase of corporate marketing pressure. But in the current environment of fierce market competition, how easy is traffic competition?

At the same time, in order to balance the branch products and the market, companies have to share limited capital, resources, and channels, which further hinders the increase in the market share of core products, so that the brand value of core products cannot be fully reflected.

In addition, Shanxi Lecuntao company is positioned as an O2O e-commerce platform in villages and towns, and its core products mostly come from farmers. As Shanxi Lecuntao company lacks effective control on the front end of the product, it is inevitable that the excessive use of pesticides and fertilizers in the production process of agricultural products will cause uneven product quality.

(2) Product pricing lacks necessary flexibility

In the fierce market competition, in order to compete with large e-commerce companies such as Tmall and JD.com to win customers, in terms of pricing strategy, Shanxi Lecuntao company implements a differential pricing method that nails industry leaders. Under this pricing strategy, although different prices will be reflected based on factors such as product quality, corporate costs, and consumer demand, they are still lower than large e-commerce companies such as Tmall and JD. Of course, this pricing strategy is also corresponding to its product positioning: based on the needs of the urban and rural masses, relatively low product pricing is required to match it.

In fact, as the income and consumption levels of urban and rural residents in my country increase, consumer groups at all levels pay more attention to product quality, and this is where the biggest advantage and selling point of Shanxi's characteristic agricultural products lies. And in most cases, the price matches the quality of the product. Therefore, as an e-commerce company, it should provide consumers with more diversified and more flexible products in accordance with changes in the market environment, especially the consumption environment. Take Shanxi's most famous small grains as an example, such as Li Maimi, Jingdong and Tmall sell more than 100 varieties, and the price range ranges from ten yuan to several hundred yuan, providing consumers at different levels. Wide choice of space and flexibility. The Shanxi Lecuntao company platform only provides one kind of product, priced at 21.8 yuan. It can be seen that even for the same type of products, as long as the necessary brand value is given, a relatively rich price system can be formed.

One of the main functions of e-commerce is to provide consumers with diverse and more personalized products. As an e-commerce platform determined to build the world's largest two-way O2O, Shanxi Lecuntao company must also adapt to this Trend, implement more flexible pricing strategies that match its product optimization strategy.

(3) Higher monitoring costs for marketing channels

The current marketing channels of Shanxi Lecuntao Company are mainly developed by franchisees, while Shanxi Lecuntao Company and franchisees have an equal cooperative relationship. Although this model can use the existing marketing channels of franchisees to save money, it also inevitably brings three outstanding problems:

One is the lack of stable channels that one can rely on. Once franchisees have problems with their marketing channels, it will lead to poor product flow. At the same time, the single marketing channel can easily aggravate the imitation and competition of industry competitors. In fact, the online partners of the franchisees of Shanxi Lecuntao company may not be one. With the development of enterprises and the intensification of market competition, franchisees may use channel advantages to seek lower cooperation costs, resulting in Shanxi Lecuntao The bargaining power of companies has decreased. At this stage, Shanxi Lecuntao company is only developing customers horizontally, and has not used the internal advantages of the company to deepen the sinking of channels, ignoring the channel development of corporate employees and some branch corporate customer groups. In terms of media utilization or new media development, Shanxi Lecuntao company is also a preliminary attempt, and has not yet formed a reasonable marketing channel.

The second is that franchisees' "one-to-many" cooperation model can easily lead to channel "congestion" and dilute customer sources. At present, the franchisees recruited by Shanxi Lecuntao company, especially provincial franchisees, are mostly local or regional enterprises with certain influence, popularity and economic strength. The Shanxi Lecuntao company signed with provincial franchisees is not an exclusive cooperation agreement. Therefore, when these companies cooperate with Shanxi Lecuntao company, they often cooperate with other e-commerce companies such as Tmall and Jingdong. Cooperation, which has caused multiple e-commerce companies to share the marketing channels and marketing networks of a franchisee, which, to a certain extent, causes the dilution of customers. In particular, at the time nodes where most e-commerce companies promote jointly on "Double Eleven" and "Double 12", franchisees' marketing networks will experience "congestion". In the case of comparing logistics costs, bargaining power and other factors, franchisees will tend to prioritize the strategy of ensuring large-scale e-commerce. The marketing channels established by Shanxi Lecuntao with the help of franchisees will inevitably be impacted, which will affect it to a certain extent The realization of the commercial value of Shanxi Lecuntao Company.

Third, the long-channel model is widespread, and the cost of supervision is high. At present, Shanxi Lecuntao company recruits franchisees to form "Shanxi Lecuntao company headquarters, provincial franchisees, county franchisees, town management centers, and village-level experience stores". And the next four-level channel network. Generally speaking, the operating efficiency of a marketing channel can be judged based on the number of intermediate links in the channel network. Obviously, the more intermediate links, the lower the operating efficiency, the less price concessions the channel end consumers can enjoy, and the smaller the profit margin of the enterprise. Although the long-channel model of Shanxi Lecuntao company solves the problem of product production and sales, its essence is a multi-level entrusted and agency relationship, which will greatly reduce the transit time of products from the producer to the consumer. The labor costs, office costs, travel costs and other related costs from source negotiations to the final realization of sales will also increase accordingly. Therefore, long-channel marketing will inevitably cause higher channel operating costs. In order to maintain the smooth flow of channels, companies must pay more resources and energy to deal with various entrusted-agent relationships, which virtually increases the cost of

corporate supervision.

(4) Product promotion methods are relatively outdated

The essence of promotion is communication and persuasion, but communication and persuasion must first have a certain carrier and platform. For e-commerce companies, the full display of products through network platforms and mobile media can maximize consumers' understanding of product performance and efficacy. Coupled with friendly interface design, clear product classification, timely information release, and timely marketing momentum, the purpose of promotion can be effectively achieved. Regrettably, due to the short establishment time and limited operating costs of the company, compared with industry-leading companies, Shanxi Lecuntao company has a gap in the above aspects:

One is that some modules have an "empty shell" phenomenon, that is, there are only search options and no search content. For example, on the Internet platform of the Shanxi "Le Village Tao" company, after clicking on the "Le 6 Episodes" that it is famous for, there is only information about "Le 6 Episodes" without any product information; and its other core module One by one "featured pavilion", most provinces and regions do not have any product information on the city search interface, which greatly reduces the carrier function of the network platform. On the other hand, large e-commerce platforms such as Tmall and JD.com have very friendly interface design, clearly visible search modules, and a dazzling display of products, which greatly meets the consumer experience of consumers.

The second is that there are not many types of products displayed under most search modules, and the number is insufficient. Take the "Agricultural Products" search module on the homepage of the Shanxi Lecuntao company network platform as an example. The "Agricultural Products" search module is divided into five categories of commodities. The specific secondary products under this module are only 6 commodities at most. And the number is not in the same order as Tmall and JD.com. Each category of agricultural products on Tmall contains more than one hundred types, and the number of products is in the thousands.

The third is that the product displayed on the search interface does not match the product displayed on the search content. For example, if you search for "featured pavilions" for specialty products in Jingle County, West Shanxi, the product displayed on the search interface is "Hometown of Quinoa". Consumers instinctively believe that quinoa rice is a specialty product of Jingle County, but click "Enter Store" Later, only red potatoes were on display. This kind of "textual inconsistency" phenomenon is tried hard to avoid by large e-commerce companies such as Tmall. It can be seen that the imperfect construction of the network platform has become an important factor that affects the product display of the Shanxi Lecuntao company and restricts its implementation of effective promotion strategies.

It should be noted that the above-mentioned problems in the marketing strategy of Shanxi Lecuntao company do not exist in isolation, but are an inevitable result of corporate positioning and business model thinking, which are inherently connected. For example, the corporate positioning of the village and township O2O platform of Shanxi Lecuntao company determines

that the consumer groups faced by Shanxi Lecuntao company are mostly urban and rural masses with low consumption income flexibility. The pricing strategy of its products is bound to be consumed by consumer groups. The impact of ability. In addition, because the most prominent feature of an enterprise is the platform attribute, and the most important business model of platform operation is the cooperation model such as "joining" and "agent", which is a natural difference from the production enterprise having its own direct sales network. Therefore, the single channel has become a common problem for platform companies, which also affects the implementation of corporate promotion strategies to a certain extent.

However, in the context of the prevalence of Internet thinking, the rapid advancement of Internet technology, and the ascendant of new retail, breaking the original tangible or intangible boundaries and developing cross-border operations are inherent requirements for the development of e-commerce. Therefore, in the Internet economy, "changing with the trend" is the first rule for the survival of enterprises, especially e-commerce enterprises. The future development of Shanxi Lecuntao company must also follow this trend. Based on customer experience and customer value, promote the optimization of marketing strategies in terms of products, pricing, channels and promotions, and then achieve breakthroughs in corporate positioning and business models. And innovation.

4.2 Environmental analysis of the e-commerce marketing strategy of Shanxi Lecuntao Company's characteristic agricultural products

4.2.1 Analysis of external environment

From the perspective of the external market environment, Shanxi Lecuntao company's special agricultural products marketing is facing both rare opportunities and certain challenges. It can be said that opportunities and challenges coexist, which further highlights the urgency and importance of corporate positioning. Therefore, in order to accurately position the optimization of the marketing strategy of Shanxi Lecuntao company's characteristic agricultural products, it is necessary to conduct an in-depth analysis of its external market environment on the basis of clarifying its own internal support conditions.

(1) Government policy strongly supports

The healthy development of rural e-commerce is inseparable from the support of government policies. Shanxi has seized the strategic opportunities of rapid development of e-commerce and poverty alleviation of e-commerce at the national level, and issued the "Implementation Opinions of Shanxi Provincial People's Government on Actively Promoting the "Internet +" Action" (Jin Zhengfa [2015] No. 57), Provide support in taxation, land use, training, finance, etc., continuously optimize e-commerce development and business environment, and gradually establish a sound, reliable and complete rural e-commerce policy support system. Various cities in Shanxi have also introduced policies and measures to promote the development of rural e-commerce based on the characteristics of local resources. In December 2019, the Central Economic Work Conference once again proposed "accelerating the structural reform of the agricultural supply side", emphasizing the "vigorous development

of the digital economy", and the development of rural e-commerce will continue to be supported by national policies.

However, affected by the characteristics of the agricultural industry and the methods of planting and breeding, agriculture is a highly homogeneous industry, resulting in a low degree of differentiation and a high degree of homogeneity in agricultural products. In this case, unless you rely on the brand to make money, you can only compete for prices. Low prices will inevitably affect product quality and services, and thus affect the development of the entire industry. At the same time, the formation of a brand requires the comprehensive effect of multiple elements, which is not an overnight effort. Especially under the current brand creation model of "one county, one product" or even "one village, one product", how to stand out among thousands of brands will become a bottleneck for all e-commerce companies including Shanxi Lecuntao company.

(2) The rapid development of rural e-commerce

Thanks to policy support and the rapid development of Internet information technology, the development of rural e-commerce in my country has entered a fast lane. According to the relevant statistics of the "2019 China E-commerce Development Report", in 2018, the scale of my country's e-commerce transactions reached approximately 28.4 trillion yuan, of which rural online retail sales approached 1.37 trillion yuan, a significant increase of 37 percentage points from 2017. In addition, according to a report issued by the China Business Industry Research Institute, the transaction scale of my country's rural e-commerce market will reach 1.68 trillion yuan in 2020, and the average annual compound growth rate for the next five years is about 38.87%.

However, with the support of national and local policies, the rapid development of rural e-commerce will inevitably lead to increasingly fierce market competition. At present, the domestic e-commerce industry has formed a market competition pattern of "two superpowers and many strong". Not only have companies with strong national appeal such as Tmall, JD, Suning, Netease Yanxuan, and Pinduoduo formed, but also emerging everywhere A group of e-commerce companies with regional influence, such as Shanxi "Lecuntao" company. Within Shanxi Province, Shanxi "Lecuntao" company is also facing strong competition from local e-commerce companies such as "Gongtianxia", "Wang Xiaobang" and "Xinong Lvbao". In the case of limited market capacity, the development of rural e-commerce must maintain the stock and strive for traffic. In the fierce market competition, not only traffic competition is getting more and more difficult, and even the stock is also facing threats.

(3) Consumption concept is constantly upgraded

With the increase of residents' income and the improvement of health awareness, consumers' willingness and ability to consume green and healthy agricultural products have become stronger in recent years. Thanks to the unique topography and climatic characteristics, Jinyao products represented by Wanrong Bupleurum and Hengshan Huangfeng, exported agricultural products represented by red kidney beans, apples, and edible fungi, and health-preserving miscellaneous grains represented by miscellaneous grains Products have gradually

become representatives of green and healthy foods, with broad market demand space and good market demand prospects, and this also coincides with the corporate positioning of Shanxi Lecuntao company.

However, due to the fierce competition in the e-commerce industry and the lack of nationally recognized specialty agricultural products brands, consumer loyalty is generally low. Fierce market competition has provided consumers with a great choice of space, and has also made consumers a dominant position in the relationship between supply and demand. Especially in the context of the convergence of the quality of agricultural products and the lack of high-end brands, consumers are most concerned about the price factor when buying, and their loyalty to the products is not high. At present, the entire rural e-commerce industry urgently needs to solve the problem of "homogeneous low prices" for agricultural products. Branded, personalized, and green production and marketing models need to be established. Only in this way can all links of agricultural production be motivated and effective. Increase investment in confidence to gradually get rid of low-price competition in agricultural product marketing, thereby preventing the phenomenon of "bad money driving out good money" in the entire rural e-commerce industry.

4.2.2 Analysis of internal environment

As the country's first "two-way O2O" e-commerce platform for villages and towns, Shanxi Lecuntao company relies on its unique business operation model, extensive corporate brand recognition, complete sales network and perfect after-sales service system, in the local market in Shanxi Occupy a certain dominant position, thus providing strong internal support conditions for the optimization of its Shanxi characteristic agricultural products marketing strategy.

(1) Unique business operation mode

Since its establishment, Shanxi Lecuntao company has established a development strategy of "deeply cultivating the rural market, combining the status quo of rural economic development and farmers' consumption needs, and building a two-way supply and demand platform for urban and rural areas", striving to become a professional two-way O2O dedicated to villages and towns. Electronic business platform. Based on this strategy, Shanxi Lecuntao company has built an operation model of "one management platform + two operation platforms + village-level experience stores", sinking the rural market layer by layer, and reusing the characteristics of the rural "acquaintance economy". Upgrading and transforming the existing commissary in rural areas, training each store owner to become a rural consumer consultant and maximizing its role as a supply-demand conversion platform. On this basis, Shanxi Lecuntao company has established marketing platforms such as "Le 6 Episodes", "Le County Area", and "Special Pavilion" according to the consumption characteristics of rural residents, and created a "business flow" and "logistics", "information flow", "funds flow" circulating e-commerce service platform. According to calculations, in 2019, Shanxi Lecuntao company's agricultural products accounted for 19% of the upward trend, the highest in the industry, showing the unique charm of its business operation model.

(2) Brand has market recognition

Since its establishment, Shanxi Lecuntao company has successively won the "Most Influential Rural E-commerce Platform", "Shanxi E-commerce Demonstration Enterprise", "China Internet Integrity Demonstration Enterprise", and "Agricultural E-commerce with the Most Investment Value" The brand value of Shanxi Lecuntao company has been greatly enhanced. Especially in the Shanxi market, Shanxi Lecuntao company relies on local advantages to strengthen cooperation with county governments, and currently covers most districts and counties in Shanxi Province. In the process of serving the development of the rural economy and boosting the transformation of the county economy, the brand of Shanxi Lecuntao has been widely recognized by urban and rural residents. According to the big data analysis of transaction customers on the platform of Shanxi Lecuntao company, it is known that Shanxi Lecuntao company has accumulated a certain sticky consumer group, of which the rate of 2 repurchases reached 45%, and the 3 times was 2 %, 4 times and above is about 18% .

(3) Complete marketing network

At present, Shanxi Lecuntao company has established a marketing network in 25 provinces, regions, 1,000 counties, and 100,000 villages across the country through cooperation with franchisees. Among them, 102 county-level management centers and 11,000 village and town experience stores have been established in Shanxi. In order to open up the "last mile" of rural e-commerce logistics and reduce the circulation of agricultural products and agricultural materials, Shanxi Lecuntao company has signed a strategic cooperation agreement with Shanxi Logistics Chamber of Commerce and Shanxi Post Logistics to ensure rural retail business delivery within 72 hours At the same time, in order to reduce the logistics cost of urban and rural small, medium and micro enterprises and consumers, we have jointly launched low-cost express delivery services with strategic partners to ensure delivery to villages and towns and enjoy the same treatment as urban online shopping.

(4) Perfect after-sales service system

The comprehensive market service system is not only embodied in the front end of the marketing business, but also embodied in after-sales links such as product experience and after-sales service. Since its establishment, Shanxi Lecuntao company has been committed to building a comprehensive marketing service system, using various methods such as training, online evaluation, complaints and suggestions, and building a marketing team with strong comprehensive capabilities and service awareness to ensure Provide customers with a full range of pre-sales and after-sales services. The continuous improvement of the full-service system can meet the needs of consumers and improve customer satisfaction.

4.3 The main direction of Shanxi Lecuntao Company's characteristic agricultural products e-commerce marketing strategy optimization

Based on the above analysis, Shanxi Lecuntao company should focus on the three core issues of "returning to the main business of serving agriculture, rural areas and farmers, solving the problem of wide range and long line, integrating the advantages of multiple models", and

clarifying the main directions for optimizing the marketing strategy of characteristic agricultural products.

4.3.1 Return to the main business of serving agriculture, rural areas and farmers

For a long time, Shanxi's economic development and industrial structure have shown the characteristics of "one coal dominates", which is a typical resource-based economy: that is, economic operation has fluctuated with the rise and fall of the coal market. In recent years, with the strengthening of resource and environmental constraints and nationwide overcapacity, Shanxi's economy has entered a downward range, and transformation is imminent. Based on the five development concepts of "innovation, coordination, green, openness, and sharing" established by the central government, Shanxi has deeply explored its superior resource advantages, focused on industrial structure adjustment, and accelerated the development of modern agriculture and modern service industries. What is particularly special is that Shanxi is one of the few provinces in our country where the Lvliang Mountain, Yanshan, and Taihang Mountain are two contiguous poverty-stricken areas in one region. From this perspective, boosting rural poverty alleviation also requires increasing agricultural development.

Different from other provinces and regions, Shanxi's unique topography and climatic characteristics have created its unique characteristic agricultural advantages. For example, the northern Shanxi region is located in the Yanmenguan agricultural and pastoral transition zone, which has the advantage of developing characteristic animal husbandry and livestock products; Lvliang Mountain The climate is dry and rainless, but it produces millet and walnuts. The sandy soil along the Yellow River in southern Shanxi and Shanxi is suitable for growing red dates, apples and other fruits. Due to the natural and green nature, the nutritional value and commodity value of these characteristic agricultural products are high, and they have a good market prospect. Shanxi Lecuntao company is also established and developed based on such resource advantages and market environment. Since its establishment, Shanxi Lecuntao company has made outstanding contributions to the promotion of Shanxi agricultural products circulation and e-commerce poverty alleviation by virtue of its unique business model and strong support from local governments. However, with the intensification of market competition, Shanxi Lecuntao company began to transform, gradually moving from a professional e-commerce to a comprehensive e-commerce, and the types of goods covered by it began to extend to communications, office, home building materials and even tourism real estate. Although this kind of transformation is conducive to the increase of the company's income sources, it will inevitably make the company's marketing resources more decentralized, and may even lead to the deviation of corporate positioning and core products.

In fact, in today's increasingly fierce market competition, there are many highly specialized companies operating in every segment of the market. For example, travel products, Ctrip, Qunar, Tuniu are all top companies in the industry. As an enterprise that is positioned at villages and towns 020, Shanxi Lecuntao company has no advantages compared with the above-mentioned companies in terms of customer source, marketing channels, route resources and other aspects. At the same time, as comprehensive e-commerce platforms, Tmall, JD.com

and Suning also have unparalleled advantages in marketing networks, product sources, and logistics systems. In this context, the expansion of the product system of the Shanxi Lecuntao company will inevitably face higher market thresholds and fiercer market competition, and it is very likely to "do twice the result with half the effort", while another e-commerce company in the province, Gong Tianxia With Shanxi native products as the core, it has achieved good business performance. Facts have proved that only those brands and companies with high user recognition, strong market demand and local characteristics can stand out in the fierce market competition. Shanxi's old-aged vinegar, small grains and other famous and special products not only fit the current green and healthy consumption trend, but also have a unique market logo.

In view of the above analysis, the optimization of the marketing strategy of Shanxi Lecuntao company must first clarify its marketing strategy and even the positioning of enterprise development, based on Shanxi's characteristic agricultural resources and famous and special advantages, and return to the main business of serving agriculture, rural areas and farmers. This is not only in line with the corporate image and market positioning of the Shanxi Lecuntao company, but also conducive to the concentration of advantages of enterprises in Shanxi and even the national specialty agricultural products e-commerce marketing this subdivision field.

4.3.2 Solving the problem of long coverage and long lines

Different from ordinary e-commerce companies, rural e-commerce companies present a typical "wide-ranging and long-term" characteristic due to the particularity of their commodity sources and consumer groups. First of all, from the perspective of commodity sources, the upward trend of agricultural products requires sources of goods from rural areas. However, affected by the topography, climatic characteristics, soil moisture and other factors in various regions, the most important characteristics of agricultural products in terms of their natural attributes are their wide distribution, low standardization, and great differentiation. In addition, infrastructure such as rural transportation and communication needs to be improved, resulting in a relatively long agricultural product logistics chain and relatively high logistics costs. Especially for fresh products such as fruits, since they cannot be standardized in packaging and transportation like industrial products, they are bulky and heavy during transportation, which further increases logistics costs. From this perspective, for small and medium-sized rural e-commerce companies like Shanxi Lecuntao company, if they cannot effectively solve the above problems, they will inevitably bring certain pressure on their marketing strategies, especially product pricing.

From the perspective of consumption, rural areas are an important area where the agricultural products of Shanxi Lecuntao Company go up and industrial products, especially agricultural materials, go down. But the countryside is a very small unit. Under normal circumstances, dozens of rural areas are organized into cities and towns through administrative divisions, and then dozens or dozens of them form counties to form a complete county economy. Shanxi is located at the intersection of the Loess Plateau and the North China Plain. High

mountains and hills occupy 80% of the territory, and most of them are above 1,000 meters above sea level. As a result, its administrative planning is even more fragmented. According to the data of "Shanxi Statistical Yearbook-2019", as of the end of 2018, Shanxi Province had a total area of 156,700 square kilometers, with 11 county-level cities, 81 counties, 25 municipal districts, and a total of 117 county-level administrative divisions. Units, 1196 townships and more than 30,000 administrative villages. According to the comparative analysis of the "China Statistical Yearbook-2019)) data, it is found that the average area of Shanxi counties ranks third from the bottom among the provincial administrative regions in the country. If the four municipalities of Beijing, Shanghai, Tianjin, and Chongqing are excluded, it ranks first. Therefore, even from the perspective of the decline of the industrial products of Shanxi Lecuntao company, due to the differences in the level of economic development of villages and towns, the dispersion of urban and rural spatial distribution, and low product attributes, logistics costs are relatively high and marketing channels are accessible. The weaker features are also more prominent.

For Shanxi Lecuntao company, its marketing strategy must ultimately balance the depth and breadth of coverage. From the perspective of resource integration and comparative advantages, if the current marketing network of Shanxi Lecuntao company is fundamentally solved, the problem of "wide range and long line" is solved, based on Shanxi's local market, appropriately shrinking the front, and concentrating limited manpower and material resources, financial and technical resources to implement the "localization" strategy and realize the systematic reorganization of the marketing network will not only help Shanxi Lecuntao company focus on its core product advantages, but also save marketing costs to a considerable extent.

4.3.3 Integration of the advantages of multiple modes

Since its establishment, Shanxi Lecuntao company has won the industry's attention by virtue of its two-way O2O model of "agricultural products upward + industrial products downward". In fact, the current mainstream model of rural e-commerce is the decline of industrial products, and the upward trend of agricultural products is only a preliminary exploration. However, since the 18th National Congress of the Communist Party of China, as the central and local governments have introduced preferential policies for rural e-commerce, in addition to Shanxi Lecuntao company, a number of outstanding enterprises and representative businesses have also emerged in the field of agricultural products. mode. In order to highlight the difference between the business model of the Shanxi Lecuntao company, this section focuses on the analysis of JD's "self-operating + franchise" model and Gongtianxia's "deep specialization" model.

The operating model of JD rural e-commerce can be summarized as "dual-line development, sinking channels". The so-called "dual-line development" refers to the promotion of agricultural product sales by relying on the two main lines of "JD County Service Center" and "JD Help Service Station." First, transform the original Jingdong county-level service center and upgrade it to a Jingdong distribution station, and take charge of the exhibition and

distribution of Jingdong products other than major appliances in a self-operated manner; at the same time, actively recruit and organize in rural areas Train JD rural promoters and vigorously develop the rural market. The second is to establish a JD help service station by way of joining and cooperation, which is responsible for the marketing, distribution, installation and maintenance of major appliances on JD platform. "Channel sinking" is to address the pain points of JD's home appliance products going to the countryside. It uses county-level service centers and JD service stations to open up the rural market, and leverages JD's self-operated advantages of authentic licensed products to open up the rural consumer market. Based on the advantages of self-operated model and self-built logistics, JD.com has gradually penetrated the Shanxi market in recent years. For example, in 2018, JD's Shanxi Poverty Alleviation Center and 26 central ministries and commissions designated to help Luliangshan area jointly organized the "Luliang Mountain Products" order procurement meeting. Brand standardization has been achieved through "unified warehousing" and "unified distribution", and accumulated consumption has reached more than 40 million yuan. On this basis, the official opening ceremony of JD·China Specialty·Shanxi Poverty Alleviation Museum and the official opening ceremony in 2019 was held in Xiaoyi City, Luliang.

"Gongtianxia" was established in 2012. It is a B2C e-commerce website that specializes in "unique, special and excellent" local products and fresh products from all over the country. "Gong Tianxia" is positioned as an "online and offline omni-channel special product resource integrator", and realizes the professional display and marketing of local agricultural products through the opening of special pavilions marked by famous and special agricultural products and handicrafts of provinces, cities or special districts and counties. This geographically-based business model is characterized by a high degree of specialization, and can effectively integrate local superior agricultural product resources. Compared with full-category integrated e-commerce sales platforms such as Taobao and JD.com, it is more specialized in a certain product field. It is refined and specialized, and is easily recognized and trusted by consumers. At the same time, due to the implementation of the branding strategy, the products of settled or franchised companies are strictly reviewed by the e-commerce platform, which can effectively force the improvement of the quality of agricultural products. More importantly, compared to the model of Jingdong Laying Township Service Stations or Shanxi Lecuntao company establishing rural experience stores, the main cost of this model lies in the creation, operation and promotion of e-commerce platforms, and the cost is relatively low. Since its establishment, the sales performance has been increasing year by year, maintaining an average annual growth rate of more than 20%, showing a vigorous development momentum.

In fact, every business model has its own advantages, such as JD's channel sinking model, Gongtianxia's deep specialization, and Shanxi's Lecuntao company's own "two-way O2O" model, all of which are irreplaceable. Inherent advantages and innovations. It is undeniable that each model also has its shortcomings. However, for Shanxi Lecuntao company, faced with key issues such as insufficient core products, single marketing channels, and wide-ranging marketing network, if it can effectively integrate the characteristics and essence of the above models, and absorb different models The advantages of the new inclusive e-commerce model will be an important direction for the optimization of the marketing strategy and business model

of Shanxi Lecuntao company.

4.4 The market positioning of Shanxi Lecuntao Company's characteristic agricultural products e-commerce marketing strategy optimization

Based on the above analysis, Shanxi Lecuntao company should make full use of its own advantages, avoid its own disadvantages, and seize favorable opportunities in order to achieve sustainable and healthy development of the company. Among them, the most urgent is to clarify the standards and basis of market segmentation based on the analysis of consumer demand characteristics, and then determine its target market, laying a foundation for the company's market positioning and marketing strategy optimization.

4.4.1 Market Segmentation

Enterprise market segmentation will be affected by many factors, but overall, demand preferences and individual characteristics constitute the basis of market segmentation. Through the previous investigation, it is found that the individual factors that influence the consumption demand for the characteristic agricultural products of Shanxi Lecuntao company are mainly divided into three categories: one is that consumers of different income groups have large differences in consumption; the other is that consumers of different occupations are obvious Difference characteristics; third, the difference characteristics of consumers of different ages are also more obvious. Based on the above findings, the market can be segmented from these three dimensions.

First, market segmentation of consumers based on different income levels. Income is the most important factor affecting consumer demand. The survey found that consumers' demand for the characteristic agricultural products of Shanxi Lecuntao company will show hierarchical characteristics as consumers' income changes. Specifically, when the monthly income is less than 3,000 yuan, the main purpose of consumers buying Shanxi specialty agricultural products is gift gifts, most of which are less than 200 yuan; when the income is between 3,000-5,000 yuan, self-use consumption begins to appear and purchase Shanxi " The amount of Shanxi specialty agricultural products of Lecuntao will also be increased to the range of 200-300 yuan; and when the income further rises to 5,000 yuan, the motivation to pursue a quality life begins to appear, and the consumption amount also rises to more than 300 yuan.

Second, market segmentation based on the age of consumers. According to the "life cycle theory" of Western economics, residents' consumption needs will show different characteristics with age. The investigation and analysis of the characteristic agricultural products of Shanxi Lecuntao company also found this rule. The consumption data provided by the company shows that consumers under the age of 35 mainly choose products with relatively affordable prices such as red dates and walnuts as snack foods, and the monthly consumption of the special agricultural products of Shanxi Lecuntao company is also less than 100 yuan; 35 -Consumers between the ages of 55 pay more attention to the quality of life and choose animal husbandry

products with higher nutritional value such as beef and mutton. The monthly consumption of Shanxi Lecuntao special agricultural products has risen to about 200 yuan; 55 The elderly consumer groups over the age of more value the health care function of Shanxi Lecuntao company's characteristic agricultural products, and the consumption amount is about 300-500 yuan.

Third, market segmentation based on consumers' occupations. The survey found that the occupational attributes of consumers are also an important variable affecting the consumption of characteristic agricultural products of Shanxi Lecuntao company. Among them, students and most migrant workers spend less than 100 yuan on Lecuntao special agricultural products each month, while teachers, civil servants, and white-collar workers in enterprises spend more than 200 yuan each month. The consumption amount of human-represented high-consumption groups is above 500, and the consumption level is significantly higher than the other two groups.

4.4.2 Target market selection

Market segmentation only provides a selection set for the optimization of the marketing strategy of the characteristic agricultural products of Shanxi Lecuntao company. On this basis, it is necessary to combine the resource advantages of the enterprise to conduct a comprehensive analysis of the segmented market in order to achieve the target market select. Generally speaking, there are three types of companies' choice of target market: undifferentiated marketing strategy, centralized marketing strategy, and differential marketing strategy. Each of these three strategies has its own advantages and disadvantages. Since its establishment, Shanxi Lecuntao company has adhered to the combination of upward agricultural products and downward industrial products. Most of its marketing targets are urban and rural mass consumer groups. Therefore, its target market selection is mainly based on urban and rural areas, and generally implements the strategy of indifferent marketing. However, with the gradual intensification of market competition, Shanxi Lecuntao company urgently needs to change its current target market selection strategy.

In fact, whether it is from the perspective of the quality characteristics of Shanxi's characteristic agricultural products or the individual differences of consumers, Shanxi Lecuntao company should adopt a differentiated strategy for the selection of the target market. First of all, from the point of view of product origin, size processing technology and package decoration, Shanxi characteristic agricultural products have the basis for differentiated marketing. Taking red dates as an example, as early as 2011, the State Forestry Administration issued industry specifications for non-washing jujubes and non-washing jujubes. According to the size of the red jujube particles, the quality of the pulp, and the damage on the fruit surface, the red dates are classified. Species division actually lays the technical foundation for the selection of target markets based on fruit quality. In addition to national standards, Shanxi Province has also established a standard system for local characteristic agricultural products to strengthen the industry's "right to speak". Especially in 2019, the Shanxi Provincial Grain and Material Reserve Bureau issued a report on the issue of "Shanxi Province Grain and Material Reserve Industry Standardization Construction" The plan" notice (Jinlianganzi [2019] No. 31),

proposes to introduce product standards and processing specifications for miscellaneous grain products represented by "Shanxi millet" and "Shanxi Xiaomai", which further strengthens the target of Shanxi characteristic agricultural products Technical support for market selection. Secondly, according to the market segmentation analysis of the e-commerce marketing strategy of Shanxi Lecuntao special agricultural products, consumers of different income levels, ages, and occupations have great differences in the demand for Shanxi special agricultural products. Combining the above two points of analysis, the target market selection strategy of Shanxi Lecuntao company's characteristic agricultural products e-commerce marketing can be designed as follows:

According to the classification standards of relevant characteristic agricultural products, Shanxi Lecuntao company can roughly divide its characteristic agricultural products into three levels: high-end products, mid-end products and mass products. The classification of related products is based on national or industry standards. At the same time, combining the results of market segmentation, matching products of different levels, and adopting differentiated strategies for target market selection. Among them, high-end products are mainly aimed at high-income groups represented by small and medium-sized business owners and professional managers to meet the consumer needs of these consumers in pursuit of green health and quality of life. Mid-range products are mainly aimed at teachers, civil servants and other groups with green health awareness and relatively stable income. For those mass consumer groups and student groups with greater income elasticity, they mainly market snack foods at relatively affordable prices.

It should be noted that the above classification and target market selection is a relative and dynamic division. Which products are included in high-end products and which consumers are classified as high-income groups will all change with time and place. At the same time, on the basis of differentiated target market selection strategies, it is also possible to conduct more refined market segmentation and more precise target market selection and strategic positioning according to the specific age, income and occupation characteristics of consumers. For example, for customers whose age, income, and occupation belong to the customers who consume a large number of characteristic agricultural products of Shanxi Lecuntao company with a high amount of money, a centralized strategy can be adopted to achieve precise marketing of certain high-value characteristic agricultural products.

4.4.3 Market Positioning

After an enterprise selects a target market, in order to form a unique identity that is easy for consumers to recognize in the fierce market competition, and establish a good image and reputation of the enterprise, it must carry out precise market positioning. For Shanxi Lecuntao company, it must ensure that its characteristic agricultural products can better meet customer needs than similar products in other corporate markets. This not only requires the Shanxi Lecuntao company to control the quality of the whole process of planting, growing, picking and processing of its characteristic agricultural products to meet consumers' requirements for the green and health of Shanxi characteristic agricultural products, but also to the logistics of

the enterprise. Efficiency, intra-city distribution and after-sales service have also put forward higher requirements. Especially in the current market structure of "two supers and many strong" agricultural products e-commerce, product quality and service level should become the best market positioning for local e-commerce platforms including Shanxi Lecuntao company.

In view of the above analysis, Shanxi Lecuntao company should be positioned as an e-commerce platform of Shanxi specialty agricultural products retail that "pursue quality of life and share green health". Regardless of the level of the target market, and no matter what the price of the product, through advertising, event sponsorship, donation to school, social welfare and other activities, Shanxi Lecuntao company should be "green, healthy and trustworthy" The value concept and market positioning of the company are widely publicized, and strive to gradually form a unique market positioning in the minds of consumers through product quality and excellent service.



5. CONCLUSION

5.1 Conclusion

In the "Internet +" era, rural e-commerce platforms are an important way to solve the connection between the production and marketing of agricultural products and to ensure the value conversion of agricultural products. This article takes the Shanxi Lecuntao company in Shanxi Province as a case, guided by the STP theory and 4PM marketing mix theory in marketing, the status quo and problems of its marketing strategy, the environment and market positioning of marketing strategy optimization, and marketing strategy. The optimized specific countermeasures were analyzed in depth, and the following conclusions were drawn:

First, in the face of the industry competition pattern of "two superpowers and many strong" agricultural product e-commerce companies and the emergence of local competitors, e-commerce companies, especially local e-commerce platforms represented by Shanxi Lecuntao company, must adjust their marketing strategies, Highlight the characteristics. In the current market environment, rural e-commerce presents a competition pattern of "two supers and many strong". Among them, Tmall and JD occupy more than 70% of the industry's upward market share of agricultural products, more than 90% of the downward market share of industrial products, and the industry's top market share. Most high-quality logistics resources. In this context, a large number of local e-commerce platforms with professional characteristics continue to emerge. In the Shanxi market alone, there have been "Gongtianxia" mainly dealing with agricultural products, and "Xintianxia" mainly dealing with Shanxi specialty grains brands. "Nonglvbao" and other representative enterprises. Facing the pressure of fierce market competition, Shanxi Lecuntao company must adjust its marketing strategy in time to control its products, channels and other marketing resources with precise market positioning.

Second, the optimization of the marketing strategy of Shanxi Lecuntao company special agricultural products must analyze the internal and external environment it faces. After years of operation, Shanxi Lecuntao company has accumulated certain market competitive advantages with its unique operating model, extensive market recognition, relatively complete marketing network and comprehensive service system, but there is also a degree of product differentiation. Low, lack of positioning high-end products and cost-effective supply, logistics efficiency needs to be improved, and other shortcomings. In the future, the formulation of corporate marketing optimization strategies for the Shanxi Lecuntao company should make full use of its own advantages, avoid its own disadvantages, seize favorable opportunities such as the continuous enhancement of consumers' green and healthy consumption concepts and government policy support, so as to reduce the intensification of industry competition and the same products. Serious qualitative and other external threats, from the three aspects of "returning to the main business of serving agriculture, rural areas and farmers, solving wide-ranging and long-term problems, and integrating the advantages of multiple models", it repositioned its overall marketing strategy in the market.

Third, the key to optimizing the marketing strategy of Shanxi Lecuntao company is to find out its market positioning and focus on serving the main business of agriculture, rural areas and farmers. As "serving agriculture, rural areas and farmers" and committed to being "the world's largest village and town O2O e-commerce platform", based on Shanxi's characteristic agricultural product resources, the main characteristic agricultural product marketing has always been the highlight and characteristic of Shanxi Lecuntao company. However, in recent years, with the expansion of the scale of the company, the company has gradually deployed in some non-agricultural fields, even involving tourism real estate, virtual products and other industries that are extremely weak and risky with agriculture, which has diluted its core products to a considerable extent. value. Therefore, the optimization of the marketing strategy of Shanxi Lecuntao company should first focus on product structure adjustment, appropriately shrink product coverage, adjust product portfolio strategies, and concentrate on the marketing of Shanxi characteristic agricultural products.

5.2 Recommendations

(1) Optimization of product strategy

Products are the soul of an enterprise, a key factor for the sustainable development of an enterprise, and an effective carrier for the realization of enterprise value. To a certain extent, how a company subdivides the market, which market to choose for marketing, and which market positioning to give the company is all related to the company's product positioning and product portfolio strategy. Combining the problems of Shanxi Lecuntao company marketing products and its marketing environment analysis, this section proposes three optimization strategies, namely focusing on core products, expanding product types, and building brand value.

a. Focus on core products

The core product refers to the product that best reflects the company's marketing positioning, conforms to the company's image, and can bring greater commercial value and benefits to the company. Based on the advantages of Shanxi's characteristic agricultural resources, Shanxi Lecuntao company has the mission of serving farmers wholeheartedly, and the vision of being the world's largest village and town O2O e-commerce platform, which embodies its "rooted in agriculture, rural areas and farmers" Positioning.

Shanxi Lecuntao company can use Shanxi characteristic agricultural products as its core product positioning to moderately expand in both vertical and horizontal directions. Among them, vertical expansion refers to based on Shanxi's famous, high-quality and special products, continuously subdividing product categories and markets, and forming more targeted target market choices to meet the individual consumption needs of different types of consumers; horizontal expansion is based on Shanxi specialty agricultural products Based on the foundation, with the help of Shanxi Lecuntao company's existing marketing channels and network formed in 25 districts, 1,000 counties, and 100,000 villages, it selects famous, high-quality and special agricultural products from other provinces as one of its main products.

b. Expand product types

Currently, Shanxi Lecuntao company's online platform displays relatively few types of agricultural products: "Dry goods" only contains 4 types of products and only 4 items are displayed; "Vegetables" only contains 3 types of products and only 3 types of products are displayed. Pieces; "Fruit" only contains 1 kind of commodity, and only 2 pieces of displayed products (different weight guarantee); "Non-staple food" contains only 5 kinds of commodities, and only 6 pieces of displayed products; "Others" contains only 2 kinds of commodities, displaying products Only 2 pieces. The types and quantities of products displayed are not only far behind Tmall and JD.com, but even lagging behind local e-commerce platforms such as "Gongtianxia", which greatly restricts the display of corporate products and the development of marketing activities. This shows that Shanxi Lecuntao company should continue to expand its product types around its core product positioning and product portfolio strategy.

The product types expanded by Shanxi Lecuntao Company are generally divided into three categories:

The first category is consumers with relatively high incomes and relatively strong awareness of health care, such as civil servants, teachers, small and medium-sized enterprises, and urban white-collar workers. Their consumption volume, consumption cycle, and consumption varieties are relatively stable. This type of consumer group pays more attention to products. Quality is not price, so this type of consumer group can be positioned as high-end customers. For this type of consumer group, it is necessary to target products with high product levels, focusing on highlighting the nutritional value, health benefits and delivery efficiency of the products.

The second category is a consumer group dominated by urban college students and unmarried young men and women. Due to the higher level of knowledge, this group also has a certain level of green and health awareness; but due to the lack of a relatively stable source of income, compared to the first category of consumption Groups, which are relatively price-sensitive, can target this type of consumer group to mid-range customers and focus on marketing healthy snack foods with certain nutritional value such as red dates and walnuts.

The third category is the mass consumer group that occupies the majority of urban and rural residents. Although this consumer group also has a certain health awareness, it is generally more price sensitive. Therefore, it can focus on marketing rice noodle oil and small grains and dried fruits with a relatively common unit price. , Vegetables and other commodities.

On the basis of the above market segmentation and positioning, Shanxi Lecuntao company can realize the expansion of product types through two strategies:

The first is to expand the breadth of the existing product portfolio, that is, increase the variety and quantity of products, and expand the scope of product operations to occupy more market shares. Judging from the current situation, Shanxi Lecuntao company should first broaden the breadth of its product portfolio, that is, add "groceries" and "condiments" to its agricultural product display and sales platform to highlight Shanxi's special agricultural

products such as rice millet and old vinegar. The module of "Qinzhou Huang", "Ninghua Mansion", "Zilin" and other well-known local brands are included to expand the coverage of Shanxi's existing specialty agricultural products and cater to the needs of mass consumers who account for the majority of the population .

The second category is to reflect the depth of the product portfolio, that is, to form a series of products by adding new product items on the basis of maintaining the basic stability of the original product categories. In this regard, it is necessary to learn from the practices of leading companies in the industry such as Tmall and JD.com, appropriately increase the categories and quantities of each product, try to connect the different target markets and potential consumer groups of the company, and reflect the value of the company's market segmentation. For example, for Shanxi old vinegar,

c. Build brand value

Brand is an important manifestation of the value of a company's products, and its essence is the promise and endorsement made by the seller on the quality, characteristics, quality and service of its products. Brand, as one of the core intangible assets of an enterprise, can bring unparalleled market competitiveness to the enterprise. Especially for rural e-commerce companies, because agricultural products have the disadvantages of low entry barriers and product homogeneity, market competition often flows into low-price competition, causing loss of profits to enterprises and farmers. In view of this, in order to ensure the quality and market share of Shanxi's characteristic agricultural products, Shanxi Lecuntao company's characteristic agricultural products marketing must take the road of branding. At the same time, it is necessary to increase brand promotion and protection, and improve Shanxi Lecuntao company Product recognition. First, standardize existing brands and maintain corporate image; secondly, make full use of geographical indications of Shanxi characteristic agricultural products to enhance corporate brand value; thirdly, use the Shanxi Lecuntao company platform and network to increase brand publicity, and finally achieve Shanxi The brand of characteristic agricultural products is deeply integrated with the corporate brand of Shanxi Lecuntao company.

(2) Optimization of price strategy

Price strategy is a key factor in the formulation of corporate marketing strategies. In the ever-changing competitive market environment, Shanxi Lecuntao company firstly establishes a differential pricing strategy for different types of products and consumers, and secondly, combines product strategic positioning and target market selection to formulate flexible and competitive product pricing.

a. Develop a differentiated pricing system

Due to the homogeneity of agricultural products, with the exception of major e-commerce platforms such as Tmall and JD.com, most rural e-commerce platforms including Shanxi's Lecuntao company have only adopted relatively low pricing strategies. In the fierce market, competitors seek a certain market share. For the Shanxi Lecuntao company, relatively low pricing can compete for a certain amount of market flow, but it also erodes corporate profit

margins to a certain extent. More importantly, relatively low pricing cannot attract high-end consumers, and it is not conducive to the increase in consumer stickiness of mid-range and mass consumers. Therefore, on the basis of determining product strategy, Shanxi Lecuntao company needs to carry out differential pricing according to the market positioning of the product. Shanxi Lecuntao company has two main strategies when formulating a differentiated price system:

The first is to first calculate the purchase cost, operating cost, etc. of the company, and formulate the basic price of the product, and then comprehensively consider the reasonable profit of each marketing link according to different channels and levels. This starts from the source and follows the direction of the supply chain to the final consumer. The hierarchical pricing strategy can be called a push pricing strategy. The other pricing strategy is just the opposite, that is, first determine the final consumer price based on market conditions, and then reversely determine the price that contains reasonable profits from each link along the supply chain, and finally feed it back to the source. This pricing strategy is called pull pricing. . It is not difficult to find that for enterprises, the first pricing strategy can effectively guarantee the profitability of the enterprise, but it also puts forward higher requirements on the bargaining power of the enterprise.

Generally speaking, when the market conditions are good and the demand is relatively strong, it is recommended that Shanxi Lecuntao company adopt a push pricing strategy, which is conducive to maintaining reasonable profits of the enterprise; and when the market is relatively down, a pull pricing strategy should be adopted. , To ensure the market share of the product. When setting commodity prices, the differences in economic development levels and consumption power in different regions should also be taken into consideration. On this basis, in order to prevent the occurrence of fleeing goods, the market for products of the same type and level in different marketing areas must be taken into consideration. Prices are roughly balanced.

b. Tiered pricing according to different needs

Consumers at different levels have great differences in the demand for Shanxi's characteristic agricultural products. There are both self-consumer groups aiming at practicality, and consumer groups who pursue exquisite packaging as gifts, and purchase as food and raw materials for deep processing. Industry consumer group. Based on different consumer groups and consumption goals, Shanxi Lecuntao company special agricultural products should also adopt a differential pricing method.

For those consumers with stable income, relatively stable consumption volume, cycle and frequency, and self-consumption as the purpose, the packaging should be as environmentally friendly and concise as possible, and the tail price strategy should be adopted. Shanxi Lecuntao Company, due to its positioning on the O2O e-commerce platform of villages and towns serving agriculture, rural areas and farmers, most of its consumers belong to this type of consumer group. Most of its products should adopt this pricing strategy to stabilize the consumer group , Maintain an appropriate market share.

For consumers who demand packaging and gift gifts, they should focus on the exquisiteness and luxury of their outer packaging and adopt a prestigious pricing strategy. That is to say, in response to the consumer psychology of consumers seeking high quality and high prices, for products that have a certain brand reputation and high social reputation in the minds of consumers, set high prices several times or even ten times higher than similar products. This pricing method not only meets the needs of consumers, but also increases corporate revenue and profits to a considerable extent, while also increasing corporate brand value. In particular, it needs to be explained that this pricing method is the most needed pricing strategy for Shanxi Lecuntao company to build corporate brand value and enhance corporate image.

In addition, as a technical support for the segmentation of consumer groups, Shanxi Lecuntao company can use the "membership" system design and platform mechanism to accurately identify and classify consumers. It is recommended to set up individual member users and corporate users according to the differences in consumption levels and consumption purposes.

c. Reasonably reduce enterprise logistics costs

Cost is an important factor in the price of commodities. For Shanxi Lecuntao company, its operating costs are mainly composed of platform construction and maintenance, and logistics and warehousing. Since the construction of e-commerce platforms has typical network economic characteristics, that is, a large amount of infrastructure investment is required in the early stage, and a large amount of manpower, material resources, and financial resources are required in the later stage. Due to the typical natural monopoly characteristics of the network economy, the cost reduction of this part mainly depends on The continuous growth of platform users. It can be seen that the reduction of operating costs of Shanxi Lecuntao company mainly depends on the reduction of logistics and storage costs.

Since agricultural products are not easy to standardize, logistics costs have become one of the main factors affecting the commodity pricing strategy of Shanxi Lecuntao company. Affected by climatic factors, Shanxi's characteristic agricultural products are mostly distributed in the rugged and inconvenient Lvliang Mountains, Yanshan, and Taihang Mountains. Products from these areas are shipped to urban and rural areas, especially regional core cities, and they will inevitably face high freight charges. In addition, the economic development in these areas is relatively lagging, and the transportation and logistics infrastructure is not perfect. This requires that Shanxi Lecuntao company must strengthen cooperation with logistics companies such as Post, Shentong, and SF Express. Under suitable conditions, it can even pass Holding, mergers, equity participation, collaborative alliances and other methods to establish a logistics enterprise that the enterprise can freely control, and jointly expand and strengthen, improve the construction of regional transportation and logistics infrastructure. Relying on the established sales channels of enterprises to carry out large-scale operations, continuously improve the network level of logistics services, and reduce the proportion of logistics costs. At the same time, relying on the advantages of Shanxi Lecuntao company in the domestic market, especially the Shanxi market, it will strengthen the joint development of extended services with traditional logistics companies such as local transportation.

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