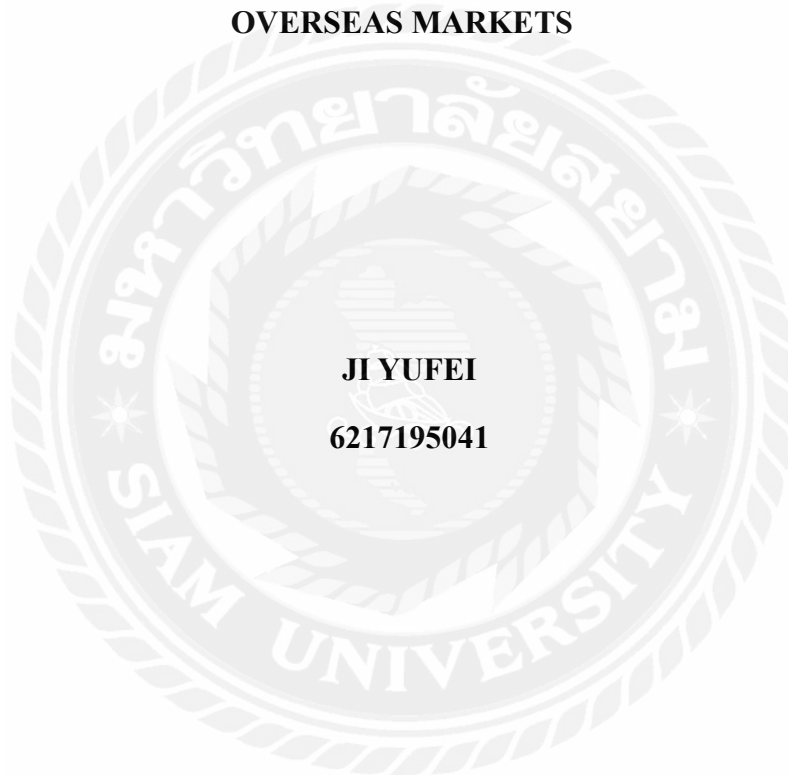




**RESEARCH OF THE PROBLEMS AND COUNTERMEASURES OF SUSTAINABLE
DEVELOPMENT OF CHINESE FOOD CORPORATE BRANDS——A STUDY ON
OVERSEAS MARKETS**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE
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Thematic Certificate

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Abstract

Title: Research of the Problems and Countermeasures of Sustainable Development of Chinese Food Corporate Brands—A study on Overseas Markets

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Market competitiveness of society has changed from competitiveness of goods to the competitiveness of brands, and brands are a critical factor for the survival and development of catering enterprises. Therefore, building brand culture of catering enterprises has become an inevitable choice for Chinese catering enterprises to go global.

This paper analyzed and studied the problems of catering enterprises' brand image building, insufficient brand promotion, insufficient enterprise culture, and low brand awareness by strengthening the awareness of brand image. The intensity of publicity shapes enterprise culture and other aspects to find the way to build the brand image of catering enterprises. To solve the existing problems in the process of brand building, it is conducive for enterprises to gain advantage in the overseas market competition. To better realize the maximization of enterprises' economic benefits, it can establish a good corporate image in the hearts of customers, deepen the popularity of brand value increase the scale, and lay a solid foundation for the development of enterprises. Based on the investigation of the development and characteristics of overseas Chinese food, the international exploration of famous Chinese food enterprises, as well as the outstanding difficulties in overseas development, this paper introduced experience of the international development of several catering enterprises and puts forward suggestions and analysis on the path of internationalization for Chinese food enterprises.

Keywords: Catering industry, Brand building, Strategy, Overseas market

摘要

题目： 中餐的企业品牌持续发展问题及对策研究——海外市场研究

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社会的市场竞争力已经从商品竞争力转变为品牌竞争力，品牌是餐饮企业生存和发展的关键因素。因此，打造餐饮企业品牌文化已成为中国餐饮企业走出去的必然选择。

本文通过加强品牌形象意识，对餐饮企业品牌形象塑造、品牌推广不足、企业文化不足、品牌知名度低等问题进行分析研究。从宣传力度、企业文化塑造等方面寻找餐饮企业品牌形象塑造的途径。解决品牌建设过程中存在的问题，有利于企业在海外市场竞争中获得优势。更好的实现企业经济效益的最大化，可以在客户心中树立良好的企业形象，加深品牌价值的知名度，增加规模，为企业的发展奠定坚实的基础。通过对海外华人食品的发展和特点的调查，对中国知名食品企业的国际化探索，以及海外发展中存在的突出困难，本文介绍了几家餐饮企业国际化发展的经验，并对中国餐饮企业国际化的路径提出了建议和分析。

关键词：餐饮业 品牌塑造 策略 海外市场

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Time flies, and my master's studies are coming to an end in an instant. more than a year of study and life has benefited me a lot. Now my master's degree thesis is finally finished. Looking back on the process of collecting data, sorting out, thinking, stagnating, repeated revisions, and finally completing during this period, I have received care and help from many teachers and friends. I would like to express my sincere thanks to all the teachers who participated in the review and review of this thesis while I was busy, and to all the teachers and leaders who participated in the reply of my thesis.

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1. INTRODUCTION

1.1 Research background

Food culture is a representative medium reflecting national characteristics and culture, and also a valuable national asset.No matter in the East or the West, a country's unique food culture is the focus of its communication with the world.As a concentrated expression of Chinese food culture, Chinese food promotes the economic development of overseas Chinese, improves the soft power of national culture, and promotes international exchanges and cooperation through overseas development.During China's Qin Dynasty, Chinese food culture had begun to spread abroad.In the Han Dynasty, with The dispatch of Zhang Qian, the food culture spread.After tang Dynasty, Chinese cuisine culture began to spread widely in Korea, Japan, Thailand and so on.Since modern times, the deepening of international exchanges and the going out of China have provided favorable conditions for the overseas development of Chinese food.

The catering industry originated from the beginning of human civilization and developed gradually with the progress of human civilization and the emergence of cities.The development of catering industry is influenced by many factors such as history and culture, climate and environment, economic development level, religious belief and traditional habits.

With the development of economic globalization, the development process of Chinese cuisine in the international society is also constantly advancing. As part of the soft power of the country's culture, Chinese food culture can reflect the national character and characteristics of the Chinese nation and is the most important part of international exchanges. One of the best ways of communication can help establish a good diplomatic image. With the introduction of China's "the Belt and Road" strategy, Chinese food brand culture out of China has become the norm. As the most widely exposed culture in people's daily life, its overseas development status and

the status quo of overseas development have begun to attract the attention of practitioners and scholars at home and abroad.

Chinese cuisine has a history of thousands of years. With the increasing prosperity and development of the Chinese nation, it has become an indispensable carrier for the Chinese nation to convey material and spiritual civilization. With the development of economic integration and globalization, cultural exchanges between countries have become more frequent. The economic benefits brought by Chinese cuisine to all countries have been significantly improved. As one of the main carriers of Chinese traditional culture, it is responsible for making the world aware of China, understand China's mission. Chinese food has been out of China for more than 300 years. However, with the rapid development of the times, the deviation between overseas customers' perception of Chinese food and real Chinese food has become more and more obvious. Enough to represent the image of China. Under the economic background of the new era, this means that Chinese food is facing many challenges when it comes to the world. The 18th National People's Congress of China pointed out the direction for the overseas development of Chinese cuisine, that is, to promote traditional Chinese food culture, innovate and develop Chinese cuisine, meet the expectations of overseas customers, take culture as the foundation, and promote Chinese food to the world better based on actual operation.

The research on the sustainable development of overseas Chinese food companies is the need to promote the overseas development of Chinese food and promote the Chinese food culture. It is also the need to further implement the basic national policy of expanding and deepening China's opening to the outside world. It is also the need to improve the level of export-oriented economy and support the development of the Chinese food industry. Satisfy the needs of Chinese food consumption by all kinds of people in all countries and regions, including Chinese. The new era is combined with modern technology and management experience, and it is more blooming and reflecting the characteristics and new results of the times. The rapid development of Chinese cuisine overseas is a product of the development of economic globalization.

In recent years, China's catering industry has developed rapidly. In the long run, with the expansion of opening to the outside world and the sustained, stable and rapid economic growth, urban and rural residents' income increases and living standards constantly improve, so in recent years, the growth rate of catering industry is higher than other industries, catering industry is the bellwether of economic development. In the future catering market, the value of catering brands will be paid more attention by more people. But now China is experiencing an unprecedented competition as more and more individuals and businesses join the wave of catering start-ups. According to statistics, 80 percent of restaurants in China close down every year, and many new restaurants open in China. "Catering is getting more and more difficult" is the voice of most people, and even many century-old brands are in decline. Only those with strong brand value will remain. In China, catering enterprises have entered brand competition in an all-round way.

1.2 Research significance

The size of China's catering industry, the number of employees, the high annual growth rate. However, the consequence of high growth rate is blind shop opening, rapid closure and rapid market replacement. The same is to sell rice, no brand can only call the canteen, there is a brand to call the restaurant. In today's world of great product richness, brand is the intuitive basis for consumers to make purchasing decisions. Building a good corporate brand image is conducive to the enterprise in the market competition to obtain advantages, so as to better achieve the maximization of corporate economic benefits, at the same time, can set up a good corporate image in the hearts of customers, make the brand value deeply popular, at the same time, can strengthen the enterprise, lay a solid foundation for the development of the enterprise.

With the economic integration of the world, more and more people in the world are interested in things with Chinese cultural brands. Chinese food, as a cultural symbol of The Chinese people, has become one of the main ways for the world to

understand Chinese culture, which brings opportunities for the overseas development of Chinese food. At the same time, Chinese overseas business catering industry has become a research hotspot, but the present situation for Chinese enterprises operating overseas research compare deficient, no complete reference theory basis, therefore, this article takes Chinese enterprises overseas sustainable development as the background, through analyzing the current situation of the development of the overseas Chinese food, This paper discusses how to promote the development of Chinese food in the world and summarizes relevant countermeasures and suggestions. It not only provides the basis for Chinese food to go to the world, but also gives a new perspective for the academic research of catering industry.

Based on the current situation of the development of overseas Chinese enterprises, Chinese food go out countermeasure research helps for the relevant industry associations, government and enterprise in the process of Chinese overseas development provide theory, draw lessons from and action guide, help to promote the progress of Chinese food go out, and promote the stable development of the Chinese overseas markets, to achieve strong Chinese domestic enterprises to expand overseas, get considerable economic benefit, It is helpful to promote cultural exchanges between countries in a scientific and effective way, so that the world can further understand China correctly, understand Chinese food, and establish a good Chinese food brand image.

1.3 Research objective

The main purpose of the catering industry is to provide people with catering services. It is gradually formed with the development of society and is a special service industry. In this sense, the brands of catering companies have a certain degree of particularity compared with brands in other industries. This is determined by the particularity of the catering industry's products and the particularity of the service content.China's catering industry has long been in a low concentration state of "no big winners in big markets, no big brands in big categories".The brand is the ultimate weapon to resist the periodicity of the catering category,

lead the scale development and obtain the long-term business. With the advent of the Internet era, the competition in the catering industry has become more and more fierce, and the success of brand building determines whether catering enterprises can stand out in this competition. The establishment of brand image can help catering enterprises to effectively defend against the impact of the same format around them in the competition. Find out the method of catering enterprises brand image building, put forward the problems of catering enterprises brand image building, and then put forward the countermeasures of catering enterprises brand image building problems. The research results can strengthen the brand image and popularity of catering enterprises.

1.4 Research problem

Operating a Chinese restaurant overseas, especially in European and American countries, must first face the influence of language, policy, local political and legal environment, and cultural identity. However, as an overseas Chinese restaurant company itself, it has its own business philosophy, business ideas, business strength, and cultural concepts. Congenital problems cannot be avoided. Analyzing the dilemma of overseas Chinese food development, discovering the crux of the development of overseas Chinese food will help domestic catering companies to improve and improve themselves when entering overseas markets, and it will also help overseas Chinese food and brands to open up new development situations. Despite many difficulties, it is the inevitable choice for many Chinese food companies to explore the international market, spread Chinese food culture, and enhance the brand value of catering companies.

This article takes the development of Chinese food brands overseas as an example. analyzes the problems they face and measures for improvement, and raises three questions:

1. What are the shortcoming factors that Chinese catering enterprise brands should consider when entering the international market?

2. The countermeasures proposed for the globalization of the brand development of Chinese food companies?

3. How to establish brand enterprises to better realize overseas development strategies and achieve sustainable brand development?

1.5 Research connect

First of all, according to the research of domestic and foreign scholars on brand internationalization, the definition and overall path of related research are summarized, as well as the path selection of influencing factors. Secondly, choose a measure of the degree of brand internationalization to measure the degree of brand internationalization of the company. According to the overseas development of Chinese catering companies, the degree of internationalization of their brands is measured.

On this basis, it summarizes the competitiveness that exists in the internationalization of Chinese catering companies' brands, and expounds the catering industry in terms of production factors, demand conditions, related and auxiliary industries, corporate strategy and competition in the same industry, geographical environment, and social and cultural environment. The formation mechanism of competitiveness, and from this, the core capabilities such as scale expansion ability, profitability, pioneering and innovative ability, talent gathering ability, cultural control ability, brand building ability and sustainable development ability of the catering industry an empirical analysis of the competitiveness of the catering industry is carried out, and finally corresponding countermeasures and suggestions are put forward for the improvement of the competitiveness of the Chinese catering industry.

Combined with the definition of the competitiveness of the catering industry, it compares Chinese catering companies with internationally renowned fast food companies in terms of scale expansion ability, profitability, pioneering and innovative ability, talent gathering ability, cultural expansion ability, and brand

building ability. Analysis shows that there is still a big gap between Chinese fast food companies and well-known international fast food companies. This chapter combines the status quo of the competitiveness of China's catering industry and discusses the strategic countermeasures to enhance the competitiveness of China's catering industry in terms of brand building, chain operation, clean production, talent strategy and international development. Finally, learn from the experience of international well-known catering companies' brand internationalization path selection, and propose an optimized brand competitiveness path design for Chinese catering companies to enter the international market.

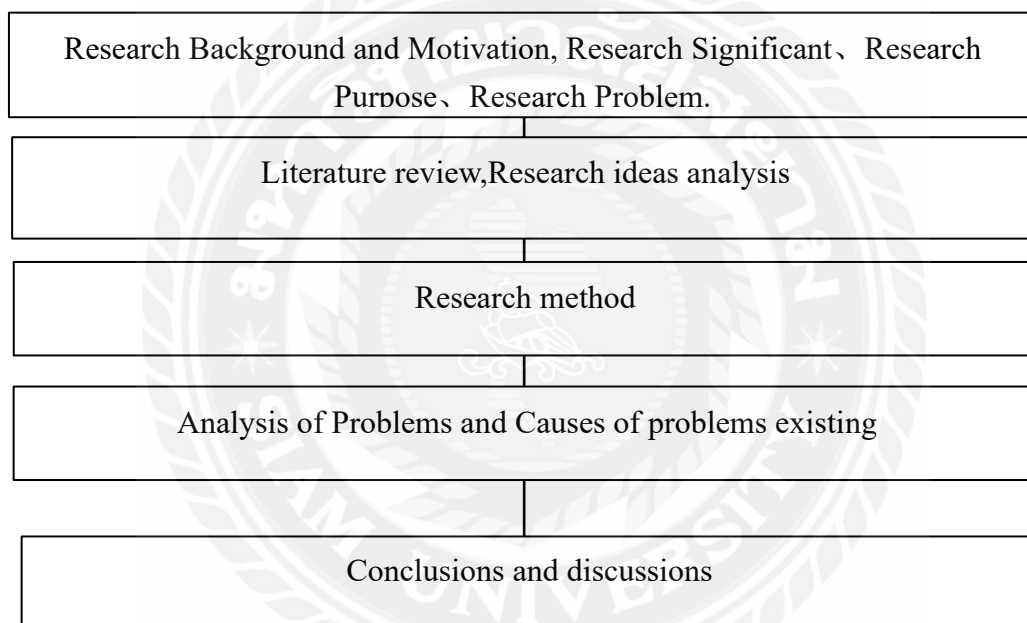


Figure 1-1. Technical circuit diagram

2. LITERATURE REVIEW

2.1 Current Research Status at home and abroad

First, in the 1960s, David Ogilvy, an American advertising master, first put forward the concept of brand as a corporate marketing and communication. In the 1980s, with the end of the Cold War and the gradual formation of a fully open global market, a research upsurge of "brand equity" emerged in the United States. Levitt (1983), an American scholar, published "The Globalization of Market" in Harvard Business Review, which marks the internationalization of brand as one of the theoretical research topics of relevant scholars. The scholar believes that the uniformity of global consumer preferences has contributed to the emergence of brand internationalization. Therefore, enterprises can maximize the implementation of standardized production and brand in order to achieve their own economies of scale. Obviously this view is one-sided, and Douglas and the Wind (1987) pointed out that the brand internationalization need to enterprise and the overseas target market and global market formation dynamic matching, to adapt to the countries and regions between the differences in cultural, social, economic, and the characteristics of the overseas development of each phase, and each stage of development of different problems. On this basis, Preston proposed that the success of brand internationalization depends on the optimal balance between localization and international demand.

Secondly, scholars at home and abroad have different opinions on the meaning of brand internationalization. Aaker (1991) believed that brand internationalization is a process in which an enterprise develops its brand equity in order to obtain a positive evaluation of its brand by overseas target customers. Jeryl and Fernando (2007) divided the meaning of brand internationalization into narrow sense and broad sense. Jeryl believes that brand internationalization is a problem for enterprises to deal with brand name decision in the process of internationalization, while Fernando believes that brand internationalization is a development process for enterprises to show their brand image to customers in overseas target markets and build their brand equity. Finally, on the basis of comprehensive analysis, the two men define the brand internationalized into the brand name and visual, brand

personality and sound and other factors involved in the transnational marketing of corporate brand. However, the definition given by Jeryl and Fernando did not take geographical factors into account, so Japan's Yoshihiro Oishi (2004) proposed that brand internationalization is the process in which enterprise brands enter the mainstream international markets such as Europe, the United States and Japan successfully and are accepted by consumers. British scholar David Chouble (2007) explained brand internationalization as "the successful penetration of brands in the world". In addition, Yu (2003) believes that brand internationalization is of great significance to enterprises in developing countries, which can help enterprises greatly reduce overseas marketing costs and eliminate barriers to market entry to the maximum extent. Domestic scholar Wei Fuxiang (2001) also proposed that brand internationalization aims to achieve enterprise economies of scale and reduce enterprise operating costs through brand extension and expansion. Zhang Lu (2009) explained brand internationalization from narrow and broad perspectives. Comprehensively summarized the enterprise internationalization of the brand marketing methods and important role.

Moreover, domestic scholars have made a large number of summaries on the internationalization status of Chinese enterprise brands. Shang Hua, wen-bin wei (2012) pointed out that with the rapid development of Chinese enterprises, brands have increased rapidly in quantity, according to incomplete statistics, by the end of 2011, the number of Chinese brands has more than 1.7 million, but the brand value of defects, the brand's international profile, in 2011 released by authorities in the "top 100" world brand value is hard to find Chinese companies. In addition, Wang Yanhong (2009) pointed out that Chinese enterprises lack the awareness of brand internationalization and effective management, and their weak awareness of brand protection, innovation ability and adaptability lead to the lack of continuous accumulation of brand value. Zhang Lu (2009) found that there is an all-round gap in the brand development of Chinese enterprises through the comparison between Chinese enterprises' brands and those of developed countries, including small quantity, low quality level, low recognition, weak competitiveness and weak cultural foundation. However, Lin Hong (2012) pointed out that the rapid and stable development of macro-economy, low labor cost and the development of the tertiary industry all provide favorable development opportunities for the internationalization of Chinese enterprises. So far, Domestic scholars Di Jingtao (2012) and Zhang Hui

(2014) have proposed that it is not only necessary but also urgent for Chinese enterprises to implement brand internationalization strategy.

Then, domestic and foreign scholars put forward different measurement angles for measuring the degree of internationalization of enterprise brands, which are mainly divided into measuring the degree of internationalization of enterprises and the measurement of brand internationalization. The measurement of brand internationalization degree mainly includes: the measurement of brand internationalization degree by market share, brand loyalty and global leadership proposed by The World Brand Lab. The US business Week proposed that the threshold for international brands to enter the market is that the brand value must exceed 2.3 billion US dollars, and one-third of the brand revenue comes from overseas markets. Domestic scholar Wei Fuxiang (2001) proposed to measure the international degree of enterprise brand from five aspects: proportion of overseas sales of products, international brand awareness and regional distribution, and internationalization of resources and talents. In addition, about enterprise internationalization is calculated mainly include: American scholar Sullivan (1994) put forward by foreign sales account for the proportion of total sales, foreign assets account for the proportion of total assets, overseas affiliates accounted for the proportion of all subsidiaries, the proportion of the number of senior management personnel with international experience and overseas business psychological discrete degree measure of enterprise internationalization. Welch and Luostinen (1993), a Finnish scholar, proposed to measure the degree of internationalization of a company in terms of the products it provides to the international market, international operation mode, choice of target market, organizational structure, financing method and personnel quality. Chinese scholar Lu Tong (2001) proposed a six-factor Cobweb model for measuring the degree of brand internationalization. And Cui Yinhui and Wei Juan (2007) put forward three first-level indicators, namely, the degree of internationalization of extroversion, the degree of internationalization of introversion and the degree of globalization, to measure the degree of internationalization of enterprise brands

In addition, the researches of domestic and foreign scholars on the internationalization path of enterprise brands can be roughly divided into the research on the development stage of enterprise internationalization and the specific path research. Among them, foreign scholars mainly take well-known enterprises in developed countries as research objects and propose the stage model of enterprise

brand internationalization, such as Johanson and Wiedersheim-Paul's "Enterprise internationalization process model" (1975), Churchill and Lewis's "Small Business Growth stage model" (1983) and Anderson's "five-stage enterprise internationalization model" (1998). However, the researches of Chinese scholars on the path of brand internationalization are mostly carried out according to the processing and manufacturing enterprises of the secondary industry in China, and the summary and design of the path are more specific. Wei Fuxiang (2001) proposed that brand internationalization is a systematic project, and the diversification of its models cannot be generalized, and the problems of globalization and localization in the process of brand internationalization should be taken into comprehensive consideration. Yu Zhiming (2006) summed up the development mode of China's enterprise internationalization from the perspective of brand internationalization development speed, which can be roughly divided into gradual type and leapfrog type. Wang Dayong (2006) specially designed the specific development path for Chinese enterprises to implement the brand internationalization strategy, which includes different types of combinations of affixing brand, creating brand, acquiring brand and developing independent brand. Sun Xiaoqiang and Su Yong (2007) further subdivided the path of enterprise brand internationalization into market entry path and brand development path, in which the market entry path is divided into: from underdeveloped countries to developed countries, from developed countries to underdeveloped countries, the middle route and other routes. Brand development path is divided into: private brand development, OEM-ODM-OBM. However, scholar Song Yonggao (2003) proposed that OEM and brand internationalization are not compatible. The scholars think that OEM will be isolating manufacturers in our country and abroad customers, and the enterprise is unable to access to foreign markets change information, enterprise brand exposure rate is low, there is no awareness, combined with the OEM to consumers is the enterprise can't, unwilling and unable to take responsibility, so enterprise want to realize the brand internationalization will not optional OEM mode. On this basis, Sun Xiaoqiang and Su Yong (2007) made a comparative study on the specific path of enterprise brand internationalization, and pointed out that there are many factors influencing the choice of path of enterprise brand internationalization, including product characteristics, industry development status, enterprise development status, market differences, etc. Zhao Yehan (2014) pointed out in a more systematic way that the

factors restricting the internationalization of Chinese enterprises' brands can be divided into enterprises' own factors and external environmental factors. Among them, the enterprise's own factors include the enterprise system, products, brands, management resources, etc., while the external environmental factors include the international marketing environment, domestic and foreign demand and competition, brand national image, economic nationalism, etc. Therefore, Wang Na (2008) believes that different industries should choose different development paths of brand internationalization according to product characteristics, their own industry characteristics and industry development status as well as the consumer demand of different markets. Wu Xiaoyong (2012) also proposed that enterprises should pay attention to the conflicts and integration of different cultures, pay attention to the use of international human resources, and inject Chinese culture into brand building to speed up localization when dealing with brand internationalization. Zhang Hui (2014) added that the government and enterprises should cooperate with each other in the process of expanding the development path of brand internationalization. The government should strongly support the internationalization of local brands, and enterprises should also comprehensively promote brand internationalization by means of exhibition, technological innovation, Internet and sports events.

Finally, this paper takes Chinese catering enterprises as the main body to study the development path of their brand internationalization. However, there are relatively few researches on the brand internationalization of catering enterprises by domestic and foreign scholars, and more of them take the development of international famous catering enterprises in the Chinese market as an example to study their business model. Wang Shu (2014) analyzed the standardized and localized marketing model of Yum (China), and pointed out that Chinese catering enterprises can learn from its methods of coordinating and balancing the standardized and localized business model when going abroad. Wang Wei (2014) analyzed the localization operation strategy of KFC in The Chinese market. However, there are relatively few studies on the internationalization of Chinese local catering brands. Wang Yanqiu (2011) pointed out that China's food culture is extensive and profound, but its overseas development has long been confined to the initial stage of individual livelihood. Limited by traditional culture, foreign government development strategies and industry characteristics, the overseas development of Chinese food is difficult. Song Xiaoyuan (2010) proposed

that it is extremely urgent to formulate the development strategy of overseas Chinese market, including paying attention to the brand management of catering enterprises. For this reason, He Chunyang (2012) pointed out that Chinese food enterprises can improve their brand influence by means of accurate brand positioning, all-round communication strategy, strong cultural penetration and continuous innovation.

2.2 Innovation and deficiency of research

First, the subjects of the study are innovative. This paper takes the catering industry as the main body of study to explore the dependent path of its brand internationalization. Previous studies on brand internationalization by scholars mainly focus on processing and manufacturing enterprises in the secondary industry. According to the development history of brand internationalization of such enterprises, a series of dependent paths are summarized. However, this paper will explore the path of brand internationalization of catering enterprises in the tertiary industry based on their main research objects. In addition, previous scholars mostly took foreign well-known catering enterprises, such as KFC, McDonald's and Starbucks, as the research objects, and summarized the success of their marketing strategies from the perspective of their exploration of China's catering market. In this paper, the perspective will turn to the overseas development of Chinese catering enterprises, focusing on brand marketing, to expand the overseas popularity and influence of Chinese food enterprises, and draw lessons from the brand internationalization path of international famous catering enterprises to design an appropriate dependency path for the overseas development of Chinese food enterprises.

Second, this paper classifies China's catering enterprises and formulates different development paths for different types of catering enterprises. It includes dinner, hot pot and Chinese fast food, etc. According to their own characteristics and target market demand, this paper has developed a differentiated brand development path, so that Chinese enterprises with different strength levels can participate in the process of brand internationalization, so that enterprises in overseas markets to promote their own brands in an all-round way. Although this paper is slightly innovative, but there are also many shortcomings. For example, due

to the limited scale and number of Chinese enterprises going abroad, the overseas development data of enterprises have not been published in a unified and detailed way. Therefore, many data are obtained according to news reports, and the data lack comprehensiveness. In addition, the research object of this paper mainly involves three main business types of catering enterprises, namely dinner, fast food and hot pot, and does not involve the business types of beverages, cold drinks and snacks, etc. Therefore, the final design of brand internationalization path is difficult to ensure that it is also applicable to such enterprises, so it has certain limitations.

Years	2004	2005	2006	2007	2008	Growth rate
America	5525	5443	5394	5358	5253	-1%
china	1657	1981	2258	2592	2980	16%

Figure 2-1 Comparison of KFC's total income in the U.S. and China. Unit: one million dollars (2004-2008)

2.3 Choice of corporate brand's overseas path and its influencing factors

(1) Enterprise brand internationalization path selection.

Brand internationalization development path is diverse, enterprises can flexibly choose the development path to explore the international market. According to the research of Chinese scholars on brand internationalization of processing and manufacturing enterprises, the following specific development paths can be summarized. The path of brand internationalization includes the order of overseas target market and the specific way of brand growth. When enterprises choose overseas target markets, there are roughly the following ways: from developed countries to developing countries, difficult route before easy route; Easy route from developing to developed countries, Middle routes and other routes. In

addition, corporate brand growth generally includes the following ways: OEM, acquisition, independent brand development, brand creation, etc., which requires enterprises to choose the brand growth route according to their own situation. Due to the influence of the industry and product characteristics, the path of brand internationalization of Chinese catering enterprises is relatively few. This paper will study the development of brand internationalization of catering enterprises from the selection of overseas target markets and the marketing of specific target markets.

(2) Influencing factors of brand internationalization.

The influencing factors of enterprise brand internationalization path selection can be considered from two aspects of enterprise internal factors and external environment.

First of all, the internal factors of the enterprise include the comprehensive strength level of the enterprise, industry characteristics and enterprise positioning. The comprehensive strength level of an enterprise will fundamentally affect and determine its overseas development path. When choosing the path of international development, enterprises should consider their own asset scale, profitability, brand influence and talent pool. At the same time, enterprises have different risk preferences and tolerance at different stages of development, so enterprises should choose the appropriate brand development path according to their own strength level.

Secondly, the characteristics of the industry also have a certain impact on the choice of internationalization path of enterprises. The catering industry is characterized by simultaneous production and marketing, the combination of tangible products and intangible services, and a high degree of brand dependence. Therefore, some development paths often chosen by processing and manufacturing enterprises are not entirely suitable for the catering industry. Take export as an example. In the process of internationalization, processing and manufacturing enterprises usually expand the international market by exporting products before overseas direct investment. When the export reaches a certain level, enterprises will invest directly in overseas markets. And catering enterprises have the characteristics of close combination of production and sales, therefore, the vast majority of catering enterprises directly choose to open stores overseas when expanding overseas markets.

Third, different enterprise positioning will make enterprises have different emphasis in the path choice. Traditional catering enterprises usually follow the gradual overseas development strategy, while emerging catering brands mostly choose the leapfrog international development strategy. At the same time, high-end catering enterprises choose to directly enter the international mainstream market, while middle and high-end catering enterprises take into account the international mainstream market and developing country market. Therefore, corporate brand positioning affects the development mode and direction of enterprise internationalization to a certain extent.

Therefore, the choice of enterprise brand internationalization path is mainly influenced by external environment such as social and economic development degree, industry development status, target market status and policy orientation of home country government.

First, the degree of social and economic development plays a crucial role in the international development of a certain industry. Take the United States as an example. During the industrial Revolution, the emergence of modern civilization changed people's way of life and affected people's eating habits, and fast food culture was born. In addition, when per capita GDP reaches a certain value, brand communication will improve rapidly. When McDonald's was founded in the 1950s, when GDP per capita in the US was \$1,000, its brand did not spread widely in the country. However, in the 1970s, when the PER capita GDP of the United States reached 3,000 DOLLARS, McDonald's rapidly grew in the American market and became a national brand. Similarly, Japan's Yoshinoya was able to grow rapidly and become a leading national brand only when the country's GDP per capita reached \$3,000. Therefore, the spread of enterprise brand first depends on the development of the country's economy. In 2008, China's per capita GDP has exceeded 3000 DOLLARS, China's economic and social development has entered a new stage, and China's catering industry has ushered in a new opportunity for development, prompting it to seek development in overseas markets, promote and shape its own international brand image.

Second, the overall development of the industry has a certain impact on the development of individual enterprises in the industry. Healthy competition among enterprises will continuously improve the strength level of individual enterprises and create good conditions

for their overseas development. On the contrary, vicious competition between enterprises will not only damage the common interests, but also weaken their respective brand influence.

Thirdly, the development of enterprise brand internationalization is also affected by the situation of target market. Including the target market political, economic, legal, cultural and customs and other aspects. It includes political stability, economic development, people's income level, restrictions of laws and regulations and cultural tolerance of the target market. Enterprises should comprehensively consider the above aspects when conducting brand marketing in overseas markets, and flexibly adjust and improve the development path according to specific market conditions.

2.4 Related theoretical basis

2.4.1 Brand asset Theory

From the 1980s to the early 1990s, the global market began to take shape. Western countries set off a wave of corporate mergers, and the concept of brand equity was also proposed. American scholar Aaker proposed the "five-star model" of brand equity in 1991. He believed that brand equity includes brand awareness and recognition, brand association and loyalty, and other brand-specific assets. Among them, brand recognition and brand association are the core of brand equity. Moreover, brand equity can create more sales and profits for companies, and companies can use the differences between brands to gain advantages over competitors. Therefore, the brand equity theory provides a new direction for the international development of Chinese catering companies, highlighting the brand utility of the company in the process of international development, and building the brand image of overseas consumers through the establishment of corporate brand recognition and association, and then make consumers willing to pay more than their own price for their favorite brands, and ultimately enable the company to obtain excess cash flow. Therefore, brand equity not only provides theoretical support for the brand internationalization of Chinese catering companies, but also opens up new ways for their international development.

2.4.2 Internationalization stage theory

The theory of internationalization stage refers to the development stage that enterprises have gone through to promote internationalization. The research on this theory can be roughly divided into two aspects, one is the gradual and traditional internationalization path,

and the other is the rapid and innovative enterprise internationalization path. First of all, there are mainly the following theories of gradual internationalization path.

Steinmetz's (1969) small business growth stage theory focuses on analyzing the stage process of small business growth from the perspective of "management standardization". Johanson and Wiedersheim-Paul (1975) constructed a "corporate internationalization process model". They believe that most companies implement internationalization in the order of irregular export behavior, independent agency export, sales subsidiary and overseas production and manufacturing. Churchill and Lewis (1983) analyzed the growth process of the company from the perspective of the main problems faced by the company at various stages and the development strategy. Anderson (1998) "Five-stage Enterprise Internationalization Model". Dong Huimei (2007) divided the internationalization process of Chinese companies into preparatory stage, preliminary development stage, brand internationalization stage and localization stage according to their overseas development. Secondly, the rapid internationalization theory of new enterprises originated from McKinsey Consulting's (1993) research on Australia's small and medium-sized emerging export enterprises, and proposed the concept of born global enterprises, which specifically refers to enterprises that have carried out international operations from the beginning of their establishment. Oviatt and McDougal (1994) define a business organization that has been actively using multi-country resources to seek competitive advantage since its inception and selling its products in multiple countries. As an international new enterprise. Therefore, different international development processes show different corporate characteristics. Chinese catering companies have both time-honored brands and emerging brands that have grown in recent years. Therefore, companies can combine two different theories of corporate internationalization paths according to their own development status and industry characteristics to find out their own development stage and existing problems, And prepare for the next stage of development.

2.4.3 Hofstede Cultural Dimension Theory

The cultural dimension theory is one of the most influential theories in cross-cultural theory, and it is developed by Dutch psychologists. And the director of the Institute of the Dutch Cultural Association Gilthofstede confirmed the theory proposed by the research. Hofstede used more than 20 languages to start from the perspective of values, and collected questionnaires from more than 70 countries and regions, from workers to senior managers, according to the different positions of the research subjects. On the basis of these

questionnaire survey data, a theory is proposed to measure the cultural differences of different countries. This has a certain impact on the analysis of cultural conflicts. Hofstede believes that culture is a common psychological process of people in an environment, not an individual characteristic, but a psychological process shared by a group of people with the same education and life experience. Different groups, regions, or countries have different procedures in this way because they live in different societies, receive different educations, have different jobs, and thus have different ways of thinking. This cultural difference can be divided into six dimensions: power distance, uncertainty avoidance, individualism and collectivism, male and female, long-term and short-term orientation, and self-indulgence and restraint. Hofstede believes that the country, society, family, unit, and members of each social group have a set of common behavior patterns, which correspond to different levels of culture, including the national level, ethnic level, and religious level. Gender level, etc. As individuals, whether they are employees of enterprises, civil servants of the country or other members of society, they must follow different levels of behavior patterns and reflect different levels of values. In transnational cultural management, the country should be used as a unit to examine the similarities and differences between cultures. One of the purposes of transnational cultural research is to promote cooperation between countries.

Managers must be "culturally sensitive." It is believed that cultural differences will have a huge impact on the leadership style, organizational structure and incentive content in management. From the perspective of international business management practices, the business scope of a company's transnational operations is destined to be in a different "cultural marginal domain", so it will produce relative cultural conflicts. For a company with a successful business vision, it is very important. The challenges are enormous. If management cannot be carried out in accordance with scientific and effective methods, the international corporate market will also face the risk of lost opportunities and the inefficiency of the organizational structure. In internal management, due to differences in culture, people's values, life goals, and behavioral norms, these will all become factors influencing the increase in management costs, making it more difficult for companies to integrate goals and implement strategies, and business management and operations The cost of the increase. In terms of external operations, the existence of cultural differences such as language, living habits, and values will make the operating environment relatively complicated, which in turn increases the difficulty of market operations.

2.4.4 Marketing mix theory(4ps)

During the development of overseas target markets for enterprises, a series of marketing strategies need to be formulated to highlight their own brand image, promote brand growth, and increase brand influence. This article will use the 4Ps combined marketing strategy to formulate brand marketing strategies for the overseas development of Chinese catering companies. 4Ps marketing theory divides the factors that affect the effects of corporate marketing activities into two categories, namely controllable factors and uncontrollable factors. The uncontrollable factors mainly refer to the external environmental factors of the enterprise, including politics, economy, law, humanities and natural environment. Controllable factors mainly refer to the internal environment of the enterprise, including products, prices, distribution and promotion. The theory believes that the essence of corporate marketing activities is to make positive responses to the uncontrollable external factors of the company through the adjustment of the internal controllable factors of the company, in order to achieve the strategic goals of the company. Therefore, companies can achieve their marketing goals by adjusting the four controllable factors. Specific adjustments include the following. First of all, companies should focus on the development of product features to make them have unique selling points. Second, make different price strategies according to the company's brand strategy and different market conditions. In addition, enterprises should focus on the cultivation and establishment of distribution channels, and the relationship between enterprises and consumers is closer.

Finally, companies should pay attention to the rational and effective use of promotional methods, attract consumers through promotion, and promote sales growth. This provides a favorable theoretical basis for brand marketing for the development of Chinese catering companies in overseas markets. Companies can formulate different marketing mix strategies according to their own conditions and external environment, and at the same time put the corporate brand in a prominent position in the marketing process, Make Chinese food brands successfully achieve international development

This chapter introduces the related concepts and theoretical basis of brand internationalization. First of all, regarding the definition of the concept of brand internationalization, based on the research of domestic and foreign scholars, this article defines the brand internationalization of catering companies as Chinese catering companies highlighting brand-related factors when expanding overseas

markets, and promoting the successful penetration of corporate brands in the world's mainstream markets. To create an international Chinese food brand. The brand internationalization path refers to a series of measures and methods that can promote the brand smoothly around the world. Secondly, based on the brand internationalization process of my country's manufacturing enterprises, a series of development paths are summarized, including brand growth paths and brand development paths. Finally, it introduces the relevant theoretical basis of corporate brand internationalization. This article has four main theoretical foundations for the research on brand internationalization of catering companies, namely, brand equity theory, internationalization stage theory, Hofstede cultural dimension theory, and 4Ps marketing theory.

Brand asset theory provides the most basic theoretical support for companies to implement brand internationalization strategies. As an important asset of an enterprise, a brand can make an enterprise obtain excess profits through brand differentiation, and bring a lasting and differentiated competitive advantage to the enterprise. Second, the internationalization stage theory can accurately analyze the stage of the international development of my country's catering companies, and formulate corresponding measures based on the characteristics of the stage and existing problems, and lay the foundation for subsequent development. Third, Hofstede Cultural Dimension Theory analyzes that in the global economic integration, the world's enterprises will put the strategies of how to satisfy the largest market and the most customers' products and services in an important position. The key to the success of this type of strategy is the study of different cultures and values. Hofstede's model provides a good starting point for cross-cultural behavior and communication. Through the understanding of the similarities and differences between cultures, the understanding of culture and population can enhance cultural cognition and help solve cross-cultural difficulties in global trade. Fourth, 4Ps marketing theory provides a theoretical basis for Chinese catering companies to carry out brand marketing in overseas markets. When promoting the overseas development of their own brands, Chinese catering companies can continuously improve and upgrade from four aspects: products, prices, channels and promotions.

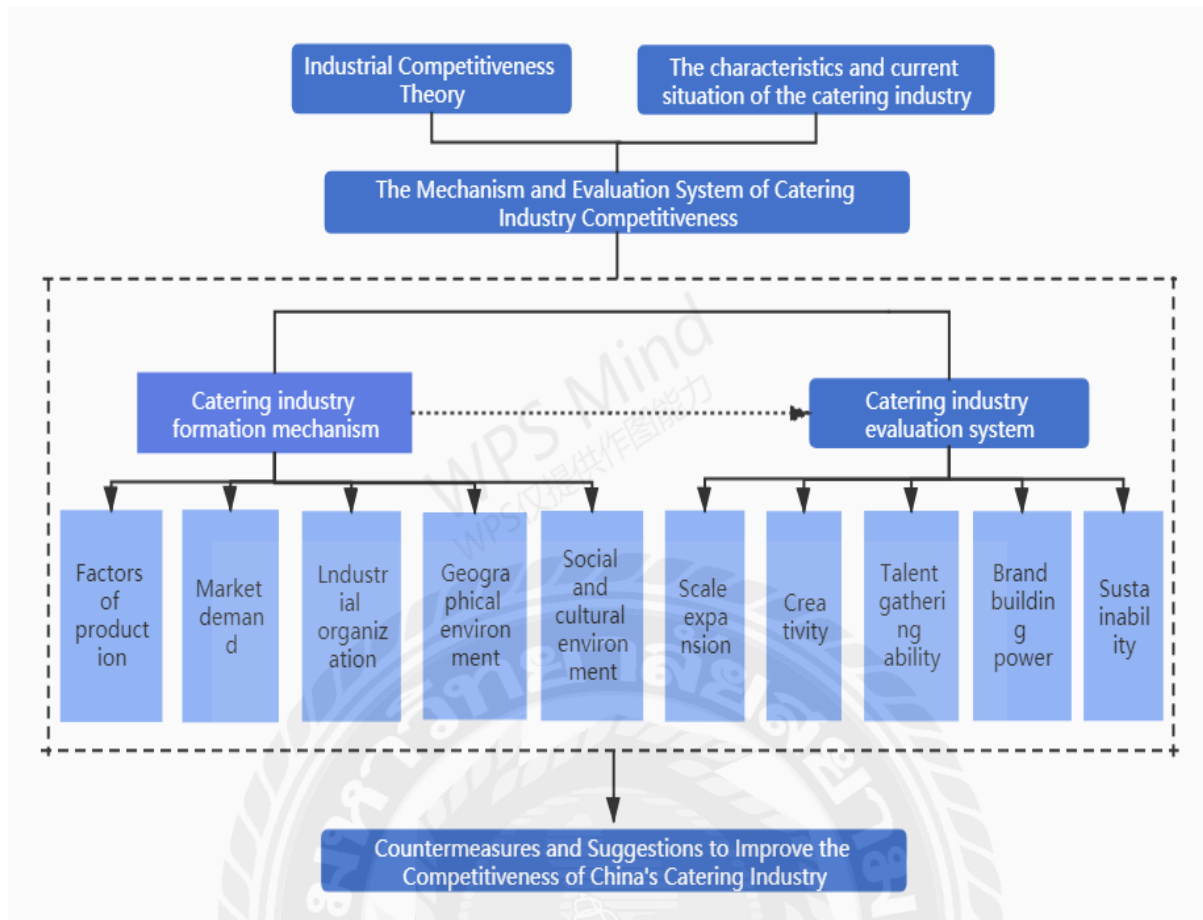


Figure 2-2 Theoretical framework

2.5 Literature review

According to the previous research results, more and more scholars pay attention to the research on brand internationalization, and the research Angle is also different, which can be summarized as the following aspects.

Firstly, the concept of brand internationalization is put forward. Domestic and foreign scholars from different angles to interpret the meaning of brand internationalization, foreign scholars from the study of brand internationalization relatively early, and from the brand with the research of the external form in the research of brand influence, and the user experience of consumers as an evaluation standard of brand internationalization, put forward by different consumer market of consumers to accept the world recognized brand can only be called an international brand. However, the research on brand internationalization by domestic scholars is relatively late. Based on the interpretation of brand internationalization from

narrow sense and broad sense, the author puts forward the purpose for enterprises to carry out brand internationalization strategy, which is to save marketing for enterprises and realize enterprise economies of scale.

Secondly, domestic scholars have made an in-depth analysis of the current situation of the internationalization of enterprise brands in China. It is concluded that there are many brands in China but serious defects in brand value, and few international famous brands. Other scholars put forward many loopholes in brand internationalization from the aspects of brand management of Chinese enterprises. By comparing the brand development of famous enterprises at home and abroad, it is proposed that Chinese enterprises should pay full attention to brand value, enhance brand influence and create value for enterprises through brand marketing in the process of internationalization.

Thirdly, domestic scholars have summarized a series of dependent paths according to the development of brand internationalization of manufacturing enterprises in the secondary industry. To the international market in developed countries and developing countries, enterprises choose to enter according to the target countries' economic development level successively, and enterprises in selected after a specific market, considering the factors, choose a different brand growth path, including the development of their own brands, to buy other brand and OEM.

Then, domestic scholars put forward that the development of brand internationalization needs the joint efforts of enterprises and governments. On the one hand, enterprises should be clear about their own situation, find the correct positioning, understand the target market and pay attention to the enterprise's brand management. On the other hand, the government should introduce relevant policies, laws and regulations to support and protect the development of enterprises in overseas markets. The mutual cooperation between enterprises and governments will greatly promote the development process of enterprise internationalization.

Finally, the research subject of this paper is brand internationalization of Chinese catering enterprises. According to previous scholars on the research of the food industry can be found that most scholars research on the internationalization of the catering industry is more of a focus on international famous catering enterprises in the development of the market in our country, especially in McDonald's, KFC and starbucks and other international well-known catering

enterprises in the development of research in China is given priority to, the study on food and beverage enterprise brand internationalization in China is relatively small, on the one hand, is the development of catering enterprises in China's overall present scattered and disorderly state, has not formed the scale of the research subject, on the other hand in food industry in the process of internationalization of brand marketing is to be regarded in recent years. Therefore, this paper will further explore the brand internationalization development of Chinese catering enterprises on the basis of the research of domestic and foreign scholars on catering industry brands.



3. RESEARCH METHOD

3.1 Research design

In the deepening reform and opening up, the economy has developed steadily, and people's income has increased. These conditions have provided rare opportunities for traditional catering companies. However, opportunities and challenges often coexist. People's living conditions have improved, and their dietary requirements are no longer limited to food and clothing but have more diversified pursuits. Therefore, traditional catering brand companies have begun to invest abroad and expand the market scale. Still, they are impacted by other regions and foreign catering brands, such as KFC, McDonald's, and other foreign brand companies. Under the impact of these foreign and emerging brands, some Chinese traditional catering companies have encountered difficulties operating and struggling in overseas markets, and some have already closed down. At present, the development of conventional catering brand enterprises under the background of the new era also presents many problems such as derailment with the market, poor management, not focusing on the intangible value of the brand, and insufficient development potential.

This article mainly studies the problems in the brand development of catering companies and their sustainable development countermeasures based on the perspective of overseas markets. In terms of theoretical framework, research has been done on the sustainable development of Chinese food from human resources, brand, cultural environment, market, etc., and suggestions and countermeasures have been put forward. Take some well-known Chinese food brands as examples to analyze their image construction, business model, and corporate culture, and summarize the marketing strategies suitable for the overseas development of Chinese food from the perspective of Chinese food itself. In addition, through the field investigation method, observe the operation and management of other Chinese food overseas. Methods, marketing methods, management systems, and communicate with managers to understand the status quo of brand management and development. Organize and analyze the collected information, summarize the problems and influencing factors of brand development, and propose solutions to enhance the brand's core competitiveness of overseas operations, extend brand

value, and strengthen the brand's sustainable development capabilities. At the same time, through analysis to explore how Chinese food corporate brands can enhance their brand value and sustainable development capabilities overseas. It is hoped that through transformation and upgrading, the company can expand its business scope and achieve sustainable development for Chinese food brand enterprises.

3.2 Literature research Method

The research on the brand in foreign countries is relatively early, and the research results are relatively rich. In the research on brand concept, Kotler (1999) believes that different competitors have different competitive advantages in a competitive environment. The brand has become a name or symbol that distinguishes the competitive relationship of various competitors, representing competitors of differentiation. Keller (2001) pointed out that a brand is a symbol, which can be a name, proper noun, mark, or logo, and its purpose is to distinguish certain types of goods or services in the same market. In domestic research on brand concepts, Zhan Lin (2019) pointed out that a brand is a business used to identify the products and services of a sure seller or a group of sellers and distinguish them from those of competitors. The name and its logo. In essence, the brand represents the seller's overall commitment to the product features, benefits, and services delivered to the buyer. The brand of traditional catering companies is an essential display of urban culture, has a profound cultural background, and is a "business card" of the city. The fast-changing consumer market requires traditional catering brand companies to respond to demands and continuously introduce new products and services to meet the unique needs of consumers. The brand extension uses the original brand name to launch new products or services, relying on the unblemished brand reputation to reduce the risk of launching new products and increase the probability of success of new products. Chernatony & McDonald (1992) pointed out that a strong brand helps companies stay ahead in market competition and win consumer recognition. Under the current economic background, the development situation of traditional catering companies is complex, and brands occupy a dominant position in corporate competition.

Yi-Man et al. (2014) studied the impact of green restaurant decision-making using the VAB model: the effect of environmental issues on visit intent. The research uses a value-attitude-behavior model to investigate consumers' intention to patronize green restaurants. This research examines the interrelationships between consumer values, attitudes,

and environmental issues and explores their relationship and their intention to visit Taiwan's green restaurants. The results of this study show that personal values and general attitudes positively impact consumers' willingness to patronize green restaurants. Zhang Zhang (2014) believes that the transformation of time-honored restaurants should be from the inside out. Traditional catering companies should use the historical accumulation and geographical advantages of brand culture and learn from the development of Guangzhou catering in modern chain operations. , Develop chain business models, expand product brand influence, and grasp market development trends. Therefore, traditional catering companies should adopt appropriate technological innovations based on inheriting the original standard formulas and processes. Products always meet the needs of the times and gain more recognition from young consumers. Speed up the development of market resources and increase brand coverage.

According to the experience of studying abroad in recent years, Chinese cuisine is trendy globally. However, authentic Chinese food produced by original Chinese companies is not shared. On the one hand, Chinese food sold locally is more influenced by local consumers, but Chinese chefs do not learn about local tastes. On the other hand, previous Chinese companies generally lacked the strength to operate overseas. Therefore, Chinese who have been rooted abroad for many years are more likely to engage in the overseas business of Chinese food. People like Srivastava et al. (1991) believe that brand value can enable a brand to have more sales and more significant profit margins than when the brand was not acquired. It can also allow the brand to gain a long-term competitive advantage in the competition. Regarding the above definitions of brands at home and abroad, the author believes that the description of Chinese scholar brand expert Liang Zhonghua is more accurate and comprehensive. The American Marketing Association's purpose of a brand is mainly from a theoretical level and lacks practical significance. It only emphasizes the naming of brands. Rules, identification techniques, etc., did not fully interpret and explore the connotation of the brand and did not highlight the status of consumers. The sustained and rapid development of the catering industry has caused the competition among catering companies to develop from pure price competition and product quality competition to product and corporate brand competition and cultural taste competition, from single-store and single-format rival to multiple rounds. Consumers' dining needs are not only to meet physical needs but also to meet psychological and spiritual needs. More and more operators are turning their attention to building their brands and improving the cultural taste of enterprises.

In comparison, Liang Zhongguo's definition of a brand is more accurate and comprehensive, especially the expression of the status of consumers is of practical significance.

In addition, with the further development of the Belt and Road Initiative (BRI), Chinese companies have increased their investment in relevant countries. In particular, the document "On the Joint Construction of the Silk Road Economic Belt and the Vision and Actions for the 21st Century", the "Century Maritime Silk Road" issued by the State Council of China in 2015, stipulates that China needs to expand trade and tourism with countries along the Belt and Road. Cooperation. Encouraged by BRI, some Chinese catering companies have begun to conduct business in countries along the Belt and Road. Sichuan cuisine is one of the most popular cuisines in China. It has a wide range of interest groups in China and enjoys "eat in China and taste in Sichuan" internationally. With the increasing frequency of overseas Chinese catering activities and the praise of foreign friends for Chinese food, the number and quality of loyal customers in the Chinese food industry overseas are guaranteed. This is the basis for the success of Chinese food brands in the countries surrounding the Belt and Road Initiative. Take Thailand, one of the core nodes of the Belt and Road Initiative, as an example. In 2015, Princess West Lindhorn invited Chinese food to appear on her 60th birthday dinner menu. Participants welcomed and appreciated this. The royal preference of Thailand serves as a model for ordinary people in the country, and Thailand is one of the most popular destinations for Western tourists in Southeast Asia. If Chinese food brands appropriately enter the Thai market, their influence in Southeast Asia will increase even more. Moreover, according to interviews with some Thai students by Xiao Tingting and Li Yang (2017), 50.16% of Thai students like Chinese food, 13.11% dislike Chinese food, and 36.72% think Chinese food is ordinary. It can be seen that most Thai students like Chinese food. Among the reasons for choosing Chinese food, "delicious," "introduced by friends," and "attracted by the shape and style of food" were the most important, accounting for 31.97%, 22.95%, and 18.03%, respectively. This shows that food's inner taste and reputation are still the main attractions.

Based on the relevant researches of domestic and foreign scholars on brand internationalization, this paper understands that brand internationalization has become a new stage of enterprise development, especially for the overseas development of Chinese enterprises. Therefore, this paper takes the catering industry, the pillar of the tertiary industry, as the research subject to explore the development path of its brand internationalization.

3.3 Qualitative research method

Qualitative research is defined as "the study of the nature of phenomena," including "their quality, different manifestations, the context in which they appear or the perspectives from which they can be perceived," but excluding "their range, frequency, and place in an objectively determined chain of cause and effect." This formal definition can be complemented with a more pragmatic rule of thumb: qualitative research generally includes data in words rather than numbers. This research refers to Cao and Li's variable measurement model of online-offline marketing strategy integration. In the qualitative research, grounded theory analyzes 32 Chinese retail enterprises' annual reports (2013-2016) to divide the online-offline marketing strategy integration level. Grounded Theory(GT) is used for qualitative research, summarizing theories from practical experience data. There is no theoretical hypothesis. According to the observation phenomenon or experience data, the original data and the phenomenon summary form systematic theory. According to the grounded theory, the analysis process is as follows. This study has been undertaken using a qualitative method (Blaikie, 2000) or paradigm (Creswell, 1994) based on three considerations: an exploratory inquiry, the experts' opinions, and previous researchers' reports.

The catering industry contributes nearly 200 million yuan in operating income to the local area each year and has been multiplying at a high growth rate in recent years. However, contrary to the rapid development of the industry, it is increasingly exposed that the industry's profits are getting lower, and the degree of similarity of products is getting higher and higher while the industry is developing. Most companies are imitating other catering companies. With the emergence of independent and distinctive catering brands, similar products will inevitably lead to fierce competition among various catering companies. In the fierce market competition, there are also outstanding ones. For example, certain strong restaurant brand chain enterprises often have an advantage in the competition. They are all about product taste quality, store environment scale, and consumer reputation. It has obvious benefits. The spread of word-of-mouth relies on the power of the brand.

On the other hand, people's understanding and pursuit of catering have differed from the past. With the improvement of people's living standards, people pursue the function of food and clothing and hope to meet their spiritual needs. While dining, Can obtain higher spiritual enjoyment, and spiritual happiness is inseparable from the brand building of catering. However, if you blindly promote your products to customers to develop yourself, you do not

fully understand modern consumers' consumption psychology and consumption behavior. The result often goes against your wishes or gets twice the result with half the effort. Many efforts have been in vain.

This article uses a variety of charts to estimate the degree of brand internationalization of relevant catering companies, and a certain amount of digital collection is required, including relevant data such as the overseas development time of catering brands and the expansion of marketing. This part belongs to the quantitative part of the article. The degree of brand internationalization and development process of catering companies, and suggestions for improvement based on the company's existing problems, to promote the recovery of Chinese food brands to better enter the international market. This part belongs to the qualitative research part of the article. The article provides an optimized path design for the international development of Chinese catering companies' brand through a combination of quantitative and qualitative analysis.

3.4 Case study method

For an enterprise, especially a catering enterprise, whether it has an accurate brand strategy and whether it can be well executed will be related to the survival and development of the enterprise. An accurate brand strategy is inseparable from an accurate brand vision, brand positioning, and brand promotion and maintenance plans. A good plan is essential to achieve branding and increase corporate profits and sales. Therefore, the discussion of the brand marketing plan has very practical and practical significance. Zhu Qing (2007) believes that the brand is the representative of the products of chain catering enterprises and is an important part of franchise rights.

The carrier is the basis for ensuring the success of the franchise system, and it is also the carrier for the head office and franchisees to achieve a win-win situation; the main factors that affect the brand building of catering chain enterprises are the head office's negligence of brand building and management, the branch stores not paying attention to brand building, and catering companies. Most of the sub-brands in China are poorly managed, other companies use the similar name "free rider" and other factors. In terms of brand building of catering chain enterprises, it is proposed to strengthen the quality management of catering products, control the chain expansion speed, and strengthen the management of the chain operation system. Introducing the concept of good faith, coordinating the relationship with franchisees, studying

the cultural environment of the target market, optimizing the brand structure, and establishing a brand crisis management agency; Liang Xunfeng and Tao Yuyu (2011) believe that chain catering companies represent "South Beauty" through clever market positions, Unique brand culture building and a series of innovative marketing mix strategies (such as brand circle marketing, big event marketing, network marketing, etc.), exploring a brand building path that fits its own positioning, and helping other catering companies in terms of brand building provide ideas; Brand disputes are ultimately the cultural disputes behind the brands. Under the conditions of a market economy, even if the product quality is good and lacks sufficient marketing, it is still difficult to succeed. McDonald's KFC can occupy the global market and develop into a worldwide multinational company. However, it is rare for the national brands of Chinese catering companies to go abroad. Many time-honored restaurants with hundreds of years are still unable to break through geographical boundaries. The catering brand is the same as other brands. It is not only a logo of the owner, representing the added value of the product, reflecting the strength of a regional catering market, but also a means for consumers to identify products, reflecting a specific grade and style, and protecting owners and consumption Rights. Based on the brand product series, with the famous brand enterprise as the core and the renowned brand industry as the guide, it operates under the brand's form, development, and movement laws, thus forming the brand economy.

We can also clearly see the various manifestations of consumption popularity in the catering industry. Therefore, it is crucial to create a suitable brand connotation, create a catering brand culture, and guide consumption. One of the fundamental reasons for this is the insufficient marketing of the brand. Yu Xiaoqin (2011) believes that the brand building of the catering market in China has neglected the integrity of brand culture, insufficient brand promotion, lack of corporate culture and corporate image support and other typical problems, and proposed to actively change the business philosophy, strengthen the research on the development law of the catering market, and build a distinctive brand culture, etc.; Therefore, this article uses case study methods to consider the brand management-related issues of overseas middle-level companies, and provides solutions to achieve the long-term development of Chinese food companies in overseas markets. In recent years, small food companies have studied brand management and other aspects. Understanding and familiarizing with the related theories of brand management will play a vital role in the brand management of enterprise groups, and it has played a role in deepening the research on related management theories of Chinese food and catering companies.

4. DATA ANALYSIS

4.1 The importance of brand building for catering enterprises

To build a brand means to create benefits. The brand of an enterprise is the biggest intangible asset refined in the development of an enterprise, which has strong charm effect and high gold content. For catering enterprises, the quality of catering products mainly comes from two aspects, namely the quality of the food itself and the service of the products. Good food with good color, aroma, taste and shape and excellent service will undoubtedly enhance the brand of catering enterprises, and a successful brand is also the guarantee of the product quality of catering enterprises. It will make people feel very comfortable and willing to buy just because of the "brand" without even knowing about the product. To the enterprise, who has the famous brand, who has the market initiative, so as to guide the trend, guide consumption, win the space for survival and development.

A successful brand can bring a lot of benefits to an enterprise. With huge intangible assets, it can gain brand premium, stable market share and lasting competitive advantage. Some famous time-honored catering enterprises in China, such as "Quanjudu" in Beijing and "Goubuli" in Tianjin, are all developed by relying on their excellent brands. It can be seen that the establishment of a well-known brand not only plays a leading role for catering enterprises themselves, but also the key for enterprises to seek greater development in the future.

4.2 The problem of brand building in the catering industry

4.2.1 Brand building

Brand building is not empty talk, the key is to be effective. Different scholars have different understandings of brand image. From an overall perspective, brand image is people's overall perception of a brand, and its establishment is based on product attributes and marketing activities such as advertising. From the perspective of psychological cognition, brand image is a combination of people's views, feelings and attitudes towards a brand, reflecting the nature of product sociality and psychological rationality.

From the earliest logo, to brand positioning, culture, creativity, scene, all reflect the dining people's thinking and value. Brand building is a cognitive war. Since the birth of human food civilization, we have experienced five stages, namely, "material shortage stage, short supply stage, material surplus stage, quality value stage and brand value stage". In the stage of brand value, the competition of brands is to compete for the minds of customers, and the way to compete is to occupy the minds of customers by seizing their existing cognition or building brand cognition. For example, hotpot Haidilao has established the cognition of "good service", while Yang Guofu has established the cognition of "you can drink malatang soup".

4.2.2 Brand image awareness problems

Brand image has always been a very strange term for the catering industry, and any change in consciousness is not accomplished overnight. When they just entered the catering industry, most catering founders had no brand awareness. They believe that if they cook well and manage their team well, they can have a place in the restaurant industry. The catering market is changing all the time, and the core of the change is the customer, which requires the catering brand to keep pace with The Times. Catering founders ultimately want to have a long-term brand, but many catering staff mention the word "brand" but at a loss, let alone how to understand and shape the brand. It includes both time-honored brands and regional snacks, and there are few catering brands with real brand image. The main reason is that brand owners usually start from chefs, or invest in certain snacks or special dishes because they think they are delicious. They all focus on product quality from the perspective of product. They do a lot of work on taste, appearance, ingredients and price, but ignore the brand image that can attract consumers. No matter how unique the taste is, no matter how attractive the appearance is, no matter how exquisite the ingredients are, and no matter how favorable the price is, a package conforming to the product is also needed. It is impossible for the catering terminal to display the products one by one in kind, let alone to use trial, tasting, tasting and other common ways to promote the selling points of the products.

4.2.3 Brand image marketing and promotion

Marketing management and branding are increasingly valued by Chinese entrepreneurs, who recognize that the brand associated with their product or service is one of their most valuable assets; Marketing is a way for enterprises to create value and effectively communicate and deliver value to the market and customers. Management is the operating rules and functions by which they deal with people and social values. The brand marketing management combined with the above three aspects is a process of organization, coordination, leadership, control and decision-making in a new sense, and a system full of operation and planning.

Brand marketing runs through the whole process of enterprise marketing. Through brand marketing, customers can fully understand the content, channels and means of enterprise products or services, and fully express their needs. At the same time, in the marketing, according to customer needs and feedback, constantly improve product quality and service quality, effectively maintain customers and improve customer loyalty, and then maintain the enterprise brand. In this virtuous cycle of maintenance mechanism, promote the development of the brand, form a strong brand, can ensure the profitability of the enterprise.

In China, the brand effect has the greatest impact on consumers than the famous catering enterprises such as "KFC" and "McDonald's". However, these brands are all famous foreign catering brands, so why they are so popular in the Chinese market is because of their brand effect. But few of our companies have achieved so much. In China, only a few catering enterprises such as "Quanjude Roast Duck" and "Haidilao" pay attention to creating their own brand effect. Many catering enterprises do not realize the importance of building their own brand culture, so China should strengthen the promotion of brand image to seize the market opportunity.

4.2.4 Enterprise culture

In essence, corporate culture is a kind of value identification, which highlights the team spirit and overall strength. Corporate culture is a kind of wealth created when an enterprise sets up its own cultural concept. If you want to be an excellent enterprise, you must have your own excellent corporate culture. Today is an era of brand culture, so only when a brand's distinctive cultural characteristics are deeply rooted in the minds of consumers, can a brand endure forever. At present, some domestic catering enterprises are keen on the pursuit of gorgeous packaging and

plain appearance when establishing their brands, which seriously affects the healthy growth of their brands. The international famous restaurant brand McDonald's has created a "happy happy in McDonald's" image. The slogans of these successful enterprises win universal praise, and the cultural connotation of brands is deeply rooted in people's hearts. In China, except for a few successful enterprises, such as Quanjude ("it's a pity not to eat Quanjude roast Duck until you reach the Great Wall") and South Beauty ("I am very restrained when eating spicy food"), most of the domestic catering brands have vague cultural connotation, unsuitable, not prominent, or even no.

Many small and medium-sized catering enterprises do not pay enough attention to the construction of brand culture, resulting in the lack of core competitiveness in the homogenized market competition. Some enterprises lack their own cultural background because they have not been established for a long time, and they have not tried their best to build their own brand culture. The brand culture of an enterprise plays an important role in its development. Enterprise brand culture can help enterprises to enter a larger market, increase customer loyalty, and thus improve the comprehensive competitiveness of enterprises, which has become one of the valuable competitive advantages in the fierce competition of the market. Nowadays, consumer demands are becoming more and more diversified. If customers are satisfied with the enterprise, they will not necessarily become loyal customers of the enterprise. As new things keep appearing, consumers will have curiosity to try different restaurants. But there are always some catering enterprises will have a large number of followers, the customer will pay the money, thousands of miles, who were customers in addition to satisfied with the goods business, more important is its brand's unique culture and its value manifests the irreplaceability, improves the consumer experience, so as to improve the customer satisfaction.

4.3 Countermeasures for Brand Building in Catering Industry

4.3.1 Brand image awareness countermeasures

Optimizing brand Design The design of brand name, packaging and logo is an effective way to improve brand awareness, highlight brand personality, and embody the formal beauty of the brand. It is an essential step to build the brand image. Brand

image building is not only to carefully plan and design the elements of brand recognition, but also to make the elements of the harmonious collocation, form a complete brand recognition system, produce the best design effect.

4.3.2 Brand image promotion

The publicity of brand image is also an important aspect of the brand management of catering enterprises. Almost all catering enterprises are considering how to improve the popularity of enterprises and how to make customers have a deeper impression on enterprises. The catering industry should make timely judgments on market changes on the basis of accurate understanding of its own brand, establish good communication with consumers, and maintain consistency with the interests and interests of target customer groups. At the same time, brand image communication should highlight the enterprise brand personality, avoid blindly follow the trend and ignore the unique personality and connotation of the catering brand.

Effectively strengthen the publicity effect is the competitive society, it is necessary to product advertising marketing strategy, brand image is the enterprise brand from the heart feeling and impression, only set a good brand image can make consumers more willing to accept business advertising, advertising content, strengthen the effect of advertising. In terms of brand publicity, enterprises should clearly understand the environment they are in and the key points of brand construction at the present stage, so as to find the direction and way suitable for their own brand communication. Only in this way can they get twice the result with half the effort and achieve the ultimate goal of promoting the brand and improving brand awareness.

4.3.3 Enterprise brand culture

The competition of modern catering brands is not only economic competition, but also cultural competition. Culture is the most powerful connection between brands. The reason why brands can stand the test of time is because of the cultural strength rooted in the brand. Excellent brands have good cultural deposits. In the process of brand building, culture is bound to permeate into it and play an irreplaceable role, and brand building is a process of fully displaying culture. Take Starbucks as an example. Starbucks builds its corporate brand with special

emphasis on cultural taste. One of its value propositions is that what Starbucks sells is not coffee but people's experience of coffee. Starbucks' success has been in creating the "coffee road" that allows people of status to drink "youdao coffee". Therefore, in the process of brand building, culture plays a cohesive and catalytic role to make the brand more meaningful. Catering enterprises should strengthen the construction of brand culture and constantly improve the connotation of brand culture. Now is not only good products can attract consumers of the era, in addition to state the specific reasons for consumption, in the process of communication to reflect the humanistic care and social responsibility of the enterprise, to create a kind of appeal is the brand moved. Like little Sheep, a popular restaurant chain, little Sheep has been passionate about public welfare since its inception. This "no fat Sheep" from the grassland founded the Little Sheep Foundation to help poor students, and also launched a global restaurant to donate more than 1 million yuan to the disaster area after the Wenchuan earthquake... These actions reflect the ultimate concern of enterprises for human health, create a brand touch, and bring consumers closer to Little Sheep. It gives consumers a sense of added value when they eat at Little Sheep. Little Sheep's success tells us that a good corporate image is bound to bring about a good social impact, and consumers will naturally be interested in the company's products.

It is an effective way to improve the enterprise's popularity and enhance its core competitiveness to shape the enterprise brand culture with characteristics. Small and medium-sized catering enterprises can build brand culture from the following aspects: First, to innovate the corporate culture, let the corporate culture alive. Corporate culture and brand culture are interrelated. An enterprise with cultural connotation can lay the foundation for its brand culture. On the basis of corporate culture, the brand spirit culture of catering enterprises can be created by exploring the history of food culture and the stories of founders. Secondly, through the outer packing to shape the corporate brand image, create the brand culture of catering enterprises. The catering brand culture has gradually changed from the original products and services to the overall reflection of the dining environment, experience and other comprehensive factors. Small and medium-sized catering enterprises to create a unique brand culture, can through the design of meaningful corporate brand LOGO, distinctive decoration style, dish design and other external image to highlight the corporate brand culture. Finally, the

dissemination of corporate brand culture concept. By catering to the inner idea and core values of target customers, enterprises should use behavior to spread the value of brand culture idea, for example, by combining the enterprise culture to form various kinds of public welfare activities, more like-minded customers' attention and participation, and customers through the enterprise's actual operation become loyal customers. In a word, when building brand culture, it is necessary to focus on consumer groups and reflect brand differentiation, so that catering enterprises can have a broader market.

4.3.4 Significance of building brand image of catering enterprises

With the continuous development of the market economic system and the gradual deepening of the reform and opening up, a variety of products of different brands are in full sight, with little difference in product performance and quality, and the tendency of homogenization is intensified. People no longer take product quality as the basis for choosing products. In this case, brand building becomes particularly important. In this context, the competition among catering enterprises has shifted from product competition and service competition to brand competition. Cultivating strong brands has become the key for catering enterprises to maintain strategic leadership.

Brand represents a kind of culture, want to rise in the catering enterprises real road walk far better, we need to strengthen the brand protection, publicity and expansion, to create a real brand culture with cultural connotation and regional characteristics, and to penetrate the brand culture to the consumer's mind, make it a place in the world food culture.

Brand image is the most valuable intangible assets and management resources of catering enterprises, and also a magic weapon for catering enterprises to win profits in the fierce competition. It is directly related to the brand management status of catering enterprises, whether the products or services produced by catering enterprises will be accepted by consumers, and also related to the success or failure of catering enterprises. Therefore, the brand image building of catering enterprises has a very important strategic significance.

4.4 Development status and characteristics of Overseas Chinese food

4.4.1 Development Status

Overseas Chinese restaurants are not only an important channel for cultural communication, but also the basis for the survival and development of Overseas Chinese. According to incomplete statistics, more than 80% of overseas Chinese in the world make a living from the Chinese food industry or have ever run a Chinese restaurant. Chinese cuisine industry not only creates a large number of employment opportunities for Chinese, but also drives the development of Chinese economy in various countries. Statistics show that there are about 700,000 Chinese restaurants around the world, mainly in Asia, Southeast Asia, North America and Europe.

First, Asia is the main front for development. There are more than 65 million overseas Chinese in the world, 70% of whom live in Southeast Asia, where the development of Chinese restaurants is concentrated. Japan and South Korea are important countries for the development of Chinese food in Asia, and also important markets for the development of Domestic Chinese food in Asia. There are about 8,000 Chinese restaurants in Japan and about 10,000 in South Korea.

Second, The Development of American Chinese food is the most mature. There are about 70,000 Chinese restaurants in the United States, accounting for 10.9% of the total number of Restaurants in the United States and 10% of overseas Chinese restaurants. The number of Chinese restaurants in the United States is about 400,000, accounting for 2.6% of the total employment of The Catering industry in the United States. According to the Chinese Food Newsletter of the United States, in 2010, there were nearly 46,000 Chinese restaurants in the United States, with annual sales of 20 billion DOLLARS. American people consume 2.5 million Chinese meals every day.

Third, Chinese food is the pillar industry for overseas Chinese in Europe. The number of Chinese restaurants (including take-out restaurants) in Europe is about 60,000, including 8,000 in France, three-quarters of which are in Paris; In the UK, there are 9,000 Chinese restaurants and 15,000 Chinese takeaway restaurants. More than 80% of overseas Chinese are engaged in the catering industry. There are more than 7,000 in Germany, and 90% of overseas Chinese are engaged in catering industry. There are about 2,400 in The Netherlands, and more than 80% of overseas Chinese are engaged in catering industry. There are about 3,000 in Spain, 4,000 in Italy, more than 500 in Greece, 900 in Austria and 600 in Portugal.

4.4.2 Main characteristics

As the number of Chinese restaurants increases year by year, the role of Chinese food in spreading Chinese culture is increasingly flourishing. Many foreigners' impression of China comes from Chinese restaurants, which are not only a catering service place, but also a special window for foreigners to understand China, understand Chinese culture and get acquainted with China. Although the development level of Chinese food varies among different continents, the overall acceptability is relatively high. Chinese restaurants are frequented by presidents, other political figures and celebrities from all walks of life in some countries. According to the survey, Chinese food has become the most representative element of Chinese culture in the eyes of overseas respondents, accounting for 52% of the respondents' preference. Chinese medicine came in second, while martial arts came in third. Nearly 80 percent of overseas respondents have had contact with Chinese food, and the proportion of those aged 51 to 65 in developed countries and overseas is higher than that in developing countries and young people. Of those who had tried Chinese food, 72 percent gave it a favorable rating. With a large number of employees, extensive industry distribution, high recognition, plus proprietary differences and asymmetry, Chinese food has unique advantages in the dissemination of Chinese catering brand culture.

4.5 Awareness of Chinese food's development towards high quality

4.5.1 The overseas impact of the high-quality development of Chinese food

First, after decades of development after the reform and opening in China, domestic Chinese food has experienced the initial development, the number of expansion, chain management, brand construction and comprehensive development phase, the emergence of a large number of large scale, strength, characteristic, and has the modern management idea and mechanism of outstanding enterprises, formed the high, the low variety of size, a variety of formats and mode of operation of the market system, characteristic catering, among them, the take-away snacks grew rapidly and has become an important part of meet the needs of the people a better life. On the other hand, overseas Chinese food lags behind China in terms of business scale, business mode, cooking skills, dining environment, dish updating and other aspects. In addition, the individual existence of vicious competition, the development of Chinese food is also playing a certain negative impact. However, with the deep and extensive international exchanges, the gap in the development of Chinese food at home and abroad

gradually appears. Many overseas Chinese food management enterprises have realized this gap, is through management, cooking skills, food service, management and other innovations to improve the quality of development.

Second, foreign markets demand more. After many foreigners come to China, they experience distinctive, rich dishes, high-end atmosphere and meticulous catering services. Coupled with increasing international communication, international travel and understanding of China, foreigners have become more discriminating in their choice of Chinese food.

Third, overseas born Chinese, in particular, have started to open innovative Chinese restaurants that integrate the cultural traditions of the two places, and are more conscious of high-quality development and distinctive development. They are not only familiar with the traditional Chinese culture and the development of Chinese food, but also able to realize the integration of Chinese and Western business philosophies. They are also closely connected with the local mainstream society. In addition, some overseas students and immigrants in recent years have also joined the team to give play to their business philosophy and economic strength.

4.5.2 Income generating advantages of emerging brand enterprises

According to the 2019 Annual Report on China's Catering Industry, China's catering industry has been developing rapidly. With the improvement of residents' living standards, the market demand of the catering industry has been constantly expanding, and the industrial upgrading has been carried out along with consumption upgrading. But at the same time, the restaurant industry is also facing a variety of challenges brought by new economy, new technology and new consumption. The report is based on the data of nearly 200 large-scale catering enterprises in 25 provinces, autonomous regions and municipalities in China, covering tens of thousands of restaurants with millions of seats. It is mainly representative and leading enterprises of various formats and regions in the domestic catering industry. With the breakthrough point, analysis of the catering operation management in various fields, respectively, from all the forms of provincial catering revenue, leading enterprises, the state index analysis, food and beverage entrepreneurs confidence index, etc., to shift in the food 2018 full-year running situation has carried on the comprehensive analysis and dissection, involving formats include dinner, hot pot, group meals, fast food, western food, leisure and material, etc., fully reflects the current situation and the development of the catering industry development characteristics. Reporting to enterprise and expert investigation, combining with

stores data is given priority to, the principle of consolidated statements of listed companies shall prevail, sorted according to the 2018 fiscal year company turnover, and issued 2019 food industry pacesetter in various forms, including 2019 Chinese dinner plunged, 2019 Chinese hot pot restaurant top20, 2019 Chinese snacks top 10, 2019 Chinese regiment meal top 10, 2019 Chinese leisure catering need, the hundreds of various formats leading enterprise revenue exceeding 250 billion yuan, 5.8% of the annual national food and beverage revenue.

It can be seen from the report that the overall scale of the development of China's catering industry continues to expand, brand enterprises leading the trend of obvious characteristics. From the turnover rate, the number of stores growth situation, the business area of change and the change of number of employees and the change of store metrics, such as large-scale catering enterprises overall scale continues to expand, medium enterprises is still in a continuous expansion phase, the average growth rate of 12.6%, more than the national food and beverage revenue growth, industry concentration degree, brand enterprise rising in influence.

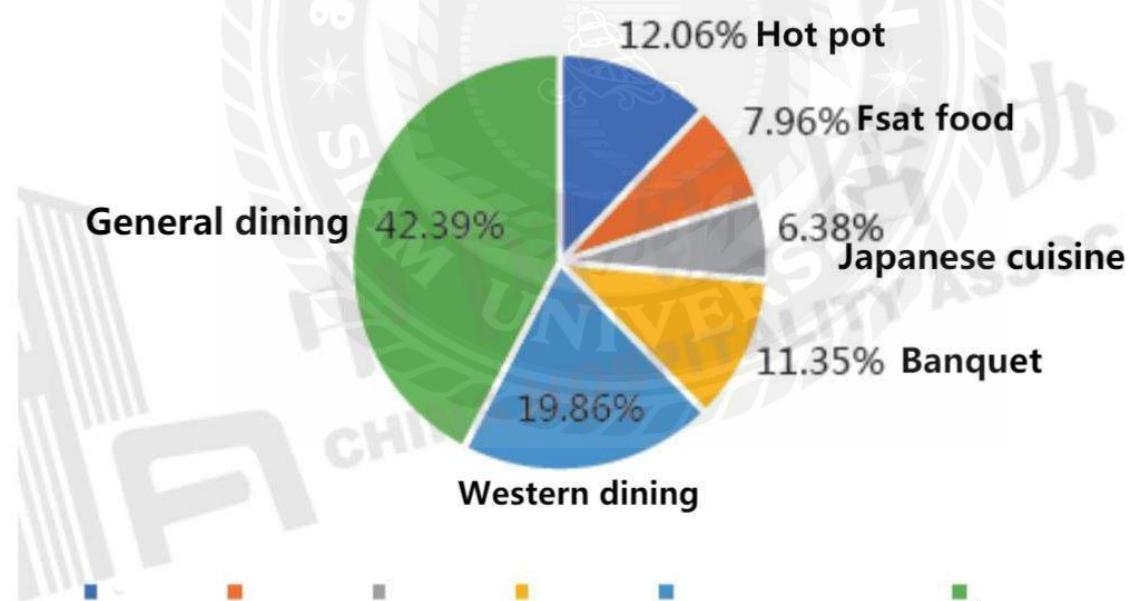


Figure 4-1 Research on the proportion of various business types of enterprises. China Hotel Association survey data (2019)

number	Brand	species	store	Overseas distribution
1	Quanjude	Dinner	7	France, Canada, Australia, Japan, Myanmar
2	Haidilao	Hot Pot	36	HK, USA, Canada, Thailand, Korea, Singapore
3	SuMeidongpo	Dinner	5	USA
4	Xiaofeiyang	Hot Pot	36	USA, Canada
5	Kuailiaxiaoyang	Hot Pot	8	HongKong, UK, Australia, Cambodia, USA

Figure 4-2 Overseas development of some Chinese food companies (2016)

4.5.3 Highlights of overseas development of domestic Chinese food enterprises

At present, many chain catering enterprises and some mature brands in China have begun to go abroad and bring high-quality Chinese food culture to consumers all over the world.

First, the US is the market of choice. In recent years, when Chinese food goes to sea and enters new development, the United States is the first choice, followed by Canada, Australia, Japan, New Zealand, Singapore, Thailand and other places.

Second, the fastest growing format is hot pot. From the perspective of brand, hot pot, dinner equally, but in the number of stores and development speed, hot pot brand has an absolute advantage.

Third, some snacks, such as Shaxian snacks, Lanzhou noodles and so on, show the trend of rapid development. Due to the brand development mature, high degree of standardization, enterprise through the further study of the local laws and regulations and local conditions and customs, eating habits, such as integration development and play in food research and development, management, talent management, and other advantages, select open country and area, played a good demonstration role, has become a new force to exploit the international market and the Chinese diet culture spreading new window.

4.6 Development direction of brand management

4.6.1 Suggestions for the sustainable development of overseas Chinese food

Brand is the core of sustainable development and value growth of enterprises. The brand endows the enterprise with lasting vitality in production and operation, and embodies the comprehensive strength and overall image of the enterprise. In today's society, the advanced level of science and technology and fierce market competition result in increasingly

prominent product homogeneity, and marketing means are easy to be imitated. Relying on innovative marketing means to simply sell products, it is difficult to achieve the ideal effect. And the enterprise brand is long-term accumulation and refining, it is difficult to imitate and copy. Only by persisting in brand as the core means of competition and through the whole process of industrial chain development, can we adapt to the changing market environment and increasingly fierce market competition in the food industry and realize the dream of evergreen foundation of the enterprise. When an enterprise's brand is recognized and accepted by consumers, consumers form loyalty to the brand, which can promote the enterprise to expand the market, enhance the ability to adapt to the dynamic market, and reduce the risk of the enterprise's new products being put into the market. More importantly, a brand can help an enterprise fend off competitors and maintain its competitive edge.

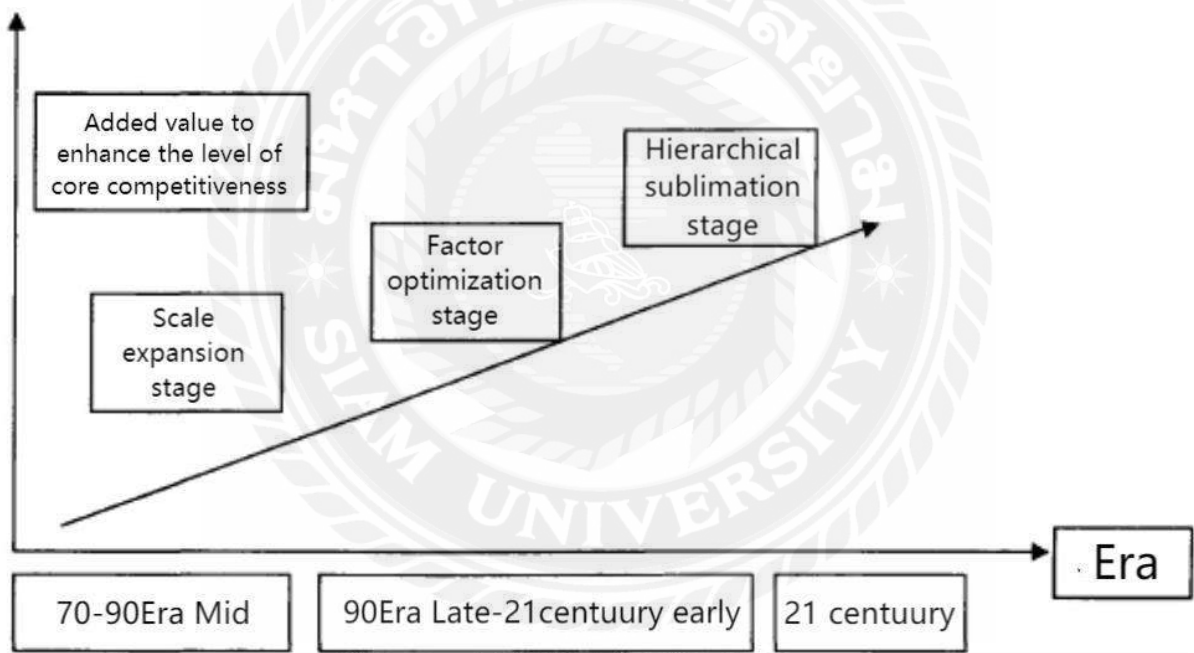


Figure 4-3 The development history of China's catering industry

4.6.2 The main problem

(1) Small and scattered is a common phenomenon in overseas Chinese restaurants. More than 70% of overseas Chinese restaurants are small businesses, lacking communication and cooperation, and it is difficult to form synergy. It is staff is little, often it is operator concurrently cook, service member waits for a number of roles. Second, the store is not big, the decoration is monotonous, the phenomenon is more obvious. This phenomenon also has a

certain objectivity: first, when the Chinese first went overseas, they did not have a high level of education, did not understand the local situation, plus the language barrier, it was difficult to find other jobs, so they started to operate Chinese restaurants. Second, Chinese food is close to the people, mainly serving overseas Chinese and the public overseas. Third, many overseas countries are relatively backward in economy, and it is difficult to survive in opening high-priced Chinese restaurants. In addition, in order to reduce labor costs, some restaurants employ some non-professional service personnel, food innovation and service level development slow, so it is difficult to do bigger and stronger.

(2) The biggest challenge in the development of overseas Chinese food is the shortage of talents, including management personnel and service personnel, especially chefs. The main reasons are as follows: First, Chinese food, especially dinner, requires high culinary skills. Second, it is difficult for domestic cooks to go abroad, and difficult for foreign cooks to train. On the one hand, many countries have high requirements for skilled immigrants, so it is difficult for chefs to get visas. On the other hand, mature cooks cannot be cultivated through short-term cultivation. In recent years, one of the main reasons for the rapid development of hot pot overseas is the relatively low requirements for cooking skills and chefs. Thirdly, the serious brain drain of Chinese food leads to the high labor cost of overseas Chinese restaurants. Fourth, the long-term and stable economic development leads to the long-term structural change of the talent market, which has a great impact on the talent market of catering industry, so it is more difficult to recruit and retain talents.

(3) Lack of publicity and not good at crisis public relations to expand the negative effects of Chinese food is the integration of material civilization and spiritual civilization, scientific, artistic and cultural. It is necessary to publicize the characteristics of Chinese food through various channels and means, especially through media, so that more people, especially the mainstream society overseas, can understand the characteristics of Chinese food. Due to the lack of positive publicity and the deliberate defamation by some media, Chinese food has been associated overseas with such words as "not upscale", "unhygienic", "salty", "oily" and "high calorie". In addition, some overseas Chinese restaurants are not familiar with foreign laws and regulations, standards, etc., or in order to cater to local tastes, Chinese food made in the west, there have also been some irregularities. At the same time, the negative effects are enlarged due to the poor communication with the media and the lack of good crisis public relations.

(4) In recent years, Japanese food, Korean food, Thai food, Yue food and other measures of standardization and international development, to improve the quality of food culture and brand, accelerate the pace of international development. The Rok has also established the "Strategy to Promote the Globalization of Korean food" and set up the "Committee to Promote the Globalization of Korean Food", introducing five kinds of Korean food, namely Kimchi, Jeonju Bibimbap, jelly noodles, seafood cakes, barbecue and chowder to occupy the international market. In some of the world's major markets, such as the United States, Europe and other places, Asian food such as Japanese food and Chinese food have formed a competitive trend, the market space is further compressed.

4.6.3 Suggestions for development and promotion

To promote the overseas development of Chinese food and solve the development problems, it is necessary to give full play to the positive forces of all sides and innovate the working ideas. The details are as follows:

First. Set up high-level coordination mechanism, and concentrate the power of Chinese development from the national level to set up the coordination mechanism, relying on the relevant government departments, social organizations, international trade associations, enterprises, experts and scholars, etc., to carry on the overall coordination, formulates plans for the development of Chinese overseas, and through the policy, capital, technology, talents, support for key projects, improve the level of the Chinese and foreign standards, support domestic enterprises to go out, the mainstream of Chinese food culture to the world stage.

Second. Strengthen the publicity of food culture, variety shows and books with the theme of Chinese food culture. In particular, use the Internet to design "little videos" that are popular with young people, so as to promote the scientific, artistic and cultural nature of Chinese food culture. The second is to promote overseas Chinese restaurants through overseas institutions, international social organizations, overseas Chinese organizations and other cultural communication achievements in order to enhance their cultural experience connotation. Third, we support overseas Chinese restaurants to hold expert seminars, food and culture salons, and Chinese celebrity chefs' lecture halls, so as to bring local communities closer to Chinese food and culture. Fourth, strengthen communication, exchange and cooperation with local media, including Facebook, Twitter and other social networks, and jointly develop publicity projects to enhance the positive image of Chinese food. Fifth, invite

foreign experts to jointly study Chinese food culture, cooking skills, standards and other projects.

Third. Cultivating Chinese international evaluation standard system, build the international voice support international society, international organizations, China's diet culture experts, foreign experts and scholars, international Chinese chefs such as mutual organization review committee, according to the Chinese cooking techniques, catering services and other characteristics, making Chinese food evaluation standard system, create outstanding Chinese food restaurant brand project, China's sound.

Fourth. To promote education and training and strengthen the construction of talent team is to set up an independent discipline of cooking and cultivate the reserve talents with high academic qualifications. Second, the development and implementation of high-level on-the-job academic education, enhance the level of culture, optimize the structure of knowledge, improve the overall quality. Third, strengthen cooperation with foreign educational institutions to promote the training and promotion of overseas Chinese professionals.

Fifth. The international environment for Chinese food to go global is becoming more and more mature, but it still needs deep research, especially for Chinese food enterprises planning to develop overseas markets. First, we should carefully study overseas laws, regulations and standards, and do a good job in operation and management in strict accordance with the requirements of normative documents. Second, we should carefully study overseas living habits and dietary customs to meet the requirements of local social development. Third, we should carefully study overseas guidance policies, business environment and consumer psychology, and develop Chinese food services that are conducive to ecological and environmental protection, highlight distinctive flavors, provide nutrition and health, and continuously develop new dishes. Fourth, take the initiative to communicate with the mainstream media, do a good job in image maintenance, learn to deal with various crisis events.

5. CONCLUSION

5.1 Conclusion

Based on the current situation of sustainable development of Chinese food brands overseas, this paper conducts a survey on Chinese food among overseas Chinese consumers through the global Chinese food data in recent years, summarizes the development status of Chinese food overseas and the public's satisfaction and opinions on Chinese food, and systematically analyzes the Chinese food in the eyes of overseas Chinese consumers. At the same time, based on the overseas development of Chinese food, summarized a series of complex problems faced by Chinese food to the world. And put forward corresponding countermeasures and suggestions to promote Chinese food to the world. In the countermeasure research based on the development status of Chinese food brand, the following conclusions are mainly drawn:

(1) Chinese food and Chinese food culture are elaborated from the perspective of culture, and the communication elements of Chinese food to the world are defined. Chinese food focuses on health preservation culture and communication between groups, reflecting traditional Chinese philosophy. The characteristics of Chinese food and Chinese food culture are explained. The characteristics of Chinese food culture are mainly manifested in cultural diversity and inclusiveness, nationality, sharing of cultural resources and sustainability of cultural inheritance. It summarizes the overseas development course of Chinese food, that is, individual development period, enterprise exploration period and government promotion period.

(2) through the respondent population statistics and the analysis of regional characteristics, perceptions, descriptive statistics analysis and customer expectations of Chinese food analysis, summarized based on the current situation of the development of Chinese food, under the customer perceived value in the world recognizes Chinese food for most of the consumers and think Chinese food is the best of Chinese culture, they are willing to through the Chinese further understanding of China, However, in terms of the nutritional value, materials and sanitary conditions of Chinese food, there are still no small disputes, which reflects that the differences between Chinese and Western cultures are still the reasons

hindering the further development of Chinese food, and Chinese food is facing a series of old and new problems.

(3)Due to the increasing competitive pressure, of the norm of Chinese independent management is Chinese food, Chinese food is the most scale for small enterprises, management reduces the quality of Chinese food, policy and financial support is the precondition of guarantee Chinese food go out, but in the current policy and financial support is limited, the function of each relevant industry association limited. Authoritative Chinese appraisal institutions work remains to be strengthen, due to the low starting point of the Chinese food in overseas development, combined with the Chinese characteristics restrictions, Chinese food brand image construction is still weak, affected by the political and policy factors, high-quality professional talents of the high cost of hiring, so its facing the lack of high-quality talents, cultural differences are still the main factor of restricting Chinese food.

(4)In view of the problems existing in the current situation, from the perspectives of the government, industry associations and enterprises, this paper further discusses the countermeasures and suggestions to promote Chinese food to go abroad. Government, industry associations and enterprises should linkage between total to promote Chinese culture abroad, strengthening the cooperation of the Chinese food industry at home and abroad, to improve Chinese overseas publicity mechanism, promoting encouraging policy implementation, strengthen the auxiliary function of related organizations, perfecting Chinese authority authentication institutions work content, to perfect Chinese food brand image construction, strengthen the cultivation of high-quality professional personnel.

(5)Increase financial input and policy support for the overseas development of catering enterprises. The government should provide support and insurance for China's catering enterprises to go out from multiple angles and layers. First, financial support. This will provide the most powerful support for the infrastructure construction, talent training and technological innovation of catering enterprises, so that enterprises can start their internationalization process on the basis of adequate guarantee. Secondly, due to the guidance of home policies. The government's policy guidance is a positive way to solve the problem of enterprises in China, and also provides favorable policy guarantee for their overseas development.

(6) Establish the Overseas Development Association of Chinese Food Industry. Industry association in the process of enterprise development play a role in the middle, can help enterprises to maintain its overseas development interests, strengthen the communication industry, catering enterprises in our country the overseas market set up shop location will be subject to the language, customs, laws and so on various aspects factors, this requires overseas Chinese association will play a substantial role, barriers to overseas for the enterprise development, According to the global Chinese food development situation report, more than 80% of overseas Chinese food practitioners call for the establishment of industry association, so the establishment of overseas Chinese food industry association, in order to promote the overseas development of catering enterprises has been very urgent.

(7) Strengthening laws and regulations. For the formulation and implementation of laws and regulations, the catering industry is not only limited to the catering enterprises in the domestic market behavior constraints, more enterprises overseas development interests, outside catering enterprises in China, will certainly encounter interest disputes, trade barriers and other legal issues, therefore, formulate and improve relevant laws and regulations will be the healthy development of enterprises overseas demand, among them, In view of the internationalization of Chinese food brands, legislative bodies should focus on formulating and improving laws and regulations on trademark protection law and trade barriers.

(8) Strengthening economic and trade cooperation between governments. Economic and trade cooperation between governments will create a good development environment for enterprises' overseas development. Political stability is the premise of economic cooperation and development. On this basis, friendly cooperation between governments can also reduce the resistance of enterprises' overseas development. For the overseas development of Chinese catering enterprises, the economic and trade cooperation between governments will solve the problems of raw material delivery, talent reserve and capital demand for the overseas development of enterprises, and provide the basic guarantee for the internationalization of enterprise brands.

The smooth implementation of the internationalization path of Chinese catering enterprises needs the cooperation of enterprises and governments to jointly

promote the internationalization development of Chinese food enterprises. First of all, the enterprise should constantly improve its competitive strength from multiple perspectives, including the remolding and improvement of its own brand core value, learning and learning from the international development experience of well-known catering enterprises, and flexible adjustment of development strategies according to the target market conditions. Secondly, the government should provide various guarantees for the overseas development of catering enterprises, including providing financial and policy support to catering enterprises, establishing Chinese food industry associations, protecting the overseas development interests of Chinese food enterprises, and strengthening the guarantee of catering.

The construction of laws and regulations for overseas development of enterprises, earnestly safeguarding the economic interests of enterprises, strengthening economic and trade cooperation between governments, and creating a good international environment for Chinese food enterprises to go global. enterprises, as development subjects, should constantly learn, improve and improve from many aspects. As the protective umbrella of Chinese food enterprises' overseas development, the government should give full play to its various functions to protect the legitimate interests of enterprises in all aspects. Therefore, the benign interaction between enterprises and the government will provide a powerful role in promoting the internationalization of Chinese catering enterprise brand development.

5.2 Suggestions

Although China's catering industry has a long history and food culture, there is still a big gap compared with the catering industry of the United States, Japan and other countries. The focus of future industrial development should be to improve competitiveness. This article from the brand construction, management, production, talent, international development and other aspects of China's corresponding countermeasures and suggestions.

The main body of the implementation of brand internationalization path is China's catering enterprises, so whether the smooth opening of the international market, the key to promote Chinese food brands lies in the strength of enterprises to meet the requirements of overseas development. Therefore, China's catering

enterprises should improve from the following aspects, in order to ensure the smooth implementation of brand internationalization path.

(1) Remodeling the core value of enterprise brand

Accurate brand positioning is the core of Chinese catering enterprises' brand internationalization strategy. Taking the development of Pizza Hut in the Chinese market as an example, its brand positioning has effectively differentiated from KFC and McDonald's and accurately conveyed its brand connotation to Chinese consumers. Pizza Hut is mainly a "casual restaurant", appearing in the form of dinner, and its consumer group is mainly young and middle-aged people. It effectively avoids the competition with fast food market, and finally occupies the Chinese catering market with accurate market positioning. Therefore, The overseas development of Chinese catering enterprises should pay attention to the brand connotation and find the correct brand positioning. According to the existing brands of catering enterprises, it can be found that the brand connotation is mainly based on honest management, food safety and quality service, and there is no clear segmentation in the service object, so it often causes the brand image is not prominent, and the target consumer groups are mixed. Therefore, this article from the brand connotation and brand identity of Chinese catering enterprises to put forward suggestions.

The remodeling of brand core value is the key to the overseas development of Chinese catering enterprises. Only keeping pace with The Times development, adapt to the market demand of enterprise brand will be received by the market, attract consumers in overseas markets, so, catering enterprises should change in the past to a certain extent with health and integrity as the practice of brand, into the innovative elements, reshape the overseas Chinese food brand image, for consumers to create personalized dining environment, And spread food culture or national culture through brand connotation.

(2) Learn advanced management experience and methods

The comprehensive strength of Chinese catering enterprises has improved, but there is a big gap compared with international well-known catering brands. Therefore, Chinese catering enterprises should actively learn the international development experience and advanced enterprise management methods of international well-known catering enterprises when they go out. First, catering enterprises should learn from the development experience of international

well-known catering enterprises in choosing overseas target markets, and provide strategic guidance for Chinese catering enterprises to establish overseas development markets. Second, catering enterprises should learn the overseas marketing strategies and management methods of well-known catering enterprises, so as to promote the overseas development of Chinese food enterprises to the brand marketing level. Improve the transnational marketing level of catering enterprises, and ensure the smooth development of their overseas development.

(3) Formulation and adjustment of development strategies

The formulation and implementation of overseas development strategy of catering enterprises should be timely revised and adjusted according to the specific market conditions. Catering enterprise brand internationalization path needs to be set according to the enterprise's own situation and market conditions, and in the specific implementation process, enterprises should continue to adjust and improve, so as to ensure the smooth and effective implementation of the enterprise brand internationalization path.

(4) Financial and policy support for the overseas development of catering enterprises

In the second wave of overseas development of Chinese catering industry, government intervention and regulation on enterprises made some catering enterprises enter the international market prematurely without sufficient preparation, which ultimately led to difficulties in overseas development of Chinese food enterprises. Therefore, in the third overseas development boom of catering enterprises, the government should do a good job in encouraging and supporting enterprises on the basis of moderate principles.

The government should provide support and guarantee for the development of Chinese catering enterprises from multiple angles and layers. Guidance of national policies. The government's policy guidance also provides favorable policy guarantee for overseas development.

(5) Localization strategy of catering products

Catering enterprises overseas development can retain the original characteristics of the product on the basis of the implementation of localization strategy. Take KFC's product localization strategy in the Chinese market as an example to improve its own products, such as taste. Launch Chinese fast food in line with the eating habits of Chinese consumers. Develop new products with

Chinese regional characteristics. Therefore, by referring to KFC's product localization development strategy, Chinese catering enterprises can choose local raw materials in overseas markets to produce catering products that meet the dietary habits of overseas consumers on the basis of retaining the original production methods of dishes. On the one hand, it solves the problem of product localization and keeping tradition, on the other hand, it makes Chinese food products more easily accepted.

(6) Promote products and publicize their own brands through e-commerce platforms.

In addition to direct overseas investment, catering enterprises can also choose to carry out overseas publicity and brand marketing through online platforms. With the continuous improvement of the network platform construction and the substantial improvement of the efficiency and level of the preservation and transportation of goods, some catering products can be delivered to all parts of the world through vacuum convenient packaging. In addition, the products break through time and geographical restrictions, and promote some enterprises with overseas development tendency but limited financial strength to participate in the internationalization process of Chinese food. The mooncakes produced by Xinghualou in Shanghai, for example, are mainly sold directly to overseas markets through packaging and transportation. With the continuous improvement of sales, xinghualou brand has formed a certain influence in the overseas market, and won a higher reputation. Therefore, in the new era, enterprises can choose to carry out brand publicity and online sales through the Internet platform to lower the threshold for overseas development and enter the international market with a new attitude.

(7) Strengthen advertising

The overseas development of catering enterprises is not enough to promote the brand, so the influence of the enterprise brand in the overseas market is very limited. Take THE advertising of KFC and McDonald's in the Chinese market as an example. The two enterprises carry out brand publicity through TV, Internet, advertising media and other channels. On the one hand, they promote their new products, and on the other hand, they create a good brand image for the enterprise. Therefore, The overseas development of Chinese catering enterprises should make full use of media channels to promote products and build their own brand image.

(8) Build good public relations

Enterprises can improve their brand image through public relations, including external public relations and internal public relations. The maintenance of external public relations includes actively participating in social welfare activities, promoting their own brands through sports events, entertainment programs and other relevant channels. Internal public relations mainly refers to offering benefits related to their own products to employees. On the one hand, the company maintains a harmonious relationship with employees and on the other hand, broadens the product publicity channels through the form of welfare. Can, therefore, the development of Chinese catering enterprises overseas brand through the maintenance of public relations propaganda, such as focus on the target countries, public welfare activities sponsored or named sports, entertainment, etc., and for the employees in the company restaurant spending provide preferential policies, from multiple channels to expand brand influence scope of catering enterprises in China, actively into the overseas market.



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APPENDIX

Questionnaire (English Version)

Questionnaire survey of Chinese catering companies' overseas development

Hello!

This survey is mainly designed for graduation research. Thank you for taking the time to fill out this questionnaire during your busy schedule and supporting this survey. It takes approximately 3-7 minutes to fill out this questionnaire. Your active participation will contribute to the successful completion of this research, and all the content you fill in will be used as academic research. This questionnaire is an anonymous survey, thank you for your great support!

1. What is your gender?

- A. Male
- B. Female

2. At what stage is your age roughly?

- A. Under 20 years old
- B. 20-29 years old
- C. 30-60 years old
- D. Over 60 years old

3. Do you understand Chinese traditional food culture

- A. Very knowledgeable
- B. General
- C. Don't understand

4. What are the most successful overseas dishes that you recognize?

- A. Chinese food
- B. French food
- C. Japanese food
- D. Korean food
- E. Italian meal
- F. Gourmet fast food
- G. Thai food
- H. Other

5. (Multiple choice) What overseas Chinese food brands do you know?

- A. Huaguan (P. F. Chang's)
- B. Panda Express
- C. Din Tai Fung (Din Tai Fung)
- D. Pick up sticks
- E. Pei Wei Asian Diner
- F. Other
- G. None of the above

6. (Multiple choice) What is the operating status of your overseas Chinese restaurant?

- A. Large passenger flow
- B. Ideal
- C. Not stable
- D. Relatively cold
- E. With Chinese as the main customer group
- F. With local foreign residents as the main customer group

7. (Multiple choices) In your opinion, what is the most troublesome problem in the operation of Chinese restaurants?

- A. Personnel costs
- B. Purchasing expenses
- C. The taste of the dishes is not authentic enough
- D. The taste preference of local customers
- E. Inability to adapt to the local market
- F. The source of ingredients
- G. Propaganda
- H. Other

8. Do you think the current tastes of Chinese restaurants can better adapt to foreign markets?

- A. Yes, business is very good
- B. Generally, still needs improvement
- C. Poor, there is more room for improvement

9. (Multiple choices) What do you think overseas Chinese restaurants need to improve at this stage?

- A. Waiting time
- B. Authentic taste
- C. Brand awareness
- D. Localization of ingredients
- E. Localization of ingredients
- F. Dining environment
- G. Service level
- H. Price level
- I. Degree of artificial intelligence
- J. Other

10. What do you think of the development prospects of the overseas Chinese catering industry?

- A. The prospects are good, Chinese restaurants are more and more adaptable to foreign markets
- B. The prospects are average, the industry is not stunned
- C. The prospects are not ideal and the development space of the industry is limited
- D. Poor prospects, not popular with local residents

11. Which of the following aspects do you think Chinese traditional catering should focus on when going global?

- A. Highlight the characteristics of Chinese traditional culture
- B. Affordable
- C. The original taste of Chinese dishes
- D. Traditional Chinese service
- E. High popularity and good reputation
- F. Ambient atmosphere
- G. Brand image, high grade

12. What do you think is the approximate per capita consumption of traditional Chinese catering overseas (Thailand)?

- A. Below 100 baht
- B. 100 to 300 baht
- C. 300 to 500 baht
- D. Above 500 baht

13. In your opinion, which style of Chinese traditional catering is more suitable overseas?

- A. Modern leisure and entertainment type
- B. Office business type
- C. Traditional folklore

D. Western fast food type

14. What kind of Chinese traditional catering do you think is competitive overseas?

A. Sweet

B. Salty

C. Spicy

D. Partial acid

15. Do you think personalized service has an important influence on the development of traditional Chinese catering companies:

A. Very important

B. More important

C. Generally important

D. Not important

F. Not clear

16. What do you think of the development status of Chinese traditional catering companies overseas?

A. Highly developed and can be seen everywhere

B. The level of development is average, only appearing in a few streets and lanes

C. The level of development is relatively weak and basically disappeared

D. Wait and see state

Thank you for your cooperation!

调查问卷（中文版本）

中国餐饮企业走出海外发展的问卷调查

你好！

本次调查主要是为了毕业研究而设计，感谢您在百忙之中能够抽出时间填写这份问卷，支持此次调研。填写此问卷大约需要 3-7 分钟。您的积极参与将有助于本研究的成功完成，您所填写的一切内容均作为学术研究使用。本问卷采取匿名调查，感谢您的大力支持！

1. 您的性别是？

- A. 男
- B. 女

2. 您的年龄大致处在哪个阶段？

- A. 20 岁以下
- B. 20-29 岁
- C. 30 岁-60 岁
- D. 60 岁以上

3. 您是否了解中国传统饮食文化

- A. 非常了解
- B. 一般
- C. 不了解

4. 您比较认可的推广较为成功的海外菜式是什么？

- A. 中餐
- B. 西餐
- C. 日餐

- D. 韩餐
- E. 意大利餐
- F. 美食快餐
- G. 泰国餐
- H. 其他

5. (多选) 您所了解的海外中餐品牌有哪些?

- A. 华馆 (P. F. Chang' s)
- B. 熊猫快餐 (Panda Express)
- C. 鼎泰丰 (Din Tai Fung)
- D. Pick up stix
- E. Pei Wei Asian Diner
- F. 其他
- G. 以上均不了解

6. (多选) 您所在的海外中餐馆经营现状如何?

- A. 客流量大
- B. 比较理想
- C. 不太稳定
- D. 较为冷淡
- E. 以华人为主要顾客群体
- F. 以当地外国居民为主要顾客群体

7. (多选) 您认为在中餐馆经营过程中, 最困扰的问题在于?

- A. 人员成本
- B. 采购开支
- C. 菜式味道不够正宗
- D. 当地顾客的口味偏好问题
- E. 无法适应当地市场
- F. 食材的来源问题
- G. 宣传力度
- H. 其他

8. 您认为当前中餐馆口味是否可以较好适应国外市场?

- A. 可以, 生意很好

- B. 一般，仍需改进
- C. 较差，有较大提升空间

9. (多选) 您认为现阶段海外中餐馆需要改进的地方有哪些?

- A. 等待时间
- B. 口味地道
- C. 品牌意识
- D. 食材本土化
- E. 食材当地化
- F. 用餐环境
- G. 服务水平
- H. 价格水平
- I. 人工智能化程度
- J. 其他

10. 您认为海外中餐业的发展前景如何?

- A. 前景不错，中餐馆越来越能适应国外市场
- B. 前景一般，这个行业不温不火
- C. 前景不理想，行业发展空间受限
- D. 前景较差，不受当地居民欢迎

11. 您认为中华传统餐饮走出去应该侧重以下哪个方面

- A. 凸显中国传统文化特色
- B. 价格实惠
- C. 中国原汁原味的菜式口味
- D. 中国传统特色服务
- E. 人气高，口碑好
- F. 环境氛围
- G. 品牌形象，档次高

12. 您认为中国传统餐饮在海外(泰国)人均每餐消费大约多少?

- A. 100 以下泰铢
- B. 100 至 300 泰铢
- C. 300 至 500 泰铢

D. 500 泰铢以上

13. 您认为中国传统餐饮在海外哪种风格类型的更合适？

- A. 现代休闲娱乐型
- B. 办公商务型
- C. 传统民俗型
- D. 西式快餐型

14. 您认为哪种口味的中国传统餐饮在海外有竞争力？

- A. 偏甜
- B. 偏咸
- C. 偏辣
- D. 偏酸

15. 您认为个性化服务对中国传统餐饮企业的发展是否有重要的影响：

- A. 非常重要
- B. 比较重要
- C. 一般重要
- D. 不重要
- F. 不清楚

16. 您觉得中国传统饮食企业在海外的发展现状如何？

- A. 发展程度高，随处可见
- B. 发展程度一般，只出现在少数街头巷尾
- C. 发展程度较弱，基本消失
- D. 观望状态

感谢您的配合！