



RESEARCH ON MARKETING STRATEGY OPTIMIZATION

YU ZHIXIANG

6317195495

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

2022



RESEARCH ON MARKETING STRATEGY OPTIMIZATION

Thematic Certificate

To

YU ZHIXIANG

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

Advisor:.....

(Dr. Zhang Li)

Date: 28 / 4 / 2022

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)

Acting Dean, Graduate School of Business Administration

Date: 05 / 05 / 2022

Siam University, Bangkok, Thailand

Abstract

Title: Research on Marketing Strategy Optimization
By: YU ZHIXIANG
Degree: Master of Business Administration
Major: International Business Management

Advisor:
(Dr. Zhang Li)

.....28 / 4 / 2022.....

Through the preliminary analysis of S company's marketing strategy, this paper constructed a complete optimization scheme for S company's marketing strategy in China under the new image. This paper combined the marketing mix, STP as the main framework theory, and the new retail wheel as the auxiliary theory. The market positioning of S Company was first analyzed for the potential target market and identified the needs of potential customers. This study used the 7P strategy in the marketing mix theory to study the marketing strategies of S Company under the new retail image. It also suggested a new marketing strategy optimization scheme combined with the upgraded consumer demand and experience under the new retail environment.

Keywords: New retail; Brand positioning, Marketing strategy, cosmetics



摘要

题目： 营销策略优化分析

作者： YU ZHIXIANG

学位： 工商管理硕士

专业： 国际商务管理

导师：

(博士. 张力)

..... / /

通过对 S 公司营销策略的初步分析, 本文基本构建了新背景下 S 公司在华营销策略的完整优化方案。 本文结合营销组合、STP 为主要框架理论、新零售之轮为辅助理论。 本文从 S 公司的市场定位入手, 分析潜在目标市场, 识别潜在客户需求, 并充分利用营销组合理论中的 7P 策略, 研究新零售背景下 S 公司的营销策略。 并结合新零售环境下升级的消费者需求和体验, 一一提出新的营销策略优化方案。

关键词： 新零售； 品牌定位； 市场策略； 化妆品

ACKNOWLEDGEMENTS

In this section, I would like to express my gratitude to Dr. Zhang Li, advisor and Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, Siam University, Bangkok, Thailand for their thoughtful and caring supervision by means of his educational excellence. I am most grateful to them especially for their deep understanding of the Independent Study and his good communication skills.



YU ZHIXIANG

2022

Content

Chapter 1 Introduction	7
1.1 Research background	7
1.1.2 Industry Background.....	7
1.2 Research Problem	8
1.3 Research Objective	9
1.4 Scope of the study	9
1.5 Research Significance	9
1.6 Theoretical Framework	10
Chapter 2 Literature Review	12
2.1 Research on New Retail Model	12
2.2 China Cosmetics Marketing Research	13
2.3 Past research.....	14
2.4 STP Theory	15
2.5 Combination Theory and New Marketing Environment	15
2.6 The Wheel of New Retail Theory	16
Chapter 3 Research Method.....	17
Chapter 4 Research Analysis	18
4.1 Company Introduction	18
4.2 Current Situation of S Company Marketing	18
4.3 Finding	19
4.3.1 Positioning in the context of new retail	20
4.3.2 There are too many products and the price is not competitive	20
4.3.3 Channel Integration of New Retail Model.....	21
4.3.4 The form of promotion is single and the intensity is limited.....	22
4.3.5 Inefficient shopping process and people management issues.....	23
4.3.6 Visible Display Innovation and Tone Unity Issues on Websites and Stores.....	24
Chapter 5 Conclusion And Recommendation.....	25

5.1 Positioning optimization in the context of new retail	25
5.1.1 Tone and Market Segmentation of Each Brand.....	25
5.1.2 Make periodic adjustments based on category characteristics and product selling points.....	26
5.2 Price optimization strategy	26
5.2.1 Improve market price control together with exclusive brands.....	27
5.2.2 Flexible pricing strategies for bundled pricing or pre-sale	27
5.3 Channel Optimization Strategy.....	27
5.3.1 Optimize and expand diversified network marketing channels.....	27
5.3.2 Omni-channel integration and integration in the context of new retail	28
5.4 Promotion and optimization strategy	28
5.4.1 Use new technologies such as AI and VR to innovate new retail concept promotion activities	28
5.4.2 Multimedia cooperative promotion plan that fits the new retail background	28
5.5 Shopping process and personnel management optimization strategies	29
5.5.1 Personnel Optimization Strategy	29
5.6 Improve the visual design of web advertising space for exclusive brands	29
5.7 Implementation and Guarantee of S Company's New Marketing Strategy	30
5.7.1 The goal of implementing the new marketing strategy plan of S company	30
5.7.2 Guarantee for the implementation of the new marketing strategy plan of S company.....	31
5.7.3 Technical support.....	31
5.8 Conclusion	32
References.....	34

Chapter 1 Introduction

1.1 Research background

With the deepening of China's reform and opening up, China's political economy has entered a stage of rapid development, people's quality of life and happiness have improved, per capita expenditure has increased significantly, and the yearning for a better life has become more and more eager. In recent years, with the rapid development of the Internet, consumers' new behavioral habits and consumption patterns have undergone transformative changes (Chen, 2017). Huge technological changes and environmental, cultural and economic challenges are making the relationship between customers and companies increasingly digital. The development of social media and digital technology has revolutionized the way consumers interact with businesses, and traditional brick-and-mortar marketing channels are under enormous pressure and struggle. Similarly, for pure e-commerce companies, a large number of e-commerce companies have emerged in the 21st century. These companies have taken advantage of the rapid popularization of the Internet to join the era of online marketing and communication.). Recently, however, these businesses are also facing a crisis of slowing user growth, a surge in e-commerce, increased traffic costs, lost dividends and poor product experience. Thus, a new retail concept was born. This kind of retail innovation has made major breakthroughs in technologies such as big data and artificial intelligence, and the deep integration of online services and offline experience has created a new retail format and formed a new retail format. At present, Alibaba regards "Hema Xiansheng" as a pioneer in exploring new retail, leading 23 cities in China, opening more than 220 stores, and leading other Chinese companies to enter the new retail format. The new retail model is consumer-centric, providing them with high-quality and low-priced goods and new forms of more convenient and efficient services. The new retail that integrates online and offline can enhance the company's competitiveness, adapt to the needs of new markets and consumers, and formulate new marketing strategies, which is conducive to sustainable business development (Liu, Luo & Zhang, 2016).

1.1.2 Industry Background

In 2020, due to the impact of the COVID-19 epidemic, China's major physical industries have been hit, and consumers' attention to the cosmetics market has declined and their attention has been distracted. After the epidemic, the volume of voice in the cosmetics industry dropped by 36% year-on-year, and the interactivity dropped by 52%, resulting in a sharp reduction in the living space of traditional offline stores in the cosmetics industry. Under the national shutdown order and

the CDC's requirement for all citizens to wear masks when going out, consumer demand for cosmetics has also been significantly reduced due to home isolation (Zhao & Men, 2020). From the early days of the outbreak, many industry giants such as Shanghai Jahwa, L'Oreal, and Perfect Shares have been hit one after another, forming a downward trend. By February 2020, the proportion of enterprises began to drop below 10%. In this era and social background, companies in the cosmetics industry need to strive to break through the previous operational framework, research and analyze problems and solutions in marketing, formulate marketing strategies that adapt to the needs of the new environment, carry out thorough transformation, and achieve simultaneous growth in sales and profits. To meet the wave of new retail transformation, catch up with the post-epidemic "retaliatory consumption growth", and become the industry leader (Cheng, 2010).

1.2 Research Problem

The research object of this paper, Company S, is a large multinational cosmetics chain store. S Company is the leader in the global cosmetics sales chain. As of the end of December 2017, S Company has a total of 2,500 stores in 21 countries around the world. With the rapid development of Internet technology in China, S Company has also started its digital transformation. In 2013, S Company launched their official online shopping website, and continued to gradually expand and develop diversified online shopping channels, such as developing the Company's APP, entering Tmall and JD.com, and establishing S Company's flagship store and S Company's flagship store. The company's overseas flagship store; WeChat applet, etc. (Zhang, 2015). Today, in the increasingly fierce industry competition, S company is trying to open omni-channel marketing in the context of the new retail era to continue to expand the company's market in China. How to maintain the company's position in the industry and achieve sales growth in the highly competitive market in the context of new retail is one of the major crises of S company. The declining market share and profitability have brought great risks to the company's overall operation in the future, and are not conducive to the company's sustainable development in the future. Therefore, it is very important to study how to formulate a marketing strategy suitable for the company's development plan under the new market and era background, which has far-reaching significance for the company's future development. To this end, this article will deeply explore the problems and reasons faced by the company's marketing in the context of new retail, in order to seek optimization strategies and implementation approaches that can effectively solve the company's existing problems. In the context of new retail, S company needs to actively find out the problems existing in the company's marketing and adjust its strategies in a timely manner, in order to seize the opportunity and seize the market. To sum up, research on the strategy of marketing is what S company needs to solve at present.

1.3 Research Objective

This article mainly takes S company as the research object, uses the research method combining literature research method, case study method and questionnaire survey method, based on the analysis of the current situation of S company's marketing, deeply studies how to optimize the marketing strategy of S company, and proposes solutions. Program and provide marketing guidance and suggestions for the same type of cosmetics companies.

1.4 Scope of the study

The title of this paper is "Research on the Optimization of S Company's Marketing Strategy in China under the Background of New Retail", which aims to comprehensively analyze and study the existing operation mode and marketing strategy of S Company, and design a brand-new marketing method. Based on your own understanding of S company and related marketing theories, plan for S company.

1.5 Research Significance

The significance of the article is that it can solve some problems that S company needs in marketing. As a large-scale global cosmetics sales company, S Company has occupied a certain market share in the past ten years. It has achieved extraordinary results in the development of direct chain channels and e-commerce channels, and has been recognized and consumed by the industry. trustee. However, under the background of today's innovative new retail model market, the competition is getting bigger and bigger, and the way of competition has changed from a single traditional marketing channel or online sales platform to omni-channel competition, the market share is constantly divided up, and the company's sales growth is slow. , the loss of members and the innovative strategy of recruiting new members have become problems that S companies urgently need to solve (Shaffiah, Ab Razak, Samsuryadi & Jamilah, 2019). This paper hopes that through the work experience in S company and academic research on marketing strategies, it can help S company analyze the company's own operation and marketing problems, and formulate new marketing strategies that meet the needs of consumers and new market changes, so as to achieve the company's Maximize the benefits.

(2) By optimizing the marketing strategy of S company, it can provide some data and trend references for cosmetics industry companies. Due to the rapid development of China's economy, people's quality of life and consumption index have been greatly improved to varying degrees. Driven by such an era of rapid development, the cosmetics industry has

also entered a golden age (Jim, 2019). However, behind the gratifying figures, there is an increasingly fierce competition. Science and technology continue to achieve new breakthroughs and rapid progress. Traditional media are under the impact of new media. A new round of digitalization and other practical problems have emerged. Consumers are impacted by different types of information every day, become more and more familiar with marketing and how it works, and become more and more difficult to be attracted by a single or conventional marketing method. The cosmetics industry needs to change the marketing plan scientifically and rationally through in-depth analysis and analysis of the new economic market and the new shopping habits and psychology of consumers, especially how to integrate online and offline services to realize the new retail model (Chen). , & Jin, 2019). Through the case of this article, think about how it can be widely used in the entire cosmetics industry, and even other enterprises that have converted to the new retail model. By analyzing and studying the case of S company, and constructing an optimization plan in line with the development of the industry trend, it provides some valuable reference materials for the healthy and lasting development of the entire cosmetics industry.

(3) The case of S Company can provide inspiration for the FMCG industry to enter the new retail era. In this context, how can fast-moving consumer goods meet the new shopping patterns and consumption habits under the consumption upgrade, how can enterprises meet the needs of consumers, product upgrades, omni-channel promotion, changeable and interesting promotion forms, rich visual display, etc. These are all difficulties that the industry is about to face or is facing.

1.6 Theoretical Framework

This article mainly takes the S company as the research object, and comprehensively uses the literature research method, case study method and questionnaire survey method as the research method. Based on positioning, marketing mix theory and the wheel of new retail. The first two theories are the theoretical basis for solving the scheme, which specifically analyzes the existing marketing problems and solution framework of S company, while the new retail wheel theory mainly provides improvement ideas in strategic details.

Chapter 1: Introduction , the main content includes the research background and research significance of this paper; then it is about the research content, method and basic framework.

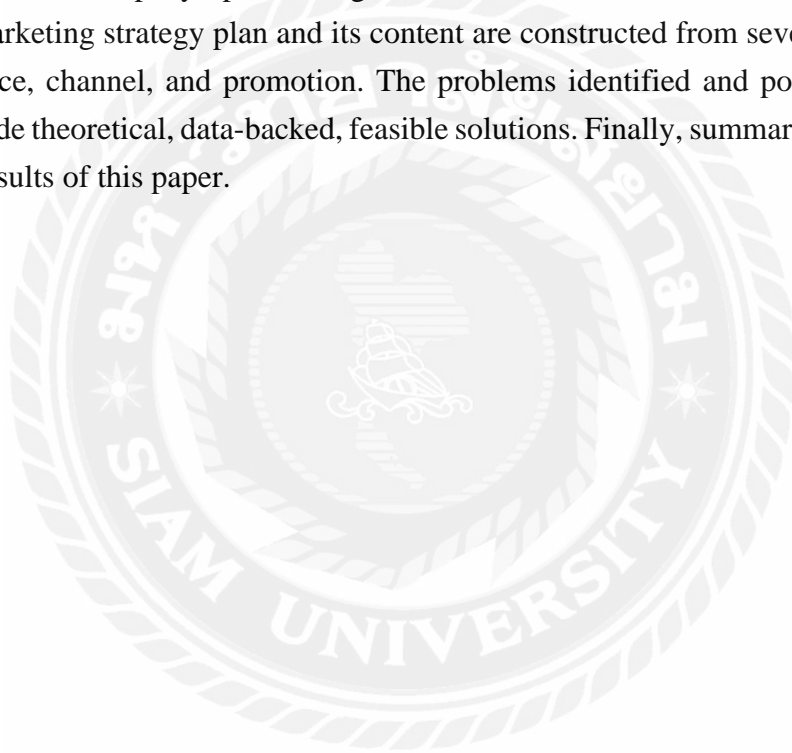
Chapter 2: The concept of new retail, the marketing analysis of China's cosmetics industry, and an overview of the theoretical framework that this article draws on and adopts, mainly expounding the STP theory, the 7P theory and the wheel of new retail. It provides theoretical support for the research of this paper. At the same time, the research status of

cosmetics marketing and new retail direction at home and abroad is sorted out and used for reference.

Chapter 3: Research Methods. Explain the research method used in the article to deeply analyze and study the marketing strategy of S company and the current problems faced by the company. Combining academic research to propose effective solutions.

Chapter 4: Introduce the general situation of the company, the marketing problems of S company and the reasons. This chapter focuses on discussing and analyzing the problems existing in the marketing of S company in the context of new retail, using data to corroborate the problems and combining theory to analyze the reasons.

Chapter 5: Conclusion And Recommendation.S Company marketing strategy optimization plan. Based on the characteristics of the new retail model, the STP theory is used to optimize the company's positioning, and combined with the 7Ps theory of marketing mix, a new marketing strategy plan and its content are constructed from seven aspects such as product price, channel, and promotion. The problems identified and posed in the four chapters provide theoretical, data-backed, feasible solutions. Finally, summarize the research content and results of this paper.



Chapter 2 Literature Review

2.1 Research on New Retail Model

The new retail model is a new format that solves the dilemma of online e-commerce companies and offline traditional retail. Offline traditional retail has suffered a huge impact from online channels, exposing defects such as complicated supply chains, limited time and space, and online platforms are also facing crises such as increasing traffic costs and loss of dividends (Yu, 2019) .. The new retail model combines the advantages of online and offline to better meet the individual needs of customers and promote the disappearance of the boundaries between offline and online commerce. New retail returns to the essence of retail services, aiming to take consumers as the center and provide consumers with new concepts and new experiences of more convenient and efficient consumption (Chang & Su, 2018). The cosmetics industry has entered a period of rapid development and has developed into the second largest cosmetics consumer market in the world. Since entering the Internet era, consumer groups have changed, and their consumption concepts, consumption habits and shopping behaviors have also undergone tremendous changes. The degree of information asymmetry is reduced at both the consumer and enterprise ends, and prices tend to be transparent (Yuan, 2015). In the face of the new era, companies have made changes in their marketing strategies. Using social media in the new era as a new promotion channel, as well as new technologies such as VR, AI, cloud computing, etc., to re-acquire, filter and segment customer data, and launch more attractive and personalized products and services. Therefore, in the context of new retail, S company should adjust and optimize its marketing strategy in time to adapt to the changing needs of the times and the realization of the company's own interests.

China's retail market is in trouble with traditional brick-and-mortar retail and online e-commerce is gradually exposed, and the growth is showing a weak trend. The new retail model has become a new outlet and a new format for the retail industry. Domestic scholars have provided a lot of inspiration for this new format (Du & Jiang, 2017). Hong Tao pointed out in "New Retail" and the Future Trend of E-commerce that the fundamental connotation of "New Retail" is to break the online and offline barriers, break through the development ceiling, and discuss the current disputes; The representative enterprises are used as analysis cases to study their specific practices in the promotion of "new retail". The results of the empowerment and transformation on the demand side can basically meet the new format of "new retail", and the future trend is to carry out the next transformation and reform on the supply side (Hong, 2017). Wang Baoyi published "Review and Prospect of China's "New Retail" Practice, reviewing the development process of China's "New Retail" for more than

two years. The policies and regulations issued by the state have provided political guarantee for its development and promoted the vigorous development of new formats; on the other hand "New retail" can achieve major development and breakthroughs in many cities in China, among which Alibaba Group has fully played a leading and exemplary role (Wang, 2019).

2.2 China Cosmetics Marketing Research

China's cosmetics industry surpassed Japan in 2013, becoming the world's second largest cosmetics consumer market, second only to the United States (Feng & Wu, 2017). The article "China Cosmetics Market Report" (2019-2025) published by the New York journal PRNewswire in 2019 mentioned that the sales of cosmetics in China exceeded 200 million yuan in 2018. China's urbanization has effectively increased people's consumption and formed mature consumer purchasing and consumption habits. E-commerce companies led by Alibaba have boosted the penetration rate of online consumption forms, and local Chinese cosmetics brands are also accelerating their growth. In order to better adapt to the Chinese market, industry giants such as L'Oreal, Senior Hall, and Procter & Gamble are trying to adjust their brand strategies and strive to build sales channels and platforms (Hu & Chen, 2018).

Due to the rapid development of the Internet in China, shopping on mobile devices has gradually replaced the traditional shopping mode of shopping in stores. Online shopping has become the latest and most convenient shopping method for people. There are abundant domestic researches on the current situation and strategies of cosmetics online marketing. Zhang Boyi (2019), in "Analyzing the Status and Strategies of Online Cosmetics Marketing", took XFC China's time-honored cosmetic brand as an example to analyze and study its shortcomings in online marketing strategies. The advantages and feasibility of network marketing are expounded, and suggestions are given to XFC's marketing strategy to make its marketing channels more perfect (Zhang, 2019). Meng Li (2016) in "Analysis of Cosmetics Marketing Strategy under Internet Marketing" believes that Internet marketing has become a mainstream direction and a new marketing model in this new era, and the cosmetics industry has gradually shifted from store marketing to Internet marketing (Meng, 2016). In addition, Xiang Ning (2018) expressed in "Innovative Marketing Models in Cosmetics Market - Co-branding Marketing" that the cosmetics market is currently very competitive and changing rapidly, and enterprises need to be skilled in using social marketing while mastering marketing. Make full use of the advantages of integrated marketing, cultural and information marketing, and vigorously enrich the marketing model to make it more diversified (Xiang, 2018). The article introduces the concept of co-branding marketing. Brand companies from different industries implement a coordinated and

integrated marketing form and share resources for target consumer groups with the same positioning, so as to solve the marketing crisis, occupy the market, increase the topicality and exposure of the brand, and achieve a win-win situation.

2.3 Past research

After reading a large number of domestic and foreign research literatures, it is found that there are not many foreign researches on new retail, mainly around the elaboration of new retail concepts, the prediction of future trends, etc., while the domestic research in China is relatively rich. The cosmetics industry has entered a period of rapid development and has developed into the second largest cosmetics consumer market in the world. Since entering the Internet era, consumer groups have changed, and their consumption concepts, consumption habits and shopping behaviors have also undergone tremendous changes (Gao, Liu & Li, 2021). The degree of information asymmetry has been reduced on both the consumer and enterprise sides, and prices have become more transparent. In the face of the new era, companies have made changes in their marketing strategies. Using social media in the new era as a new promotion channel, as well as new technologies such as VR, AI, cloud computing, etc., to re-acquire, filter and segment customer data, and launch more attractive and personalized products and services (Ke & Yan, 2019). The new retail model is a new format that solves the dilemma of online e-commerce companies and offline traditional retail. Offline traditional retail has suffered a huge impact from online channels, exposing defects such as complicated supply chains, limited time and space, and online platforms are also facing crises such as increasing traffic costs and loss of dividends. The new retail model combines the advantages of online and offline to better meet the individual needs of customers and promote the disappearance of the boundaries between offline and online commerce. New retail returns to the essence of retail services, aiming to take consumers as the center and provide consumers with new concepts and new experiences of more convenient and efficient consumption (Li, 2020). Therefore, in the context of new retail, S company should adjust and optimize its marketing strategy in a timely manner to adapt to the changing needs of the times and the realization of the company's own interests. This paper takes S company as an example, through the interpretation of the current situation of S company and the analysis of existing problems, and then combines domestic and foreign research and makes theoretical analysis, hoping to provide help and reference for the optimization of S company's marketing strategy, and promote the company. In the context of the new era, we will regain market share and achieve longer-term development.

2.4 STP Theory

Different STP theory is a more complete and detailed theory put forward by marketing scientist Philip Kotler on the basis of Wendell Smith's concept of market segmentation. The theory includes not only market segmentation, but also target market and market positioning. STP theory states that firms need to identify the individual needs of consumers, and then divide the market into sub-markets according to these needs. Then, the enterprise will take the market segment that matches its own development and goals as the target market, so that the products the enterprise wants to launch have a competitive advantage in the target market (Li, Fang & Liu, 2018). First, market segmentation. Some real-time data can be obtained from market research, and enterprises can analyze and study them to grasp the current needs of consumers, individual differences in consumption behavior and purchasing habits, and market classifications that differentiate the products and services of enterprises in the overall market. process. Second, the target market. After dividing different market segments, the company evaluates the most favorable and promising market for its products and services, which is the target market. Third, market positioning. Analyze the acceptance of competitors' products in the market, compare consumers' preferences and preferences for the characteristics and characteristics of this product, create similar products but have a more distinctive image and differentiated attributes, and then use the product advantages. The enlarged marketing mix vividly conveys the new image of the company and products to the customers and realizes an effective marketing strategy.

2.5 Combination Theory and New Marketing Environment

The 4Ps marketing mix theory is proposed by American professor Jerome Macarthy, which includes not only products, but also price, channel and promotion theory. On the basis of the 4Ps theory, Booms and Bitner in 1981 added three other service contents to the theory, namely people, tangible displays and processes, namely the 7Ps theory (Liao, & Lv, 2019). First, product strategy. The products manufactured and sold by the company can fit the consumer psychology, meet or realize some consumer needs, and put these products into the target market planned by the company to achieve the company's marketing tasks and goals. As one of the important components of marketing mix theory, product strategy needs to be taken seriously by enterprises. Second, the price strategy. By referring to market trends and data, companies formulate a diversified price system to achieve their marketing goals. Third, channel strategy. It is a way for enterprises to reasonably choose distribution channels according to their own business conditions and the characteristics of the products they sell, and to make their goods circulate physically for the purpose of profit. Fourth, the promotion strategy. The way that enterprises promote and promote through

introduction or direct means is the promotion strategy, which pushes and transmits the information of the products sold to consumers, highlights the differentiated characteristics of the products, so as to strengthen the consumers' desire to buy and make the marketing goals. can finally be achieved. Fifth, personnel strategy. In the marketing mix, people are the elements, both the person delivering the service and the person receiving the service. Sixth, process strategy. Process strategy is a key element of marketing strategy. It is the process that the service or product that the company wants to provide finally reaches the client through certain processes and mechanisms. This is also the process that customers must go through before they can enjoy the service. Seventh, tangible display strategy. It refers to the display of goods and services that enterprises want to present to consumers, that is, to make the form and content of promotions more in line with the public's consumption psychology.

2.6 The Wheel of New Retail Theory

The theory of the new retail wheel was proposed by Japanese scholar Maso Nakanisi. Under the circumstance that the new format cannot have real innovation, it is difficult to generate a competitive advantage over the original format. He believes that only technological innovation is the original driving force for changes in business formats, and based on this, he proposed the concept of "technical boundaries" (Qiu, 2019). To achieve breakthroughs in the original technical boundary is the most effective way to promote the development of new formats and grow into the main format. The wheel of new retail theory re-deduces the historical process of the retail industry in the past with innovative thinking, and studies the future development trends and forecasts of the retail industry under the background and environment of the current new era. This theory not only lays a firm scientific theoretical basis for the new retail format, but also has very far-reaching practical significance, especially in the future industry development (Wang & Ren, 2017). This theory also discusses the development and evolution of the retail format, predicts the future development trend and prospects, and provides a theoretical basis for how to choose the retail format scientifically, which has extremely high practical application value. The Wheel of New Retail not only tells the evolution and development process of the retail industry from the perspective of economics, but also provides a new direction for it. As the technological frontier shifts to the right, the possibilities also grow at the same time, which means a double increase in efficiency and effectiveness. The theory of the new retail wheel proves that if there is a guarantee of innovative technology, then the service experience can be upgraded without raising the price. New retail is based on traditional offline retail and online e-commerce, seamlessly integrating online and offline resources and advantages,

through the use of breakthrough new technologies such as big data, AI, VR, cloud computing, etc. The new form of retail industry (Wang, 2019).

Chapter 3 Research Method

This paper mainly starts with the current situation and problems of S company, and combines relevant theories to analyze the problems and reasons of S company's marketing strategy in detail, and further formulate optimization strategies to break through the current predicament and solve the company's crisis. The research methods used in this paper are:

Case study method: It is a type of field study. The researcher selects an object in a targeted manner, collects data and materials systematically, and compares and analyzes the data to reflect a certain phenomenon for further discussion and research. For the case, in-depth analysis and research of S company's marketing strategy and the current problems faced by the company, combined with academic research, put forward effective solutions.

Literature research method: to understand the facts through the collection, arrangement and research of literature, and be inspired by it. Through the scientific verification and factual sorting of pioneers, you can learn the required information faster. By comparing the literature at home and abroad, we can also understand the differences in the research directions of scholars at home and abroad, and experience the differences in the concept of viewing things under different backgrounds, the methods used and the final conclusions drawn. By collecting, arranging and reading books related to marketing, and retrieving journal literature in this field with the help of the school library's electronic resource database, we will explore theories related to marketing and new retail, as well as the latest developments in the cosmetics industry. Through a lot of reading and research on marketing-related theories, and then sorting out and summarizing, the STP and marketing mix theory are finally determined as the theoretical basis for in-depth research in this paper, and the theoretical framework of this paper is formed.

Questionnaire survey method: The purpose of the questionnaire survey is to make statistics and investigations, and to express the questions you want to know in the way of asking questions. Questionnaire method is a controlled measurement used by researchers to measure the research topic, so that highly reliable and targeted data can be collected. The questionnaire method can use various questionnaire software such as questionnaire stars in

WeChat to increase the efficiency of questionnaire distribution and facilitate the respondents to fill in the information. This form of questionnaire survey is inexpensive and easy to measure. The questionnaire used in this paper designed 11 questions from the basic information of the respondents, the evaluation of the service personnel and the purchase process, the purchase channels, the product price, the appearance and the membership card level, etc., in order to understand the consumers. Evaluation of corporate image and services, and use the questionnaire results as reference data to further analyze the current problems of S company. The questionnaire was distributed on-site and online. The on-site distribution was for consumers who shop at Sephora stores, while the online distribution was for a wider range of people, ranging from 16 to 55 years old. A total of 317 questionnaires were distributed this time, and 251 responses were received, with a recovery rate of 79.1%.

Chapter 4 Research Analysis

4.1 Company Introduction

DevelopedS Company is a large multinational cosmetics chain store, which belongs to the global luxury goods L group company. Company S is the navigator of the cosmetics market in France and other countries. Since entering China in 2005 for 15 years, it has always been a role model for cosmetic brands to learn from. Many companies in the same industry have referred to Company S' s Chinese business strategy and philosophy. As of the end of December 2017, S Company has a total of 2,500 stores in 21 countries around the world. The success in the European and American markets made S Company begin to set its sights on the Chinese market, which is unique and has great potential.

Company S entered the Chinese market and opened its first store in 2005. By the end of December 2019, it had nearly 250 stores in 76 cities in China. With the continuous breakthrough of Internet technology in China, S Company launched their official online shopping website in 2013, started digital business, and gradually expanded and developed diversified online shopping channels, tried new retail models, and integrated online and online shopping. To continue to expand the company's market in China (Xiao & Tu, 2019).

4.2 Current Situation of S Company Marketing

ThroughIn today's new retail format, S Company is facing many crises due to its inexperience in operations and marketing. Although S Company is also working hard to build its own digital marketing model, establishing an official shopping website and mobile

APP, and launching a variety of online shopping channels such as mini programs, it cannot be compared with Tmall in terms of traffic and number of users. of. Alibaba's online shopping platform, mobile payment methods and offline retail channels have formed a typical closed loop of shopping experience in the context of new retail, allowing consumers to shop conveniently both online and offline. Moreover, after each brand opened its own flagship store on Tmall, from the perspective of consumers, some big brands have a group of loyal users, and these users tend to go directly to the flagship store of the brand with a strong brand DNA to buy, instead of buying again. Search for the brand's products through other sales platforms to buy. From the perspective of the resources provided by the brand, whether it is the design materials of the page, the discounts and content of the promotion, or the priority of product supply, the flagship store operated by the company will be taken into account first. When the brand is doing promotion and marketing It will also use its own Tmall flagship store as the landing site. Company S lacks the support of the brand side and faces the huge threat of sales being divided up. At present, offline sales account for about 75%, while offline only accounts for 15%. Company S needs to find a way to smoothly integrate and integrate online and offline sales channels, and find potential profit growth points (Xu, Zou & Jian, 2019). Cosmetics companies are increasingly competitive, and the huge offline retail network of S company cannot help the company to achieve sustained economic growth in the new retail environment. On the contrary, with the development of new technologies of the Internet, major online sales channels have been continuously allocated and occupied most of the market share, and S company has been separated from customers in both traffic and users. Behind the continuous growth of sales, S company's annual profit growth point was only 2.4%, and its market share was also affected by the weak sales of traditional stores and the rise of new retail models, down 8.2%. The declining market share and profitability have brought great risks to the company's overall operation in the future, and are not conducive to the company's sustainable development in the future.

4.3 Finding

Research showed IT based classes held for teachers to develop professional study approach, questions on capability, forced them to accept transition to new IT system as a part of education curriculum in medical domain in Malaysia (Azlan et al. 2020) (Ish, Sakthivel, Gupta, Malhotra & Rajeshwari, 2020). Though much of it, depended on the institutional exposure to technology that determined their resilience against COVID19 causing disruption. The developed nations and higher education institutions have adapted faster than that of the rest using mass media (TV), IT (website), internet (Youtube) all of them free. However, cities superseded have against rural areas, which proves the strategic orientation, financial capability and application of knowledge dissemination using

collaborative practices. In a socio-technical learning environment, Bahasoan argued about the effectiveness of e-learning even though it has helped to meet current academic demand, even though the psychological stressors to learn a new technology across ages in students has shown parental guidance for online classes.

4.3.1 Positioning in the context of new retail

At present, S company's brand layout and positioning are mainly concentrated in the middle and high-income women's market. The average monthly consumption of beauty products is about 600-1000 yuan, and the age group is between 20-55 years old. The female consumer market is still the most important consumer market in China (Zhang & Zhao, 2019). However, in this increasingly saturated market environment, S Corporation is trying to cater to the needs and tastes of female consumers while ignoring the huge potential and growth rates of other markets. Although S Company has accumulated an understanding of women's consumption psychology and shopping habits with 15 years of experience in China, if it continues to stagnate, it is bound to spend more material and financial resources to consolidate its market share in China. The highly competitive womenswear market, thus wasting its profits. At the same time, the S company will also face missed opportunities to enter other potential markets and the best time to transform.

4.3.2 There are too many products and the price is not competitive

(1) Too many products and uneven distribution of resources

S Company has a total of nearly 120 brands of different ranges of brand authorization, providing product support for stores. There are tens of thousands of SKUs under these brands, so the products sold by S Company are not only in many categories, but also in the number of products under the categories. In addition, due to the ever-changing market and consumer demands, brand companies have plans to launch new products every year, introducing products with new ingredients or new technologies for consumers to upgrade consumers' product experience. In the daily work of the category department, it is often necessary to coordinate the resource allocation of the website. We need to weigh the sales performance of the department, the resources and cooperation provided by the brand, and the sales forecast of the product. How to make a reasonable allocation of limited resources for many products is the focus of the cooperative brand, because this It is directly related to the performance of the brand's online sales in S company. When we hold regular meetings with brands, we often use the resources that our platform has given to brands as one of the reporting contents. Especially when the brand's sales performance has declined year-on-year, it is often questioned and dissatisfied by the brand.

(2) Product prices are not competitive in the context of new retail

The product price can directly reflect the positioning of the brand and product, and consumers can also judge the corresponding product and service standards through the price. Product price is the internal driving force for purchasing behavior. In the process of pricing, the company needs colleagues to take into account the needs of consumers and the company's profit margin. In the context of new retail, consumers expect cheap and high-quality products, while Company S is currently positioned as a sales channel for mid-to-high-end income groups. RMB to more than 1,000 yuan. The other part is a niche brand with huge market potential. Most of the product prices are between 300 yuan and 1,000 yuan. According to the results of the questionnaire survey, only 24% of the respondents believe that the price of S company's products is affordable, and the services and products provided at this price are value for money. The competitiveness of large cosmetics sales channels is insufficient. Company S's own brand is the main brand of the company, some of which are global products that are developed and produced by the head office, and then imported to China for sales, and local products that the Chinese branch builds to complete the entire supply chain. There are tens of thousands of SKUs for global products, which are directly priced by the head office, which also involves tariffs, logistics and labor costs. The price range is between 200-600 yuan, which belongs to the upper-middle level. However, because the efficacy, texture and appearance of the products do not meet the needs and aesthetics of domestic consumers, and the head office lacks a global marketing plan for these products, it cannot compete with other mid-to-high-end brands in this price range. China also suffers from the predicament of acclimatization. Under the background of new retail, S company cannot use the current product pricing structure to meet consumers' demand for "low price and high quality", and does not provide services that match the price, resulting in unsatisfactory consumer feedback on the company's product prices .

4.3.3 Channel Integration of New Retail Model

As a global cosmetics retailer and a domestic cosmetics retail chain giant, S Company established an official online shopping website in 2014, embraced the Internet era, and officially opened digital marketing channels. After that, it entered Jingdong Mall in 2015, Tmall Mall in 2016, and upgraded the official website in 2017. Based on the vigorous development of mobile Internet terminal technology and social media, S Company has successively developed official APP and WeChat applet. In the context of the new retail era, S Company actively engages with the online e-commerce business that it is not familiar with, which is a successful transformation strategy and a challenge. However, the experience of S Company's offline retail operation cannot be directly copied and applied to the offline operation strategy. After getting involved in the e-commerce business, the S company, which was once the leader in the cosmetics industry, seems to be still a little powerless. In the

company's omni-channel market size in 2019, online sales channels increased by 15% as a whole, while offline sales only accounted for about 13% of the whole year. According to the survey data, stores are the most frequently used channels by consumers, accounting for 63%, while Tmall, JD.com, WeChat mini-programs and official websites together account for 37%, which is not conducive to the company's layout and development in China. new retail era.

4.3.4 The form of promotion is single and the intensity is limited

S company will have a theme activity around the current hot topic or trend in the cosmetics industry every month, mainly to enhance the emotional resonance and bond between the company and consumers or members, and add products that echo the theme to the store. The special display and the banner advertisement column of the website promote the exposure and transaction volume of the products. The theme content of each issue and the products designed by the theme are basically confirmed by the offline team, and the online channels are coordinated to carry out the omni-channel layout synchronously. The official website has also added a column of weekly specials. The category department negotiates promotional content with various brands, and changes products and designs every week in an attempt to stimulate consumption.

The second category of membership day activities is more popular among members and consumers, because the promotion is relatively strong, and consumers can buy their favorite products at cheaper prices than usual, or experience new products they want to try. In fact, the promotion form of member day is relatively simple. Promotional discounts are formed through discounts on membership cards and exquisite suits of the brand.

The third type of brand day is generally used to cooperate with the large-scale marketing activities of the brand. This type of promotion is mainly realized by adding advertisement columns and exposure on the online and offline sales network and disseminating publicity information on social media accounts. The content and promotion form of the product are controlled by the brand side. As a channel side, S company only needs to cooperate. Marketing.

These three types of promotions are basically in the form of boring and single full gifts or low discounts, and savvy consumers are not very accepting of such promotions. According to the results of the questionnaire survey, most consumers believe that although some brands have great discounts, most of the major brands have insufficient discounts and cannot arouse consumers' shopping desires; some believe that compared with other platforms, S company's promotions The force is not enough.

In terms of promotion forms, S Company basically conducts external promotion through SEO (search engine optimization), WeChat official account, E-mail marketing for members, and internal KOLs and other promotion forms, trying to convey the promotion activities and content to consumers. in sight. However, the S company ignored the huge

influence of social media in the context of new retail. The current ROI for these promotions continues to be low due to the power and reach, with lower-than-expected traffic and actual transaction volumes during the promotions.

As far as Company S's current promotion mechanism is concerned, the form of promotion only considers the price factor, but ignores other factors that can break the consumer's psychological defense line. From the perspective of promotion form, the promotion channel of S Company needs to combine the development trend of new media in the context of new retail, and use the simultaneous launch of traditional media and new media to expand the effectiveness and penetration of promotion activities.

4.3.5 Inefficient shopping process and people management issues

1. The shopping process lacks the combination with the "new logistics" under the new retail

Uniqlo, Starbucks and other companies have launched new delivery services for the new retail environment, trying to break through the barriers between online and offline, so that consumers can try this new shopping experience, place orders online, and then go to the nearest offline store. Pick up in store. In this way, you can easily search for the product you want online, and then go to the offline to pick it up, which saves the time queuing in offline stores and the logistics and delivery time for online shopping, and upgrades the new logistics experience for consumers. In Japanese drugstores, when customers buy multiple products that are inconvenient to carry, the store can provide delivery services, which makes it convenient for many travelers to continue to easily complete their itineraries after buying things, leaving addresses and delivery. The date of delivery allows merchants to deliver directly to the airport and consign them back to China from the airport. This convenient logistics service greatly satisfies consumers' shopping desires and eliminates worries for customers, realizing a pleasant and convenient shopping experience.

2. Management of members and professional quality of employees

The company has been operating in the Chinese market for 15 years, but the customer relationship management process and policies for members have not been systematically improved and optimized with the changes of the times and backgrounds. The strategy for member maintenance is still stuck in the earlier traditional retail model, and has not explored how to enhance members' stickiness to the company in combination with new media in the digital age, neglecting to use social media to expand customer base and attract An efficient way for new members. Company S launched an online official shopping website in 2014. With the help of the store's customer flow and the guidance of BA, the number of members has increased by 38%. However, since 2015, the growth rate of new members has

slowed down, and the growth of new members in 2019 has only increased by 5% compared with last year.

In addition, the store's BA (shopping guide) and online e-commerce customer service are the front-end people who directly face the end consumers. Their employee quality represents the company's appearance and image, and can directly affect incoming consumption. customers' shopping experience and mood. According to the survey results, consumers are only 43% satisfied with the BA of S company, and 37% think that the shopping guide service is indifferent, resulting in a bad shopping experience. According to the survey results of online customer service, 33% of customers expressed average or dissatisfied experience due to long waiting time and unresolved problems. Therefore, the training of S Company's sales staff and customer service needs to be improved urgently.

4.3.6 Visible Display Innovation and Tone Unity Issues on Websites and Stores

The store decoration style of S Company and the stylish display content corresponding to different themes of each issue are bright and rich in color, novel and diverse, and the theme is interesting and dynamic. However, due to the limitation of the size of the online advertising space, the visual effect is still unmatched. And the large-scale display of the store, the overall image still has the problem of non-uniformity. For niche brands that use S company as their exclusive sales channel, due to the company's lack of operational experience, the market trends and consumers cannot be accurately grasped, and the experience of digital marketing is even less, so the online channel are often faced with a dilemma when it comes to presenting content in style. Compared with other mature brands on the platform, there is already a big gap in their own traffic and brand communication power, and it is difficult to increase page views and transactions without innovative and eye-catching marketing content in terms of image display. quantity. This also determines whether these brands can achieve long-term development and brand promotion in the S company's sales channels.

Chapter 5 Conclusion And Recommendation

5.1 Positioning optimization in the context of new retail

S Company has been positioning the market in the high-end market since 1997. Many high-end brands such as Estee Lauder, Lancome and SKII have signed brand authorization with S Company, making S Company one of the important sales channels. And from the point of view of S company's offline store location policy, most of them are on the first floor of high-end shopping malls in first- and second-tier cities, creating a shopping scene with a high-end image but without losing an interesting experience for consumers. After the market enters the new retail format, Company S needs to consolidate its own offline retail operation and sales advantages, and further accelerate the development of online e-commerce business to truly realize omni-channel sales. It is necessary to implement the core idea of consumer-centered, and seriously explore marketing strategies that can enable consumers to get better experience and more convenient services, so as to stabilize the positioning of the high-end market, and at the same time strive to expand other younger or potential markets. . According to the constantly changing market, S company needs to meet the background of the new era and society, actively change its original position, and pay attention to the new markets with huge potential such as men and infants, so that the company can quickly seize the blue ocean market and strengthen its own competitiveness. . Product and price optimization strategy At present, S company has signed brand authorization letters with nearly 300 brands, providing consumers with a wealth of product and brand choices, providing sufficient product support for sales channels, and laying a solid foundation for the company's strategic planning. Base. However, in the actual sales process, there are often problems such as uneven distribution of resources due to too many brands and products. The following will improve the product strategy from three dimensions in detail to improve the situation.

5.1.1 Tone and Market Segmentation of Each Brand

The formulation of product strategy is not only to meet the needs of the market and consumers, but also to complete the company's marketing goals or strategic goals, improve its own competitiveness and market share, and create tangible and intangible value for the company. Therefore, whether it is for a single product or a combination of products, the formulation of strategies needs to provide consumers with satisfying needs and additional added value must be fully considered. The brands that cooperate with S company can be divided into three categories: selected big brands, exclusive brands and private brands. The market is refined and classified according to the different brands of S company, and can be

used in high-end, mid-to-high-end, mass and sinking markets. Get coverage, so that the brand layout is more complete. In the process of formulating marketing strategies, differentiated adjustments are made according to different brand tones and their selected target markets, and factors such as profit margins, traffic, and the brand's own marketing capabilities are also used as reference in the allocation of company resources. , scientifically and rationally incline resources to the daily operation of exclusive brands and private brands.

5.1.2 Make periodic adjustments based on category characteristics and product selling points

In addition to measuring resource allocation by subdividing brands, companies can also measure their resource allocation through category growth trends, product category characteristics or differences in uniqueness and life cycle. When the category department allocates resources, it needs to refer to the data of the omni-channel in the industry as a reference. When allocating company resources, we should take into account the growth rate and potential of categories to rationally schedule the ratio, and focus on incubation and exposure for categories with a high market size and rapid growth. Displaying them at the end of store shelves and online website advertising makes it easy and convenient for consumers to find what they want to buy, increasing page click-through rates and transaction conversion rates. Monthly theme promotions can also be planned around these products to increase the exposure frequency of these categories and repeatedly stimulate consumers' desire to buy. Differentiate different categories and product characteristics, and make strategic and cyclical adjustments based on changes in industry trends, social environments and consumer needs, so as to provide brands with multi-faceted and cyclical and in-depth resource support, as well as It can replace more revenue for the resources provided by the company.

5.2 Price optimization strategy

At present, the company's general price strategy is to use big data and other technologies to timely understand competitors, market supply and demand, and consumer psychology after formulating prices according to the established pricing model, and adjust prices again in response to a round of price adjustments. Strategic Marketing Success. As far as the big brands that S Company cooperates with, they have a relatively complete price system, and compared with special channels such as branded duty-free shops, S Company

does not have room for bargaining, so the following will mainly focus on S Company's exclusive brands and Analyze and propose solutions for private label prices.

5.2.1 Improve market price control together with exclusive brands

After signing China's exclusive sales with S Company, the inconsistency of channel prices of exclusive brands had a negative impact on S Company. By comparing the sales during the promotion period with the daily sales in the figure below, it can be clearly seen that consumers are more price sensitive to such niche brands. The prices of products without promotions were challenged by other e-commerce platforms, causing S Company to lose both sales and opportunity costs, wasting resources that could have been invested in other brands. Company S needs to communicate with the exclusive brand party and jointly control the price in the market to optimize the brand image and brand positioning in the minds of consumers.

5.2.2 Flexible pricing strategies for bundled pricing or pre-sale

Offline stores have package support provided by brands, so online channels can use Internet technology to start trying new virtual bundled price strategies, and upgrade price strategies online to achieve sales goals and brand growth. The category department can transform the best-selling products of the brand into a new set of online virtual bundles through data analysis and comparison.

5.3 Channel Optimization Strategy

The channel strategy is an important part of the entire marketing system. The channel strategy needs to be transformed according to the changes in the market environment. The development of the market environment has entered a new stage. The original channel model cannot adapt to the changes in the environment. change.

5.3.1 Optimize and expand diversified network marketing channels

With the development of Internet mobile terminal technology, diversified network marketing channels continue to emerge, and mobile marketing, which is called the fourth mode of communication in a broad sense, has emerged, and will undoubtedly play a greater role in future marketing strategies. Increasingly important role, enterprises need to pay attention to the trend of mobile marketing and shopping experience.

5.3.2 Omni-channel integration and integration in the context of new retail

The new retail model is a transformation and upgrade for the company, which can well solve the current predicament, perfectly integrate and integrate online and offline channels, expand the company's business and sales from all channels, and combine online and offline channels. The multiple advantages of service and offline experience complement each other, laying the foundation for enterprises to re-occupy the market and maximize profits. In the context of new retail, the channel layout requirements must be multi-dimensional. It is necessary to focus on consumers, integrate the advantages of various channels, and upgrade the consumer experience and product services.

5.4 Promotion and optimization strategy

Promotion strategy refers to the promotion and promotion methods of enterprises through the direct or indirect diversity of personnel, transmitting the information of the products produced or sold to consumers or users, highlighting the competitive advantages of products, and stimulating consumers or users' purchase intention and behavior. , in order to achieve the purpose of expanding sales.

5.4.1 Use new technologies such as AI and VR to innovate new retail concept promotion activities

The "Wheel of New Retail Theory" proposed by Japanese scholar Masao Nakishi pointed out that if the new format does not have innovations in information, management, logistics, etc., it will be difficult to obtain a competitive advantage over the original format. If any industry wants to achieve real reform and innovation, the driving force behind it is technological innovation. Rapidly evolving new technologies make promotion strategies more interactive, effective and targeted than ever before. AI, VR and big data analysis are several new technologies that are widely used in the cosmetics industry. S Company can integrate these black technologies into its own development needs to create innovative promotion activities for smart retail enterprises.

5.4.2 Multimedia cooperative promotion plan that fits the new retail background

Today's media can be divided into two parts: traditional media and new media. The traditional media is in the form of television, magazines, newspapers, etc. The use of high-circulation paper media and TV and radio with a considerable audience rate has formed a high-profile rallying cry. Coverage, to achieve scope promotion. New media is based on

mobile terminal equipment, including IPTV, Weibo, small videos, and official accounts, to achieve the penetration and effectiveness of promotional content. Another form of media that utilizes outdoor public space is outdoor new media, such as Focus Media's elevator electronic screen advertisements, subway advertisements and bus TV.

5.5 Shopping process and personnel management optimization strategies

Process strategy is a key element of marketing strategy. The process here refers to the process that the customer must go through before obtaining the service. Services cannot be stored, so you have to find ways to deal with peak demand, to find ways to best meet the different needs of different customers at different levels. During the implementation of the marketing plan, unexpected situations will inevitably occur due to changes in the market. The company must supervise, adjust and control the entire process in order to achieve the best marketing effect.

5.5.1 Personnel Optimization Strategy

Retail includes three elements of "people", "goods" and "field", and in the marketing mix, the personnel strategy includes two elements, employees and customers, which play the role of delivering and receiving services. In terms of employee training, S Company needs to carry out differentiated training content for different functional departments of different channels, and in line with the core concept of consumer-oriented new retail formats, to bring better experience to consumers. On the other hand, customers are the foundation of the company's survival and development, and market competition is the competition to attract guests. Therefore, in terms of maintaining membership relationships, it is also necessary to focus on different online and offline operation modes, which can provide them with the greatest consumption value and help them in the old age. Member management and recruiting strategies for new members have been optimized and upgraded. Tangible display optimization strategy The display of goods and services themselves makes the promoted things closer to customers. The importance of tangible display is that customers can get palpable clues from it to realize the quality of service you provide and achieve the best service effect, which is highly consistent with the core concept of consumer-centric new retail.

5.6 Improve the visual design of web advertising space for exclusive brands

Although the niche exclusive brands that cooperate with S Company have performed well in foreign markets, they have just entered China, have limited understanding and

sensitivity to the market, and have a relatively small market budget, so they urgently need S Company's advice and support. Since such brands themselves have little traffic, they need to use the channel traffic of S company to open up the situation for them, so the S company needs to guide them and provide ideas in the tangible display part. Since the decoration style and brand display of offline stores are planned and designed by S company, then S company can provide some help for exclusive brands in the tangible display part of online e-commerce.

5.7 Implementation and Guarantee of S Company's New Marketing Strategy

5.7.1 The goal of implementing the new marketing strategy plan of S company

Due to the insight into the background of the new retail era and the trend judgment of the new retail format in the future, S company needs to combine the company's own strategic deployment, in terms of marketing, from the seven aspects of market positioning and marketing mix. A new marketing strategy was constructed. In the context of new retail, S company needs to actively find out the problems existing in the company's marketing and adjust its strategies in a timely manner, in order to seize the opportunity and seize the market. After implementing the newly constructed marketing strategy plan, the following goals need to be achieved: First, in terms of market positioning, after the implementation of the new plan, the positioning of S company needs to be optimized, actively change the original positioning, pay attention to young consumers, The new markets with huge potential, such as males and infants, have a rapid strategic layout, so that the company can quickly seize the blue ocean market and strengthen its own competitiveness. Second, to solve the problem of too many products and unbalanced distribution of resources, by subdividing the tonality and market of each brand, and making periodic adjustments based on category characteristics and selling points, we will strengthen the product extension of our own brands in the context of new retail. , to achieve this goal. Third, by controlling the price of exclusive brands, increasing flexible price strategies such as bundled pricing or pre-sale, and low-price penetration of its own brands, S Company's product prices will become more competitive in the context of new retail. Fourth, make S Company integrate all online and offline channels, optimize and expand diversified online marketing channels, and promote S Company's seamless connection between online and offline channels in the new retail environment. Fifth, change the original single form of promotion. Combined with new technology, with the help of topical topics, in line with the rise of new media, the promotion strategy of S company will be radiated with new energy, and the conversion ability and return on investment will be improved. Sixth, optimize the shopping process. Through S company's establishment of its own logistics, it optimizes the "new logistics" link in the context of new retail to improve its own services and meet the new needs of consumers. Seventh, improve the quality of

employees, optimize customer relationship management, and combine the latest technology to promote new recruiting mechanisms. Finally, make the online and offline tangible display content more innovative, creative, topical and unified in style. Through the implementation of the new plan, S Company can respond to the new retail wave with a brand-new marketing strategy. In the process of forming a new business format in the future, it can be in an invincible position in the industry, form its own competition barriers, and truly do To be consumer-centric, to provide consumers with more convenient and better products and services.

5.7.2 Guarantee for the implementation of the new marketing strategy plan of S company

Company S's new marketing strategy plan was born based on the company's new strategic goals in the new retail environment. It forms barriers to resist competitors, has strategic significance for the company, and accurately fits with the company's multiple strategic directions. In the company's strategic plan for 2020-2025, several parts are mentioned. The first is that the sales growth rate should reach 50%, the second is the large-scale growth of the number of members, and the other is the development of the company's own brand SEB. The new marketing strategy scheme proposed in Chapter 5 of this paper mentions the optimization suggestions on these strategic planning contents in product strategy, price strategy, channel measurement, promotion strategy, process strategy, personnel strategy and stylish display strategy. , New retail is a dimensional upgrade of consumer experience. From these 7 aspects, it improves consumers' shopping and consumption experience in an all-round way, ensuring the company's revenue growth, and also expanding profits for progress and penetration. The market provides a guarantee and provides new ideas for the company's strategic planning.

5.7.3 Technical support

With the continuous evolution of information technology, computer science, and Internet mobile terminal technology in China, major breakthroughs have been made in recent years, which provides a strong technical guarantee for the implementation of the new scheme in this paper. Through mobile payment, mobile marketing, rich promotion forms combined with AI and VR, and big data analysis to create a new shopping experience for consumers with black technology. On the other hand, starting from S Company itself, S Company, which has rich experience in cosmetics brand operation and sales, can combine traditional media with modern new media, traditional store retail and online e-commerce, physical stores combined with tangible display and cloud of AI technology The organic combination of shelf and virtual scene formation technology ensures that it can serve and impress

consumers of different age groups, and provide guarantees on many important strategies of the new marketing strategy plan. In addition, the PR team of S company also operates its own KOL team. In the era of higher and higher self-media delivery costs and lower and lower thresholds, S company has built its own MCN agency to ensure the quality of marketing content and use relatively reasonable prices. Putting a budget to reach the target customers to the greatest extent and promoting new programs can be more active and healthy.

5.8 Conclusion

Through the preliminary analysis of S company's marketing strategy in this paper, it basically builds a complete optimization plan for S company's marketing strategy in China under the new background. This paper combines the marketing mix, STP as the main framework theory, and the new retail wheel as an auxiliary theory. Starting from the market positioning of S company, analyze the potential target market, identify potential customer needs, and make full use of the 7P strategy in the marketing mix theory to study the current marketing strategy issues of S company in the context of new retail. Based on the upgraded consumer demand and experience in the retail environment, a new marketing strategy optimization plan is proposed. First of all, S Company has repositioned and adjusted in the context of new retail, and refined and classified the market, which can cover high-end, mid-to-high-end, mass market and sinking market, and complete the brand layout. Secondly, in terms of product strategy, through the differentiation and periodic adjustment of the products of S company's cooperative brand and its own brand, it extends its own brand products and balances the company's resources. 3. Cooperate with brands to control market prices and stabilize market retail prices; formulate flexible price mechanisms to assist various promotional activities, and influence consumers' psychological defenses according to consumers' consumption habits and psychology; and penetrate their own products at low prices brand, forming a new price strategy. Fourth, in order to optimize the channel strategy, it is necessary to expand and integrate a comprehensive and diversified channel layout in the new retail environment to provide more opportunities and channels for sales activities. The fifth is to combine new technologies of AI and VR, plan creative new concept promotion activities, carry out cooperation plans in line with the development of new media in the context of new retail, and deepen the promotion content in combination with current hot topics. The sixth is to streamline the internal new product process and use the new logistics model under the new retail background to improve the efficiency of the shopping process and provide consumers with more convenient services. Seventh, in terms of personnel optimization, break through the new ideas of customer relationship management, optimize the recruitment mechanism, improve the quality of employees, and strengthen training. Finally, in terms of tangible display content, the offline integration of interesting pop-up

store solutions, online help exclusive brands optimize page design, improve the conversion of CTR and TR, and unify the decoration style of all online and offline channels to keep the same. The optimization of S company's marketing strategy can enhance the competitiveness of the company in the new era, and it also plays a role in attracting new ideas for S company's long-term strategic planning in the future. The cosmetics industry can be further improved, stabilize the market share and increase economic benefits. At the same time, it also provides new ideas for the development of the entire cosmetics industry in the context of new retail, and even the entire FMCG industry can use the case of Company S as a reference for entering the new retail format.



References

- Chang, M.Z., & Su, J. (2018). Where is the "new" of new retail. *People's Forum* (23), 96-97.
- Chen, H., & Jin, X, L. (2019). The Marketing Strategy of Z Generation Cosmetics Based on Consumer Behavior. *Modern Marketing* (Information Edition) (11), 227-228.
- Chen, L. (2017). On the role and practical strategies of service marketing in marketing. *Times Finance* (35), 247+254.
- Cheng, H.F. (2020). Analysis of the internet marketing strategy of the cosmetics industry. *China Collective Economy*, (13), 65-66.
- Du, R.Y., & Jiang, K. (2017). New retail: Connotation, development motivation and key issues. *Price Theory and Practice*, (02), 139-141. doi: 10.19851/j.cnki.cn11-1010/f.2017.02 .038.
- Feng, J.Y., & Wu, Q. (2017). The current situation and development trend of network marketing. *Modernization of Shopping Malls*, (09), 60-61. doi: 10.14013/j.cnki.scxdh.2017.09.036.
- Gao, W., Liu, Y., & Li, X. (2021). The relationship between omni-channel shopping experience and brand loyalty and brand equity: the moderating effect of omni-channel consistency and seamlessness. *Industrial Engineering and Management* (04), 174-180+196. doi:10.19495/j.cnki.1007-5429.2019.04.023.
- Hong, T. (2017). "New retail" and the future trend of e-commerce. *Business Economics Research*, (08), 52-55.
- Hu, X., & Chen, K. (2018). The marketing strategy of small brand cosmetics in the internet age. *Modern Business*, (01), 43-44. doi: 10.14097/j.cnki.5392/2018.01.014.
- Jiang, L., Jun, M., & Yang, Z. (2016). Customer-perceived value and loyalty: how do key service quality dimensions matter in the context of B2C e-commerce?. *Service Business*, 10(2), 301-317.
- Jim, T. (2019). The emergence of 'new retail'. ISE; *Industrial and Systems Engineering at Work*, (4).
- Ke, C. X., & Yan, B. (2019). General online shopping and online group buying mode under strategic consumer behavior. *Journal of System Management* (04), 777-782.
- Li, T.Y., Fang, G., & Liu,Y. (2018). Analysis of cosmetics marketing strategy based on the big five personality theory. *Shopping Mall Modernization*, (23), 40-41. doi: 10.14013/j.cnki.scxdh.2018.23.024.
- Li, Z.H. (2020). Top ten news of China's cosmetics industry. *China Cosmetics*, (02), 6-9.
- Liao, Y.C., & Lv, Q.H. (2019). Review and prospect of consumer omni-channel retail choice behavior research. *China Circulation Economy*, (08), 118-128. doi: 10.14089/j.cnki.cn11-3664/f.2019.08. 013.

- Ling, J., Minjoon, J., & Yang, Z.L. (2016). Customer-perceived value and loyalty: how do key service quality dimensions matter in the context of B2C e-commerce?. *Service Business*, (2). doi:10.1007/s11628-015-0269-y.
- Liu, K., Luo, X., & Zhang, L. (2016). Evaluation of China's B2C e-commerce website: an analysis of factors that influence online buying decision. *International Journal of Multimedia and Ubiquitous Engineering*, 11(3), 143-156.
- Liu, K., Luo, X., & Zhang, L. (2016). Evaluation of China's B2C E-commerce website: An analysis of factors that influence online buying decision. *International Journal of Multimedia and Ubiquitous Engineering*, (3). doi:10.14257/ijmue.2016.11.3.14.
- Lukin, A. (2019). The US-China trade war and China's strategic future. *Survival*, 61(1), 23-50.
- Marinova, P. (2017). This is only the beginning for China's explosive e-commerce growth. *Retrieved Aout*, 2, 2018.
- Meng, L. (2016). Analysis of cosmetics online marketing strategy. *Chinese and Foreign Entrepreneurs*, (13), 84+88.
- Qiu, X.P. (2019). Omni-channel retail reform based on big data. *Enterprise Management* (11), 118-121.
- Shaffiah, A., Ab Razak, C.H., Samsuryadi., & Jamilah,M. (2019). Social media element for persuasive B2c E-Commerce. *Journal of Physics: Conference Series*, (1). doi: 10.1088/1742-6596/1196/1/012001.
- Shi, Y. (2016). Analysis on the B2c E-commerce pattern in China. *Journal of Service Science and Management*, 9(5), 443-452.
- Wang, B.Y. (2019). Review and prospect of my country's "New Retail" practice—Based on the perspective of the transition period of "Demand Side" in the first half and "Supply Side" in the second half. *China Circulation Economy*, (03), 19-30. doi :10.14089/j.cnki.cn11-3664/f.2019.03.003.
- Wang, W.Q., & Ren, S.Y. (2017). Supply-side reform of traditional retail industry under the background of "new retail". *China Development* (06), 19-23. doi: 10.15885/j.cnki.cn11-4683/z. 2017.06.004.
- Wang, Y.X. (2019). Expansion of the female consumer market based on experiential marketing. *Business Economics Research*, (10), 63-66.
- Xiang, N. (2018). Innovative marketing models in cosmetics market—Joint marketing. *China Cosmetics*, (Z1), 68-69.
- Xiao, J., & Tu, G.Y. (2019). Value selection and innovative practice of omni-channel retail commercial space. *Business Economics Research*, (24), 25-27.
- Xu, M.L., Zou, K.L., & Jian, H.Y. (2019). Resource recycling strategy considering consumer behavior in the "Internet +" environment. *Control and Decision* (08), 1745-1753. doi: 10.13195/j.kzyjc.2018.0015.

- Yu, Z.H. (2019). CNNIC released the 44th "Statistical Report on the Development of China's Internet". *Network Information Military-Civil Integration*, (09), 30-31.
- Yuan, L. M. (2015). New ideas of network marketing under the mobile e-commerce model - self-media marketing. *E-commerce* (04), 23+48. doi: 10.14011/j.cnki.dzsw.2015.04.013.
- Zhang, B.Y. (2019). Analysis of the status quo and strategy of online marketing of cosmetics - taking XFC cosmetics as an example. *Liaoning Economy* (01), 78-79. doi: 10.14041/j.cnki.1003-4617.2019.01.034.
- Zhang, J.J., & Zhao, Q.L. (2019). Omni-channel supply chain integration and optimization for new retail: Based on the perspective of service-led logic. *Contemporary Economic Management*, (04), 23-29. doi: 10.13253/j.cnki.ddjjgl .2019.04.004.
- Zhang, Y. (2015). Sephora: Electronic stores and organizational reengineering. *China Pharmacy* (01), 56-58.
- Zhao, S.M., & Men, R.X. (2020). Some thoughts on new logistics in the context of new retail. *Technology and Economic Market*, (10), 88-89.

