



**RESEARCH ON THE MARKETING STRATEGY OF CHINA'S  
HOT POT CATERING INDUSTRY TAKING HAIDILAO IN  
ZHANGQIU DISTRICT AS AN EXAMPLE**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
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This Independent Study has been Approved as a Partial Fulfillment of the  
Requirement of International Master of Business Administration in International  
Business Management

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**Title:** Research on the Marketing Strategy of China's Hot Pot Catering Industry Taking Haidilao in Zhangqiu District as an Example

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## Abstract

As a traditional service industry, the catering industry has increasingly fierce competition. How to continuously improve customer stickiness and achieve a continuous increase in the number of diners through effective marketing service strategies is the key to ensuring the growth and development of catering companies. Haidilao, a large chain catering company, and an internationally renowned catering company, is one of the most symbolic companies in hot pot catering. There are many factors for its success. In addition to focusing on the quality of products and services, Haidilao has taken relatively effective marketing strategies according to the changes in market conditions, made accurate market brand positioning, and launched effective marketing strategy combinations, thus becoming a leader in the field of hot pot. The most commendable thing about Haidilao is its unique service system, which can provide customers with humanized services on the basis of satisfying customers to the greatest extent. But at present, Haidilao is also facing the problem of Services marketing strategy innovation. This paper will take Haidilao, Zhangqiu District, Jinan City, as an example to conduct research. Objectives of the study are: 1. Establish emotional ties with consumers, pay attention to details through careful service, improve customer trust and satisfaction, and improve customer stickiness. 2. Developing different forms of services, this article aims to provide multiple high-quality services, solve single service problems, win long-term customer support, and increase business volume. 3. Provide good development opportunities for enterprise management and employee training, improve their professional skills and

service level through training employees, and achieve stable development of catering enterprises.

This paper adopts a quantitative research method and a questionnaire survey method to conduct a questionnaire survey in Haidilao in Zhangqiu District through an electronic questionnaire generated by questionnaire star. Using detail marketing theory, service marketing theory, and enterprise management theory, it studies the business decline of Haidilao in Zhangqiu District, the decrease in loyal customers, and poor enterprise management. This paper analyzes the problems in Haidilao in Zhangqiu District from the perspectives of marketing, management, culture, and marketing strategies. It discusses how Haidilao can meet the needs of consumers and formulate corresponding marketing strategies. Construct a new model of catering strategic marketing, and put forward the specific implementation methods for enterprises to implement strategic marketing. The research question of this paper is solved. It is conducive to the better and faster development of Haidilao and provides a specific reference value for similar hot pot catering companies.

Ultimately, we concluded that quality and warm service are the keys to the restaurant industry's success. However, to be successful more is needed to rely solely on services. It is also necessary to proceed from the four guarantees of system, personnel, technology, and capital, coupled with effective marketing and enterprise management strategies, to enable enterprises to succeed.

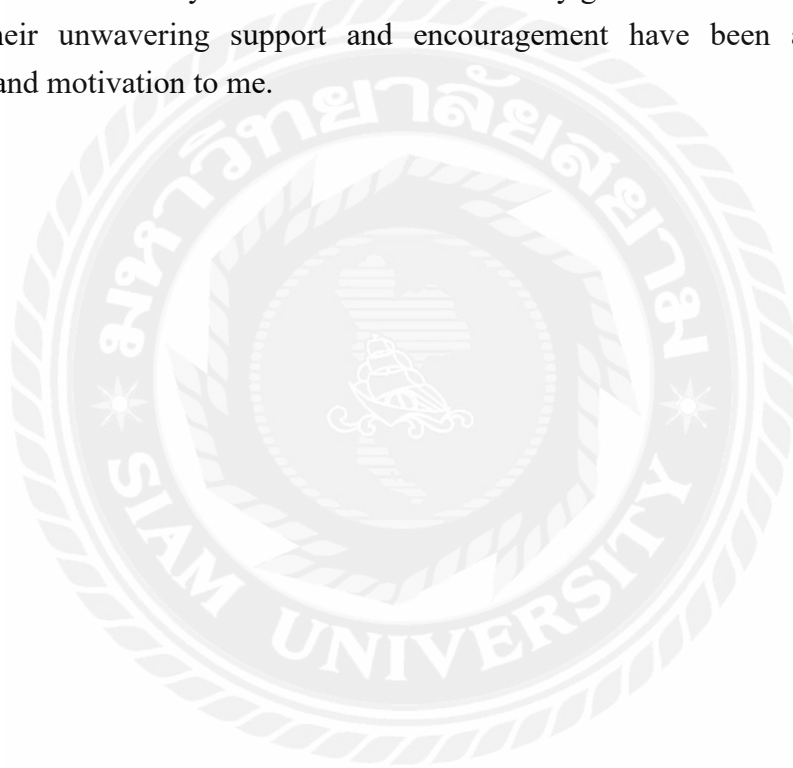
**Keywords:** detail marketing, enterprise management, catering trade, service marketing portfolio strategy

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## Declaration

*I, Deng Yan, hereby certify that the work reflected in this independent research "Research On The Marketing Strategy Of China's Hot Pot Catering Industry Taking Haidilao in Zhangqiu District As An Example" is an original research result and has not been submitted to other universities or institutions for higher degrees.*

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DENGYAN  
April 15, 2023

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# Chapter 1 Introduction

## 1.1 Background of the Study

As the third largest industry in China, the catering industry has always occupied an important position in people's lives and society's development. Along with the rapid growth of the market economy and technological change, our country's food and beverage market is constantly changing; the competition is more and more intense. China's catering industry has entered a new stage of high-quality development; coupled with the end of the epidemic, the catering industry ushered in the industry spring. (Dai, 2019) According to data released by the National Bureau of Statistics, the revenue of the catering industry in 2022 was 4.394.1 billion yuan, down 6.3 percent from the previous year; The revenue of restaurants above designated size was 1.065 billion yuan, down 5.9 percent year on year. The income of the catering industry in December was 415.7 billion yuan, down 14.1%; The revenue of restaurants above the designated size was 88.2 billion yuan, down 17.8 percent year on year. The China Cuisine Association believes that in 2022, the catering market will withstand multiple tests, such as the impact of the epidemic and the domestic economic downturn, fully demonstrating the strong resilience, great potential, and vitality of the catering economy. Although the industry faces a variety of adverse factors throughout the year, the major catering enterprises still actively carry out self-rescue in various ways, and relevant policies are also supporting the recovery of the catering industry. Food and beverage consumption is recovering gradually, and the consumer market has dawned. (National Bureau of Statistics, 2023)

With the steady development of the Chinese economy, the quality of people's life is gradually improving, and people's pursuit is increasing. As the "food" in our old saying "food, clothing, housing and transportation," the catering industry is within reach of People's Daily life. Compared with the products provided by the catering industry, service marketing of the catering industry is also crucial. As the leader of the catering industry, Haidilao not only has a large number of stores but also has a relatively significant influence. In daily life, consumers are also willing to discuss the topic of eating in Haidilao. The most commendable thing about Haidilao is its unique service system, which can provide customers with humanized service to satisfy customers to the greatest extent. In today's increasingly fierce market competition, service marketing is critical if Haidilao wants to maintain its advantages and continue to develop (Zhao & Wang, 2014).

Hot pot catering has always been favored by consumers, not only because of its convenient dining experience but also because of its food variety, which is unique and selected by most consumers. Haidilao Catering Co., Ltd. is a significant transnational private catering enterprise that mainly operates Sichuan-style hot pots and integrates the hot pot characteristics of various regions into one. As of June 30, 2022, Haidilao has 1,435 directly operated restaurants worldwide, of which 1,310 stores are located in mainland China, 22 stores are located in Hong Kong, Macau, and Taiwan, and 103 restaurants are located in 11 other countries (Baidu Encyclopedia, 2023). Haidilao has been tested by the market and customers for many years and has successfully created a high-quality hot pot brand with high credibility and local hot pot characteristics. As a large chain catering enterprise with a global business, Haidilao adheres to the concept of honest management, takes the stability and safety of food quality as the premise, and provides consumers with more intimate service, healthier, safer, more nutritious, and assured food. The company has always been adhering to the concept of "service first, customer first," adhering to the company mission of "through carefully selected products and innovative services, to create happy hot pot time, to deliver the healthy hot pot food culture to the world's food lovers," Haidilao introduces Chinese traditional hot pot to the world at the same time, To provide customers worldwide with more than expected hot pot happy hour and unique Haidilao experience. However, it is such a service-oriented enterprise that in the first half of 2021, from the peak price of HK \$85.77 / share in February, it has fallen to around HK \$30 / share, a plunge of more than 60%. As of December 31, 2022, the annual revenue of Haidilao is expected to be at least 34.6 billion yuan, a year-on-year decrease of no more than 15.8%, and the net profit is no less than 1.3 billion yuan. Compared with the previous year's performance, the loss has been successfully realized. (National Business Daily, 2023)

In response, Haidilao said that the expected profit is mainly attributable to the "Woodpecker" program, resulting in improved operational efficiency; in addition, Haidilao received a non-operating gain of 329 million yuan due to the cancellation of 2026 notes purchased from the open market and through a tender offer. (China Net Finance, 2023)

The "Woodpecker" plan of Haidilao was launched in November 2021. After it was launched, Haidilao used the regionalized management system to monitor the quality of the restaurant and quickly found and effectively solved problems from the two directions of "customer satisfaction" and "employee effort." Under the conditions

of efficiency priority reform and alleviation of the epidemic, the operating performance of Haidilao stores improved significantly.

Haidilao said that since the adjustment of the epidemic prevention and control policy in 2022, consumption has gradually picked up, with increased demand for social dinners and corporate group building. In Haidilao stores, reservations for a large table and group meals have increased in the past few months. During the Spring Festival in 2023, Haidilao nationwide stores received more than 6.5 million people in 5 days, 20% more than the same period last week; After the Lantern Festival, Valentine's Day, Haidilao passenger flow increased significantly compared to the same period last year.

Cheng (2023) found that the consumption boom after the epidemic could be seized to increase revenue, establish a unique brand image, deepen customers' impression of the enterprise and stabilize customers. We actively responded to the impact of the epidemic and gradually recovered our vitality.

It is understood that after the adjustment of the epidemic prevention policy, the customer flow and turnover rate of Tehai International, an overseas restaurant in Haidilao, increased significantly. Meanwhile, the number of restaurants further expanded compared to 2021, and the revenue increased significantly. For the year ending December 31, 2022, Tehai International's revenue is expected to exceed \$558 million, an increase of 78.6% over the previous year. It is expected to record a net loss of approximately \$36 million to \$45 million, a significant narrowing from a loss of \$151 million in 2021(Li, 2023).

In the rapid development stage of Haidilao, it is indeed beautiful to consumers, but the long-term invariance will also lead to consumers' "aesthetic fatigue," and the consumption level of Haidilao also rising, which leads to many consumers no longer focusing on the choice of Haidilao. For the catering industry that relies on service, the competition of service marketing is also the competition of brands. In the focus of competition, the service factor has gradually replaced product quality and price, and the world economy has entered the era of service economy. Service has become an invisible label of the brand, a ruler in the hearts of customers, but also a component of the enterprise brand. In the 29 years since its establishment, Haidilao has made remarkable achievements in service marketing. With the listing on May 17, 2018, and the large-scale expansion of stores, Haidilao is also faced with the problem of service marketing strategy innovation. How to make its own business unique and maintain the position of Haidilao in the catering industry? How to improve the current adversity,

regain its position in the hearts of the public, how to do an excellent job of relaxation and innovative service (Yang, 2021).

Chen (2017) proposed that the catering industry, as a traditional service industry, has increasingly fierce competition. How to continuously improve customer stickiness and achieve a continuous increase in the number of diners through effective marketing service strategies is the key to ensuring the growth and development of catering enterprises. Service marketing of catering enterprises is an essential means to improve customer stickiness and expand market share. In the current situation of serious homogenization competition of catering enterprises and lack of new ideas in marketing, how to find the right marketing strategy and implementing it is very important for the improvement of service quality and profit growth of enterprises.

This paper aims to have a thorough understanding of the operation mode, staff quality, customer satisfaction, and other aspects of the investigation and research of Haidilao in Zhangqiu District of Jinan City.

This paper will analyze the micro environment and macro environment of Haidilao service marketing in Zhangqiu District, existing problems and causes of Haidilao service marketing through marketing theories, and proposes an optimization plan design for its service marketing based on the actual survey results. This requires an in-depth discussion of the marketing strategy of Haidilao, but its previous management methods also need us to learn and draw lessons from it.

## **1.2 Problems of the Study**

Through research, this paper finds that there are some problems in Haidilao Hot Pot Store in Zhangqiu District. First, it is a word of mouth problem, not only limited to high unit price, few dishes, long waiting time, but also other problems. These problems caused Haidilao to lose a large number of loyal customers. With the opening of more and more similar hotpot restaurants, customers have more choices and no longer emphasize Haidilao. Secondly, it is not easy for Zhangqiu District Haidilao to survive in the hotpot catering industry with fierce competition. At present, they rely too much on a single Services marketing strategy, leading to a downward trend in business. In addition, Haidilao in Zhangqiu District has problems in management and communication; The work of employees needs to be in place, and there needs to be a standardized and unified system and an effective employee training plan, causing the enterprise to fall into a continuous vicious cycle.

### **1.3 Objectives of the Study**

1. To establish an emotional connection with consumers, pay attention to details through detailed service, improve customer trust and satisfaction, and improve customer stickiness.

2. To develop different forms of service, this paper hopes to provide a variety of quality services, solve the single problem of the service, win long-term support of customers, and improve the business volume.

3. To enterprise management and staff training to provide good development opportunities for enterprises. Through training employees, improve their professional skills and service level to achieve the stable development of catering enterprises.

### **1.4 Significance of the Study**

Based on the service marketing theory and detailed marketing theory, this study aims to make a specific analysis of the marketing strategy of Haidilao service by using a variety of marketing and strategic analysis and research methods and provide lessons for other enterprises. The results of this study have specific theoretical significance to enrich and improve the catering marketing service theory and service profit chain.

First of all, as a leader in the catering industry, Haidilao's management methods and concepts are worth learning from and learning from other hot pot catering enterprises. The hot pot industry has always been a concern, especially in recent years; the number of hot pot restaurants has been increasing, leading to increased competition. In order to stand out in this industry, catering enterprises need to improve product quality and service level and improve the marketing strategy of the entire enterprise. A single marketing model is no longer feasible in today's competitive environment, and it needs to be appropriately optimized and improved according to the industry environment, consumer demand, competitive market, and other factors to meet market demand.

Secondly, due to the economic crisis caused by the epidemic, China's economic growth has slowed down, and actively stimulating domestic demand and consumption has become an important means to promote economic recovery. As an important part

of stimulating public consumption, the catering industry occupies an important position in China's consumer market. In the case of slowing economic growth, catering enterprises need to constantly adjust their business strategies and find ways to cope with market changes. The diversity of the catering industry determines that catering enterprises must survive in the fierce competition environment and face the challenges brought by market competition.

Finally, service marketing can not only meet the basic needs of consumers but also be detailed enough to make them satisfied with the company's services and products. The methods, tools, and models of service marketing are very helpful for Chinese catering enterprises to improve customer loyalty and enhance core competitiveness. As an important representative of the Sichuan hot pot in China, Haidilao has flexibly used various skills of service marketing in the business process, not only winning customers but also laying the foundation for expanding new markets. (Anfei Huang, 2022)

To sum up, through theoretical research and field investigation of Haidilao Catering, the existing problems and potential marketing risks under the new situation can be found to help them find the causes of problems and find solutions and strategies. In addition, the experience summary and results display can provide catering enterprises with reference samples for the development of marketing strategies. This paper brings enlightenment to the whole catering industry management and services and provides suggestions for the healthy development of the Chinese catering industry.

In the fierce market competition, catering enterprises can only go further and better in the development of the catering industry by innovating and advancing with The Times, proceeding from reality, learning from the good experience of others, and adopting appropriate marketing strategies. Detail marketing is the concrete embodiment of the modern marketing concept, contains the "people-oriented" philosophy in service marketing, and is an important symbol of modern enterprise management; detail marketing is an important means to meet the diversified needs of consumers but also to participate in the competition and overcome the enemy to win, but also an important tool for enterprises to improve social influence and economic benefits; Service marketing is to take care of the needs of customers to the greatest extent, and let customers feel that the service is worth it; Lean management is to obtain maximum input with minimum effort, create as much value as possible, provide customers with high-quality products and timely service, and improve

customer satisfaction. The purpose of lean management is to provide customers with satisfactory products and services while reducing the loss to a minimum degree.

### **1.5 Limitations of the Study**

During the sample survey process, due to personal reasons and the pandemic, it is not advisable to conduct cross-provincial and city surveys and sampling. The sampling area needs to be more concentrated, mainly in the Zhangqiu area of Jinan, resulting in biased results. Objectively speaking, the sample size needs to be bigger. During the sampling process, we may need more samples due to funding issues, which can lead to biased results. Alternatively, when conducting a questionnaire survey, selecting enough samples but receiving limited valid questionnaires and insufficient data can also lead to bias in the research results. In terms of time, since the period of market research and article research is at the critical moment of COVID-19, COVID-19 has become a thing of the past after December 24, 2022. So the marketing strategy at that time was slightly different from the current one.

Therefore, due to various reasons, sometimes visits are subject to uncontrollable external influences, and this study has certain limitations. I plan to explore and improve the research results in future research continuously.



## Chapter 2 Literature Review

### 2.1 Introduction

In this study, we extensively collected many references, including relevant theoretical literature at home and abroad, to understand case studies related to corporate marketing. To deeply understand the appropriate knowledge of marketing strategy, we have comprehensively analyzed several articles and conducted research based on the current situation of Haidilao. We focus on case studies of corporate marketing strategies, and through a comprehensive analysis of multiple relevant literature, we have carefully studied the successful experiences and lessons learned from different companies in marketing. These Case studies provide valuable knowledge and classes to help us understand the formulation and implementation of enterprise marketing strategies. Not only that, but we also paid particular attention to understanding the current situation of Haidilao Restaurant. Haidilao's successful marketing strategy has attracted wide attention as a fast-growing catering enterprise. By observing and analyzing the development trajectory of Haidilao, we can better understand and evaluate the performance effect of marketing strategies in practice. We are committed to drawing comprehensive and accurate research conclusions about corporate marketing strategies by integrating and analyzing the above content. Our research will provide valuable lessons learned and practical guidance for enterprises, helping them gain an advantage in the fierce market competition.

### 2.2 Literature Reviews

In terms of market service marketing, the marketing concept was first put forward in foreign countries. Parasuraman et al. (1983) proposed that enterprises in the service industry, no matter what their industry is, how big their enterprise scale, how wide their geographical location, and their main customer groups or competition conditions, should be regarded as necessary. It should and should be based on meeting customers' needs based on the business; that is, we are now studying the marketing strategy. Service marketing mainly refers to a series of methods and means adopted by each enterprise in the marketing development process to satisfy all consumers on the premise of sufficient understanding and understanding of all consumer needs. With the growth of the catering market, consumers have increasingly stringent requirements for various catering market enterprises. Donald J. them well and J. Seph Cronin (1994) pointed out in their papers that the imbalance between supply and

demand is easy to occur because the service cannot be stored. Taking the current situation of Haidilao as an example, For the existence of the problem of supply and demand imbalance, how to correctly adjust the issue of "supply and demand imbalance," reduce the negative consequences of inequality, and reduce losses, requires the manager to comprehensively analyze the current management status of the enterprise to formulate corresponding improvement measures and optimize the current enterprise marketing strategy. Shtal T.V. and Belikov M.P. (2019) proposed the influence of marketing on the formation of corporate competitiveness in the current stage of world economic development. Therefore, the result of an enterprise depends on its marketing means and strategies to a large extent. In a specific period, the market has its particular needs; enterprises need to reform and upgrade their marketing strategies according to the exposed problems to better meet the new requirements brought by changes in the market environment.

In terms of how enterprises can improve the comprehensive competitiveness of the market, some scholars also put forward relevant conclusions on how enterprises can meet consumer demands as far as possible in view of the changing market. Li Yu and Zhang Liang (2021) also took Haidilao as an example in their published paper to intensely discuss the main factors affecting the innovation of catering service management under the background of consumption upgrading. And from the consumer demand, service principle refinement, innovative service methods, and other aspects of the proposed solutions to the problem to promote the sustainable, rapid, and healthy development of China's catering industry. In the development process, enterprises must constantly innovate and improve their products to be consistent with market demand. Danish, T. (2020) pointed out in his paper that if enterprises want to improve their marketing ability and level, they must develop new products to let the enterprise in the fierce market competition pull out first and enhance the industry's status. Along with the rapid development of the Internet era, online marketing has become one of the main ways for every enterprise to improve its market competitiveness. In the paper published by Wang Xiaoyan and Ding Xin (2017), taking Haidilao as an example, several problems existing in its Wechat marketing mode were analyzed: Ignoring the background data of the WeChat application, imperfect information management system, insufficient promotion, and so on, and put forward effective wechat marketing strategies according to the above problems, that is to say, offline marketing and online marketing in the development process of enterprises play an essential role.

Through the analysis of the domestic market environment, Haidilao target market, Haidilao service analysis, and marketing strategy analysis, this paper summarizes the

successful experience and shortcomings of Haidilao. Why are there so many hot pot restaurants in China? Refrain from letting people remember that a Haidilao can produce such a significant effect. It is because Haidilao takes "service first, customer first" as its purpose, creating the myth of Chinese hot pot, making Haidilao a kind of consumption and enjoyment. In this kind of management thinking, the unique management mode created by Haidilao is worth learning from other people in the hot pot catering industry.

## 2.3 Theory of Reviews

The relationship between independent and dependent variables is an essential concept in statistics, which plays an important role in studying data, analyzing trends, and predicting future development directions. In many scientific fields, we often focus on how a variable changes with the change of another variable, which is the study of the relationship between independent and dependent variables.

An independent variable refers to a variable that is selected or manipulated and can also be called an independent variable because it is not influenced by other variables. The independent variables of this study are customer groups, store services, and marketing strategies. The dependent variable is a variable that changes with the change of the independent variable, also known as a passive variable or dependent variable. The dependent variable of this study is Haidilao. Its change depends on the adjustment of marketing strategy, the customer group of the audience, and the store service of Haidilao.

In research, understanding the relationship between independent and dependent variables can help select appropriate levels of independent and manipulated variables to obtain reliable experimental results. In data analysis, explaining the relationship between variables can help us understand the mutual influence and mechanism of action between variables and improve our understanding and explanatory ability of phenomena. In addition, the relationship between explanatory variables can also be used to predict future development directions, thereby providing a scientific basis for decision-making. The theory of the relationship between independent and dependent variables is an important aspect of statistics. By studying the relationship between independent and dependent variables, we can better understand and interpret data, providing an effective basis and guidance for scientific research and practical applications.

## **2.4 Research Review**

The key to the development of catering enterprises lies in the concept of marketing strategies. Having advanced, comprehensive, and innovative management and marketing models is an important sign of a company moving toward standardization and standardization. Among them, detail marketing and Services marketing are important contents focusing on customer demand, employee demand, and market demand. Therefore, in the process of developing detail marketing and Services marketing, we need to conduct a comprehensive analysis and understanding of the development and origin of relevant theories, which is of great significance and role in understanding and studying detail marketing. For catering enterprises, detail marketing is a concrete manifestation of focusing on customer needs. It pays attention to the details of each link, from the decoration and layout of the restaurant to the taste and taste of the food, and strives for excellence. By optimizing details, catering companies can provide a better dining experience and attract more customers. At the same time, Service marketing is an important means of paying attention to the needs of employees. Employees are the core force of a company, and their satisfaction and professional quality directly affect customer satisfaction and loyalty. Therefore, catering enterprises should pay attention to employee training and welfare benefits, improve employee motivation and service quality, and thereby enhance customer satisfaction and loyalty. It is very important for catering enterprises to comprehensively analyze and understand the Development theory and root causes of detail marketing and Services marketing. Through in-depth research and understanding of the relevant theories of detail marketing and Services marketing, enterprises can better seize market opportunities, develop effective marketing strategies, and enhance competitiveness. At the same time, understanding the root of the theory can help enterprises better understand the essence and connotation of detail marketing and Services marketing so as to carry out more targeted marketing activities. To sum up, a comprehensive analysis and understanding of the relevant theories of detail marketing and Services marketing is of great significance and role for catering enterprises. Only through continuous learning and research can catering enterprises stand out in the fiercely competitive market and achieve sustainable development.

## **2.5 Terms and Definition Used in This Study**

### **2.5.1 Detail the context in which marketing occurs**

In reality, some enterprises do not stand in the perspective of customers to think about the problem and fail to establish the concept of marketing details for customers to think are very important things, but in the business owners, there is often insignificant, and the business that the big customer is not informed and do not pay attention to. Therefore, marketing details are the small things that enterprises think are insignificant but exactly affect customers' choice of your products, "small things done right, big things naturally wrong," therefore, for an enterprise, whether it has developed mature or just started, no matter what stage of development, all need to pay attention to details, a "sesame big" small thing can make the enterprise evergreen, It can also make enterprises disappear in an instant. For example, when queuing up, Haidilao can provide customers with free manicures, beautiful shoes, and hand guards. Free drinks, snacks, and fruit. And the waiter comes from all over the country; you can find the service, the attitude is very enthusiastic. Good service, even in the bathroom, will have a special service, including water tap, hand sanitizer, hand wipe paper, etc. They are all details. Sometimes such small things seem insignificant and insignificant, but they are related to the image of an enterprise, the degree of importance an enterprise attaches to customers, and the degree of concern about customers' psychological feelings. The emergence of detailed marketing is a specific economic background and the background of The Times.

1. Detail marketing is the inevitable result of the development of the market economy

The biggest characteristic of the market economy is that it is based on the market, develops with the development of the market, and changes with the changes of the market. With the in-depth development of the market economy, the market will provide what the consumers need. With the continuous improvement of people's living standards, the requirements for quality of life are more multi-layered. At the same time, the demand for consumer goods is also all-dimensional and multi-level. In the past, the pursuit may only be product quality, but now it not only pays attention to product quality but also pays more attention to personal spiritual pleasure, which requires enterprises to pay more attention to the spiritual enjoyment and needs of consumers while satisfying the material enjoyment of consumers and start from the smaller and more detailed aspects. To provide more comprehensive, more perfect, more intimate service. Under the requirement of this trend, detail marketing comes into being. (Baidu Encyclopedia, 2023)

2. The need for market competition

The catering industry is a customer-oriented, people-oriented (employees) oriented service industry; in its development process must pay attention to everything customers, pay attention to employees, grasp their consumer psychology and work psychology, understand and pay attention to their needs, an important guarantee for the success and development of enterprises. As the concrete embodiment of the modern marketing concept, with the detailed marketing concept, enterprises in the process of serving customers everywhere are customer-centric, starting from small things, so that customers in the consumption of material at the same time can also get higher psychological enjoyment, so that they get double satisfaction in material and psychological, to achieve the purpose of customers to the enterprise "love," so that enterprises retain customers, Ultimately, it can make the enterprise more competitive in the process of development. (Chen, & Zhang, 2007)

### 3. Motivation of enterprise innovation

In the context of the market economy, with the continuous improvement of people's living standards, the continuous progress of society, and increasing awareness of consumer rights protection, people's consumer demand has put forward higher requirements for the management and service mode of enterprises. With the development of the Internet, the "secret" and "secret recipe" no longer exist, and the replicability of enterprise business models and profit models are constantly enhanced, which requires enterprises to start from the perspective of meeting consumer needs, constantly update marketing methods and marketing concepts, fully consider and meet the multi-level requirements of consumers, highlight their own advantages and characteristics, and carry out differentiated, innovative marketing. To provide consumers with more comprehensive and perfect services, grasp the details from the small start, to meet the diversified needs of customers in order to achieve a "win-win" between customers and enterprises.

#### **2.5.2 Detail marketing**

Detail marketing, as the name implies, is to start from the details, the details of the marketing to customers. In the final analysis, detailed marketing is to fully consider and excavate the multi-level needs of consumers so that the marketing work of enterprises is more detailed and more humanized. The concept of detailed marketing was first proposed in 2004 by Willem Burgers, a Dutch marketing professor. The so-called detail marketing refers to every detail of the enterprise marketing work, putting themselves in the shoes of consumers by maximizing the satisfaction of their material and spiritual needs of the marketing work.

Detailed marketing is based on scientific management to insight into consumer demand as a means, appropriate and appropriate to provide customers with accurate services and intensive farming marketing operations; the service to do deep and thorough so that the enterprise to obtain expected earnings. Here, the object of detailed marketing not only refers to consumers (customers) but also includes enterprise employees. Detailed marketing should be a two-way marketing mode oriented to customers and employees rather than simple marketing only to customers. Only in meeting the basic material needs of customers and employees but also fully meeting their spiritual needs. In order to achieve the mutual benefit of the enterprise, customers, and employees, and complete the expected goals of the enterprise. Detail marketing in meeting the diversified needs of customers but also must fully meet the needs of enterprise employees in order to achieve the common progress of enterprises and employees, common growth (Lv et al., 2009).

### **2.5.3 Service marketing**

Service marketing is a series of activities taken by enterprises in the process of marketing to fully meet the needs of consumers under the premise of fully understanding to meet the needs of consumers. As an element of the marketing mix, service really attracted people's attention in the late 1980s. In this period, due to the progress of science and technology and the significant improvement of social productivity, industrial upgrading and professional development of production are increasingly accelerated. On the one hand, the service content of products, namely the service intensity of products, is increasing day by day. On the other hand, with the improvement of labor productivity, the market turns into a buyer's market. With the increase in consumers' income level, their consumption demand gradually changes, and the level of demand also increases correspondingly and expands in the direction of diversification. At the same time, service marketing will also have the characteristics of dispersed supply and marketing; the marketing method is single, the marketing object is complex and changeable, service consumer demand elasticity, and service personnel's technology, skills, skills, and high requirements (Baidu Encyclopedia, 2023).

### **2.5.4 Lean Marketing**

The so-called lean marketing, or lean marketing, aims to occupy the effective market, adopt market segmentation, focus, speed, and other strategies to establish the base market and strategic regional market, improve the strategic management ability of marketing, effective planning of strategic markets, according to the market

planning for reasonable allocation and arrangement of marketing resources, intensive cultivation of strategic regional markets.

Lean marketing is the expansion and innovative application of lean thinking in the field of marketing. On the basis of lean thinking, combined with 4C, 4P, and 4R theories in marketing theory, it enriches marketing theory and lean thinking with a unique perspective.

Lean marketing is to eliminate activities that do not add value to products or services in the process of marketing activities, allocate marketing resources reasonably and effectively, and concentrate important and critical resources on major customers. In the marketing process, the marketing team keeps learning in the process, enriching its knowledge structure, establishing lean concepts and applying them in future activities, continuously improving marketing activities, pursuing perfection, and finally maximizing investment returns. This is the core idea of lean marketing. The creative application of lean thinking to the marketing process makes lean marketing have its own unique way of thinking compared with general marketing activities. Only by fully understanding the content of lean marketing can we better apply this new marketing weapon (Baidu Encyclopedia, 2023).

### **2.5.5 Enterprise management**

Enterprise management is the general term for a series of activities such as planning, organizing, commanding, coordinating, and controlling the production and operation activities of an enterprise. This means that enterprise management is becoming increasingly important in the process of socialized production development. It is not only caused by people's common labor in the exchange process but also an objective requirement and inevitable product of social production development.

With the advancement of technology, traditional enterprise management methods face many new challenges and opportunities. In the digital era, enterprise management needs to adapt to the rapid development of information technology in order to better meet market demand and improve efficiency. The traditional methods of planning, organizing, commanding, coordinating, and controlling are gradually shifting towards a more flexible, innovative, and sustainable development direction. In addition to internal management, enterprise management also needs to pay attention to changes in the external environment and competitive pressures. Enterprise managers need to pay close attention to Market trends and consumer demand and constantly innovate and improve products. At the same time, establishing a sound supply chain and



partnership is also one of the important tasks of enterprise management to ensure that enterprises can respond to market demand in a timely and efficient manner.

Enterprise management is not only a comprehensive management of various activities of enterprise production and operation but also an objective requirement and inevitable product of the development of socialized large-scale production. In modern society, the significance of enterprise management is more prominent. It is necessary to adapt to technological development, market changes, and changes in consumer demand in order to achieve sustainable development of enterprises.



## **Chapter 3 Research Methodology**

### **3.1 Introduction**

This paper mainly adopts a quantitative research method.

In the early stage of this study, a large number of references were collected, the status quo of Haidilao was mastered, the methods of enterprise management and the content of enterprise marketing strategy were learned, and the relationship between the service marketing strategy of Haidilao and the status quo of the enterprise was analyzed. Customer satisfaction is quantitatively analyzed with the changes in consumers and the current situation of the modern catering market.

Later, using network data resources, we surveyed the consumers of the Haidilao branch in Zhangqiu District, Jinan City, Shandong Province. A total of 145 questionnaires were randomly distributed to some consumers, and all questionnaires were recovered. SPSS analysis software was used to conduct regression analysis and correlation analysis on the valid questionnaires recovered. The optimization of Haidilao enterprise management and customer satisfaction feedback is analyzed.

Therefore, the whole study adopts the method of quantitative analysis.

### **3.2 Research Design**

Dependent and independent variables are common concepts in research, which are used to describe the relationship between variables concerned in research. The independent variable is the variable controlled or manipulated in the study, while the dependent variable is the variable used to measure or observe in research. In the scale design, the composition of Dependent and independent variables and dependent variables is essential. First, we need to clarify the definition and meaning of Dependent and independent variables and dependent variables. Usually, the independent variable is the variable that the researcher can manipulate and intervene in, while the dependent variable is the variable that the researcher observes or measures.

Therefore, the following factors need to be considered when constructing the items of the scale of Dependent and independent variables and dependent variables:

the accuracy and credibility of the scale need to be ensured. This means that the things on the scale should accurately reflect the meaning and characteristics of Dependent and independent variables. So I studied the marketing strategy of Haidilao from the perspectives of gender, age, occupation, and various reasons for liking Haidilao. I also ensured the internal consistency of the scale items. This means that things should be interrelated and able to measure the independent or dependent variables together. Finally, through statistical analysis methods, factor analysis, or internal consistency coefficients (such as Cronbach's  $\alpha$ ) To evaluate the internal consistency of scale items.

The measurement of scale items also needs to consider the range and distribution of scale items. The items in the scale should cover the entire range of independent or dependent variables to ensure that we can comprehensively observe or measure the variables. Therefore, the audience of Haidilao should be considered when making the scale.

In general, accuracy, reliability, internal consistency, scope, distribution, and other factors need to be considered in the composition and measurement of items in the scale of Dependent and independent variables and dependent variables. Only by constructing reasonable and practical things of the scale can we accurately observe or measure the relationship between Dependent and independent variables and then conduct scientific research and analysis.

### **3.3 Hypothesis**

Research hypotheses are based on scientific knowledge and new scientific facts, making speculative assertions and hypothetical explanations of the laws or causes of research problems. We have provided a preliminary basis for the confirmed educational issues and phenomena and established the following assumptions through argumentation:

H1. Zhangqiu District Haidilao can attract customers. The key is the meticulous details of marketing. This research believes that Haidilao, by paying attention to details, providing personalized services, and showing care and caring in each link, wins the loyalty and reputation of customers.

H2. Zhangqiu District Haidilao, in many hot pot catering enterprises, the winning magic weapon is service marketing. This study believes that Haidilao can gain a

competitive advantage and attract customers by providing a variety of service experiences.

H3. The continuous development of Haidilao in Zhangqiu District is realized through enterprise management and staff training. According to this study, Haidilao achieves the goal of sustainable development through good enterprise management, establishing an efficient operation system, and improving service quality and efficiency through staff training so as to achieve sustainable development.

These hypotheses have been demonstrated based on scientific knowledge and facts and provide a basis for further research and exploration.

### **3.4 Population and Sampling**

This paper mainly studies the marketing strategy of Haidilao. In order to facilitate data statistics and collection, the overall setting of this study is the customer of Haidilao Hot Pot in Zhangqiu District, Jinan City, on September 17, 2022, and the research individual was on September 17, 2022. For consumers of Haidilao Hot Pot in Zhangqiu District, Jinan City, in 2022, the overall capacity is set at 232 customers of Haidilao Hot Pot in Zhangqiu District, Jinan City, on September 17, 2022. The sample was 145 customers drawn from the population through a questionnaire survey of 145 people.

Random sampling refers to a sampling method in which  $N$  units of the population are randomly selected as samples so that the probability of each possible selection being set is equal. Random sampling is only used when the total number of units is limited. Otherwise, the numbering work is heavy. For a complex population, it isn't easy to guarantee the representativeness of the sample, and the known information about the people cannot be effectively used. The effect of this method is better when the scope of market research is limited, the object of investigation is unknown and difficult to be classified, or the degree of characteristic difference between the overall units is small.

Stratified sampling: that is, the research objects are first divided into several layers according to their main characteristics (gender, age, occupation, education level, disease severity, etc.), and then random sampling is conducted in each layer to form the sample of the survey.

Cluster sampling is also called cluster sampling. It is to merge all units in the whole into a number of non-crossing, non-repeating sets, named groups, A method of sampling in which samples are then taken from groups. In the application of cluster sampling, each group is required to have a better representation; that is, the difference between each unit in the group should be significant, and the difference between groups should be slight.

### **3.5 Sample Size**

The number of individuals or records collected in a practice study. The total number of samples is 145. In the process of research and investigation, we investigated, visited, observed, and interviewed consumers and investigated consumers of Haidilao through questionnaires.

The adequate sample size of this study was 145 people, covering customers of Haidilao Hotpot of all ages, occupations, and education levels. Among them, 28 are under 18 years old, 88 are between 18 and 22 years old, 14 are between 23 and 35 years old, and 15 are between 35 and above. It can be seen that there are more people between 18 and 22 years old. In terms of occupation, there are 104 students, 15 government institutions, 15 company employees, and 11 self-employed people. In terms of gender, 87 were male and 58 were female.

### **3.6 Data Collection**

This questionnaire is an online survey through the questionnaire star electronic questionnaire, using the anonymous, single choice method, filled in by the respondent.

A questionnaire survey is a widely used method in social surveys at home and abroad. A questionnaire is a form used for statistics and investigation in which questions are expressed in the form of questions. The questionnaire method is a method that researchers use this controlled measurement to measure the problem under study so as to collect reliable data. Questionnaires are mostly sent through the Internet. The investigators fill in the answers according to the questions in the form. Generally speaking, the questionnaire is more detailed, complete, and easy to control than the interview form. The main advantages of a questionnaire survey are standardization and low cost. Because the questionnaire method is based on well-designed questionnaire tools for investigation, the design of questionnaires requires standardization and measurement.

This questionnaire mainly consists of the following four parts:

Part one: The brand marketing situation of Haidilao Enterprise and the cognition degree of customers to the brand. Understand customers' awareness of the Haidilao brand, choice initiative, and participation;

The second part: Haidilao enterprise marketing service situation, customer satisfaction for the service? It is focus of this questionnaire aiming to understand customers' attitudes towards Haidilao's abnormal service, service level, and overall evaluation of the service, and point out existing problems. This survey result will also be the primary basis for discussion.

Part three: Haidilao environment and product marketing, customers' evaluation of Haidilao store environment and food quality. To understand customers' assessment of the dish price, service environment, and service quality of Haidilao so as to find the main problems.

The fourth part: Haidilao enterprise's product health and safety situation, customer's evaluation of food safety. It is also the focus of this questionnaire to understand customers' evaluation of raw material sources, processing technology, sanitary accidents, and improvement effects of products. At the same time, this part also includes the customer's comments and suggestions, which is also quite important.

The survey questions in the questionnaire of this study are in line with the survey theme. All the questions in the questionnaire are simple and easy to understand, which can be answered by customers of all ages and occupations. The questionnaire should be holistic, and the questions should be logical so that the whole questionnaire can fully reflect consumers' satisfaction with the marketing strategy of Haidilao—the clarity for all the questions raised. Serve the theme of questionnaire design, clearly express the intention of investigation; Non-inductive, all questions submitted to ensure that the questions and answers are straightforward, without any inducement factors, so that customers according to the genuine will of the accurate expression.

The data in this paper were collected by questionnaire survey. In this study, 145 questionnaires were effectively collected.

### 3.7 Data Analysis

Data is the core object of data analysis. In the daily data analysis work, the correct classification of data types is the key to practical data analysis. Data analysis refers to the process of using statistical analysis methods to analyze a large number of collected data, extract useful information and form conclusions. It is characterized by the use of statistical methods for in-depth analysis of data. Commonly used data analysis methods include reliability analysis, factor analysis, correlation analysis, regression analysis, variance analysis, etc. In this study, online questionnaires were distributed and collected, and the online SPSS analysis tool in Questionnaire Star was used for detailed analysis of the collected questionnaires. This process is rigorous and precise and can provide strong support for data analysis.

### 3.8 Reliability and validity analysis of scale

#### 3.8.1 Reliability analysis

Reliability analysis is used to measure whether the sample's answer results are reliable, that is, whether the model has actually answered scale items; Reliability analysis only focuses on quantitative data. Cronbach reliability coefficient  $\alpha$  If the coefficient value is above 0.8, the reliability of the test or scale is excellent; A reliability coefficient above 0.7 is acceptable; If it is above 0.6, the scale should be revised without losing its value; If it is below 0.6, the ranking will need to be redesigned. The Cronbach reliability coefficient of this credit analysis  $\alpha$  The coefficient value is more significant than 0.8, and the reliability of the measurement scale is excellent

Table3.8.1 Reliability analysis

Sample size	Number of items	Cronbach. $\alpha$ coefficient
145	8	0.802

#### 3.8.2 Validity analysis

Validity is used to measure whether the design of the item (quantitative data) is reasonable and is verified through factor analysis (exploratory factor analysis) method; Researchers anticipate the corresponding relationship between variables and objects in their minds; After conducting factor analysis, determine the complementary

relationship between factors and items; When the expectations of the two are basically consistent, it indicates a good level of validity.

Firstly, analyze the KMO value; If this value is higher than 0.8, it indicates that the research data is very suitable for extracting information (indicating good validity from the side); If this value is between 0.7 and 0.8, it suggests that the research data is ideal for removing information (indicating good fact from the side view); If this value is between 0.6 and 0.7, it suggests that the research data is more suitable for extracting information (with average validity reflected from the side). If this value is less than 0.6, it indicates that the data is not ideal for removing information (with moderate fact reflected from the side). The result of this analysis is 0.791, which is between 0.7 and 0.8, indicating that the research data is suitable for extracting information and has good validity reflected from the side.

Validity research is used to analyze whether the research item is reasonable and meaningful. Factor analysis is a data analysis method used for validity analysis, which comprehensively analyzes indicators such as KMO value, commonality, variance interpretation rate value, and factor load coefficient value to verify the validity level of the data. The KMO value is used to determine the suitability of information extraction, the commonality value is used to exclude unreasonable research items, the variance interpretation rate value is used to indicate the level of information extraction, the factor loading coefficient is used to measure the relationship between factors (dimensions) and item correspondence, and the commonality value corresponding to all research items is higher than 0.4, indicating that research item information can be effectively extracted. In addition, with a KMO value of 0.791, which is greater than 0.6, the data can be effectively removed for information. In addition, the variance interpretation rates of the three factors were 26.185%, 22.53%, and 17.66%, respectively, and the cumulative variance interpretation rates after rotation were 66.375% > 50%. This means that the amount of information in the research item can be effectively extracted.

Table3.8.2 Validity analysis

project	factor 1	factor 2	factor 3	Common degree
1. What is your age	0.31	0.70	0.27	0.666
2. Your gender	0.11	0.01	0.85	0.737
3. What you do for a living	0.13	0.89	0.11	0.821



8. Would you recommend your relatives and friends to Haidilao?	0.10	0.25	0.70	0.562
9. What do you think of the dining environment of Haidilao?	0.70	0.21	0.27	0.610
10. What do you think of the service level of Haidilao?	0.64	0.49	-0.02	0.651
11. What do you think of the taste of Haidilao?	0.87	-0.02	0.19	0.790
12. Your overall evaluation of Haidilao.	0.74	0.41	-0.06	0.719
Characteristic root value (before rotation)	3.48	1.15	0.92	-
Variance interpretation rate %(before rotation)	43.54%	14.35%	11.55%	-
Cumulative variance interpretation rate %(before rotation)	43.54%	57.89%	69.44%	-
Characteristic root value (after rotation)	2.34	1.80	1.41	-
Variance interpretation rate %(after rotation)	29.25%	22.53%	17.66%	-
Cumulative variance interpretation rate %(after rotation)	29.25%	51.78%	69.44%	-
KMO value	0.791			-
Barthes spherical value	353.898			-
df	28.000			-
p-value	-			-

## Chapter 4 Result of the Study

### 4.1 Introduction

According to the survey and scale analysis results, the customers of Haidilao are mainly young people. In addition, the dissemination and sharing of young people in the media also positively promoted the public's further comprehensive understanding of Hailiao. Therefore, most of Haidilao's customers learned about this restaurant and visited it through media communication. The media widely publicized the high-quality service, delicious food, and comfortable environment provided by Haidilao, which is why many people love Haidilao. In today's digital era, the media have inextricably pushed Haidilao's various advantages to the public's view, demonstrating a series of excellent features of the restaurant but also delivering an enjoyable experience to potential customers. This positive media image has further deepened consumers' preference for Haidilao, attracting more people to taste this restaurant's delicious food. Therefore, Haidilao is the most popular hot pot brand in this survey. The dining environment, service level, food taste, and the overall evaluation of Haidilao have been highly praised by customers, reflecting the advantages of Haidilao as a high-quality hot pot brand. In addition, Haidilao is not only famous among young people but also concerns other age groups. The extensive publicity of the media has increased the popularity of Haidilao among more people, thus attracting more customers of different ages to try their excellent food. Recording to the results of survey and scale analysis, the customers of Haidilao are mainly young people. In addition, the differentiation and sharing of young people in the media also played a positive role in promoting the public's further comprehensive understanding of Hailiao. There are more, most of Haidilao's customers learned about this restaurant and choose to visit it through media communication. The media widely publicized the high quality service, delicious food and compatible environment provided by Haidilao, which is also the reason why many people love Haidilao. In today's digital era, the media has linearly pushed Haidilao's various advantages to the public's view, not only demonstrating a series of excellent features of the restaurant, but also delivering a simple and enjoyable experience to potential customers. This positive media image has further deep consumers' preference for Haidilao, attracting more people to choose to take the delicious food of this restaurant. Therefore, Haidilao is the most popular hot pot brand in this survey. Both the dining environment, service level, food taste, and the overall evaluation of Haidilao have been highly practiced by customers, reflecting the advantages of Haidilao as a high quality hot pot brand. In addition, Haidilao is not

only familiar among young people, but also concerned by other age groups. The extended public city of the media has increased the popularity of Haidilao among more people, that attracting more customers of different ages to try their excellent food.

## 4.2 Description of statistical variables

Statistical variable description is the detailed description and analysis of variables in a dataset. When describing statistical variables, the central trend and Statistical dispersion of variables are the most important.

Central trend refers to the distribution of variables in a dataset at a certain point or range. According to the results of this survey, most of the students in this survey are 18-22 years old. They prefer Haidilao to many hot pot brands. According to the results of this survey, they all like the service and dishes of Haidilao. Most of them were attracted by the media's propaganda, and most of their comments on Haidilao were favorable.

Table4.2.1 What is your age?

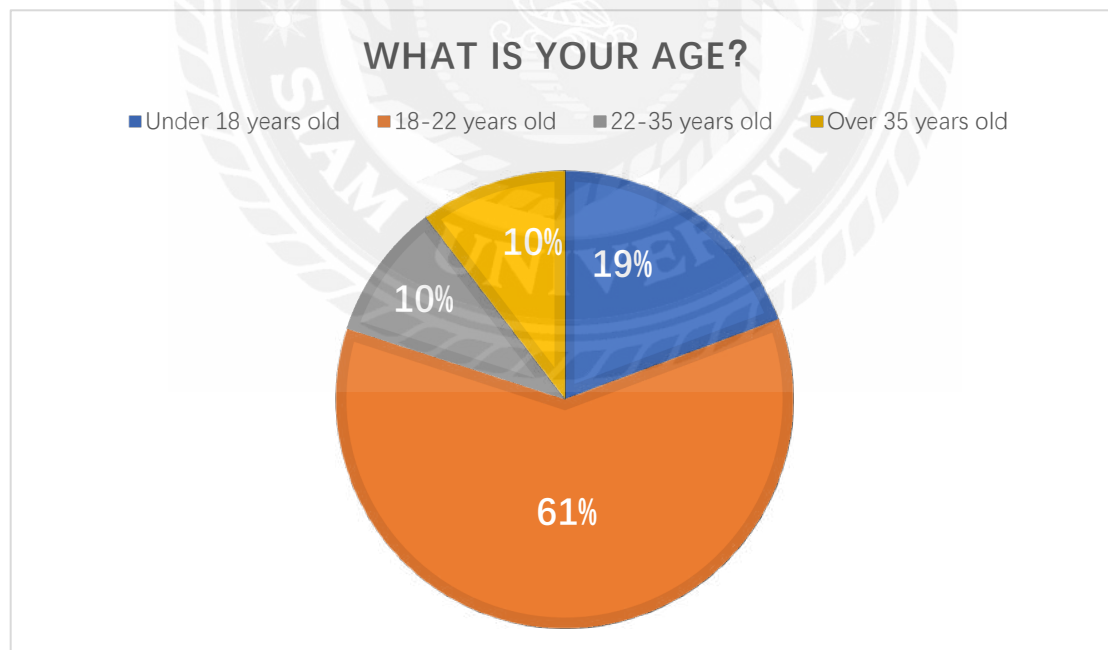


Table4.2.2 What you do for a living?

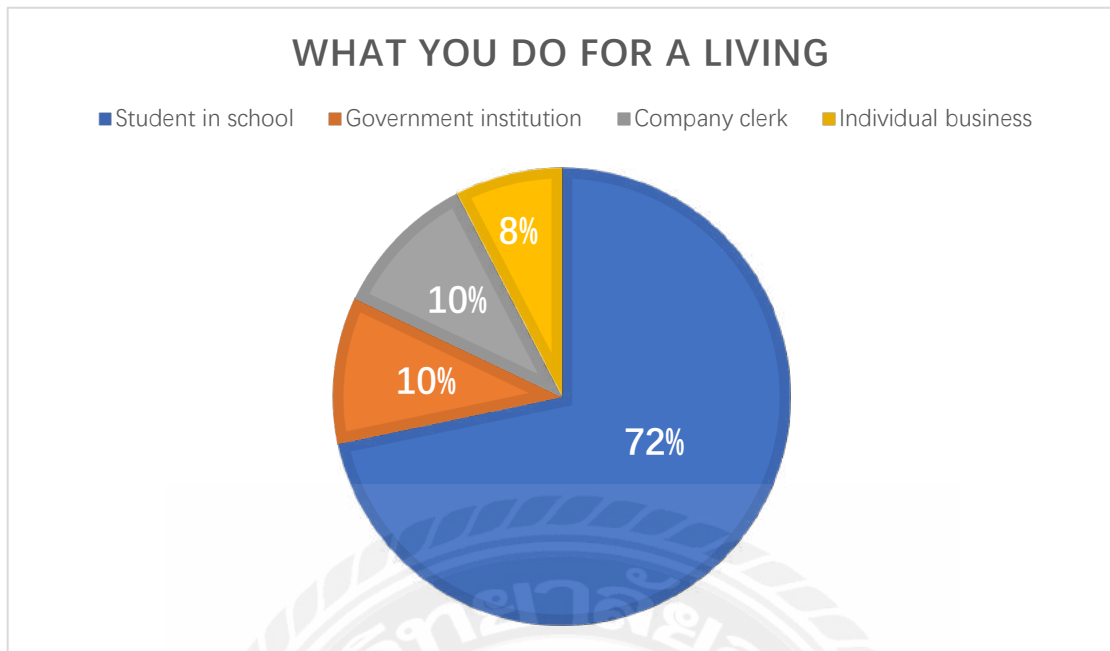
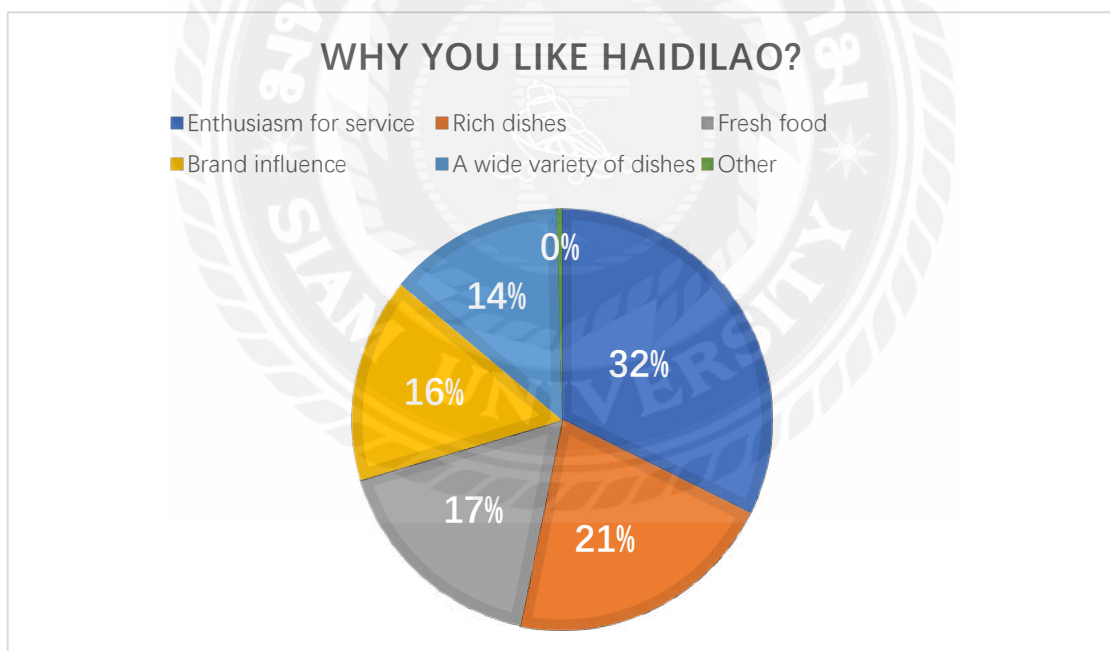


Table4.2.3 Why you like Haidilao?



Statistical dispersion refers to the dispersion or distribution of variables in the data set. This survey determined that the age distribution of Haidilao's customers is mainly 18-22 years old, accounting for 60.69%, followed by those under 18 and over 35 years old. It can be seen that Haidilao's main customers are from young groups; At the same time, according to the survey of professions, the main profession is school students, which is completely consistent with the age distribution. The main reasons for liking Haidilao are excellent service, good dishes, and a good environment.

Statistical variable description is conducting a detailed analysis of variables in a dataset. It can help us gain a deeper understanding of the properties and patterns of data, providing a foundation and reference for subsequent data analysis and decision-making.

## **4.3 Results of he Study**

### **4.3.1 Description**

In the implementation of the strategy guarantee, from the four main aspects of institutional support, personnel support, technical support, fund support, institutional support is to optimize the internal organization structure of Haidilao; Personnel protection mainly includes the establishment of appropriate performance evaluation management system, improve the incentive mechanism of employees and provide a development platform for employees; Technical support is mainly in the aspect of innovation, we should pay attention to the development of products, to meet the ever-changing consumer needs; Capital guarantee mainly refers to the attention to capital investment in the development process of Haidilao, so that each store can achieve the optimization of personnel allocation, equipment allocation, and cost input.

#### **Institutional guarantee**

Implementing a marketing strategy cannot be separated from a complete and reasonable organization involving all levels of the company, so to smoothly implement the enterprise's marketing strategy, it is necessary to optimize and improve the organization of the enterprise.

Firstly, the premise of organizational structure optimization is the management's determination. The organizational structure of the company is developed from the top down. That is to say, and if the company's organizational structure is optimized, it needs the support and promotion of the management, that is, the company's leadership; at the same time, it needs to have macro judgment and ideas to play a leading role. The second is the preliminary preparation, including finding the problem, developing solutions, clear division of labor, etc.; the preliminary work is fully prepared, and we can carry out the follow-up work; Third, we should have the professional ability. All

personnel involved in organizational optimization need to have certain professional abilities, master the most basic theoretical knowledge, and be able to clearly define the various processes of the work; Fourth, the execution of the team, requires all members of the team to have a sense of teamwork and overall awareness, with efficient execution to complete each job, do a good job in each link optimization, and finally achieve global optimization, all staff of the team should have a sense of responsibility, responsible for all the work of themselves and the team. The principles of organizational structure optimization include taking the operation of the enterprise as the main line, following the development trend of the industry market, and carrying out the work under the command and leadership of the management.

#### Personnel security

The hot pot industry is a service industry, and employees provide service for consumers. Hence, the service level and attitude of service staff directly determine whether consumers will patronize again. Therefore, stimulating the work enthusiasm of employees is the key to promoting the smooth implementation of the marketing strategy.

Establish a suitable performance evaluation management system. Performance evaluation refers to an evaluation method, indicators, and standards. By using performance evaluation, the work of employees can be quantified so as to help managers make reasonable decisions on the salary or promotion of employees, restrain employees, stimulate their desire to work, and take the initiative to undertake work. (Xu, 2021) Improve employee incentive mechanism. Take a specific way and match the work management system and the enterprise staff to the enterprise or work commitment to achieve maximum implementation of a whole process.

Haidilao has done a good job in treating the basic needs of employees. They can provide them with clothes, food, shelter, and transportation so that they can have a sense of belonging. Therefore, Haidilao needs to improve the reward mechanism and self-value realization gradually. Material reward is the most straightforward incentive means for employees, and it is also the most popular and acceptable means for employees. The material reward should be based on evidence, fair to every employee, timely reward for employees; and at the same time, material and spiritual rewards should be integrated, such as the company's year-end commendation work, awarding the best employee award to employees. Let employees realize their self-worth and feel that they are needed and recognized so as to create a positive, optimistic work atmosphere.

## Technical support

Technical support mainly refers to the innovation and reform of enterprises. The market of each industry is constantly changing. Only by continuous reform and innovation can enterprises glow with new upgrades and improve their survival vitality can they gain a foothold in the market and be recognized by society. Innovation and change are the core of the development of Haidilao. Hot pot market is difficult to have very outstanding innovative dishes, so we need to start from other aspects to achieve the purpose of attracting consumers. With the continuous development of the Internet and 5G communication, many high-tech products have emerged. Haidilao can be integrated with high-tech products to bring consumers a sense of science and technology and a fresh dining experience. At the same time, pay attention to the development of products, the development of new pot bottoms, new dishes, and new snacks to meet the diversified needs of consumers, to strive to produce differences from other hot pot brands, become the irreplaceable hot pot brand in the hearts of consumers, form their own value, improve the sense of identity of customers.

## Fund guarantee

Investment is essential if a business is to grow. With the continuous expansion of the Haidilao enterprise scale, the number of stores is also increasing, and all aspects need funds, such as staff training costs, store rental, equipment investment, raw material procurement, employee welfare, etc. At the same time, Haidilao needs professional personnel to estimate its industrial capital, and sufficient funds should be available to ensure the development of the enterprise. Blind expansion is likely to cause losses. The company evaluates each store and tries its best to achieve the optimization of personnel allocation, equipment allocation, and cost input so as to provide the most powerful financial support for the marketing strategy of Haidilao.

### **4.3.2 Inferential statistical variables results**

The customer group of Haidilao is the middle and high-income group, and the customers are mainly between 20 and 40 years old. These customers are a young group, so they know all kinds of information about the world through computers and mobile phones. They are also diverse and willing to pursue a new way of life, as well as pursue new things in a short time and accept new changes. They have less brand loyalty than their parents, and it is easier to persuade them to try new things through innovative and unconventional methods. The reason why Haidilao stands out among

catering companies is that it not only offers better service than its competitors and ensures the high quality of food but also increases its ability to analyze the unique needs of consumers and follow up after sales. For example, customers think watermelon is so delicious that they will give fruit when they leave the restaurant at the end of the meal. Consumers can be attracted by differentiated services because they meet their individual needs and enjoy meals. According to the prospectus of Haidilao, more than half of the respondents who eat at Haidilao visit Haidilao at least once a month, especially since most of them are willing to visit again, and most of the respondents are satisfied with their dining experience. It can be clearly found that Haidilao pays attention to consumers' dining experiences and takes this as the standard to improve customers' dining satisfaction. Therefore, people who eat in Haidilao, the next consumption will tend to eat Haidilao with friends, and then friends recommend it to others; like viral spread, more and more people go to Haidilao. Finally, Haidilao achieved the purpose of publicity and restaurant drainage. Most importantly, because almost everyone uses social media, people get relevant information anytime, anywhere. Like the viral spread of Haidilao restaurant publicity deeply let contact with this keyword, potential consumers can choose Haidilao again in their next catering consumption. Tracking and experimenting with popular things has become a hot topic, which can help consumers who use social media regularly increase their personal awareness and self-satisfaction. Generally speaking, Haidilao's target population is a group of middle-income young and middle-aged people who are willing to try new things. With the help of target people to reach word of mouth to achieve publicity fission to potential consumers and consumers continue to spread the crowd.

Table4.3.1 How did you learn about Haidilao?

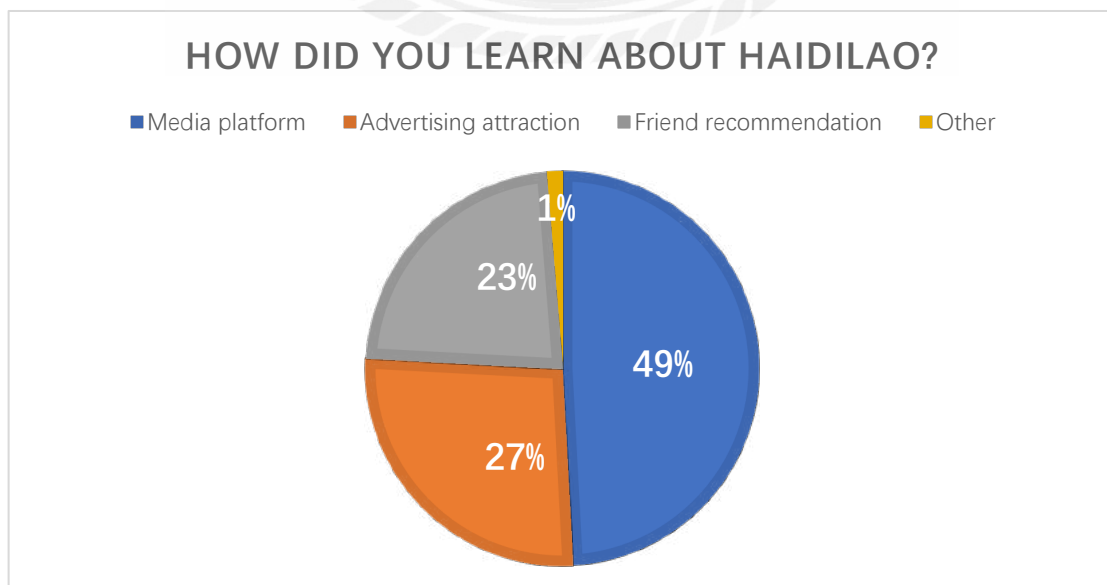
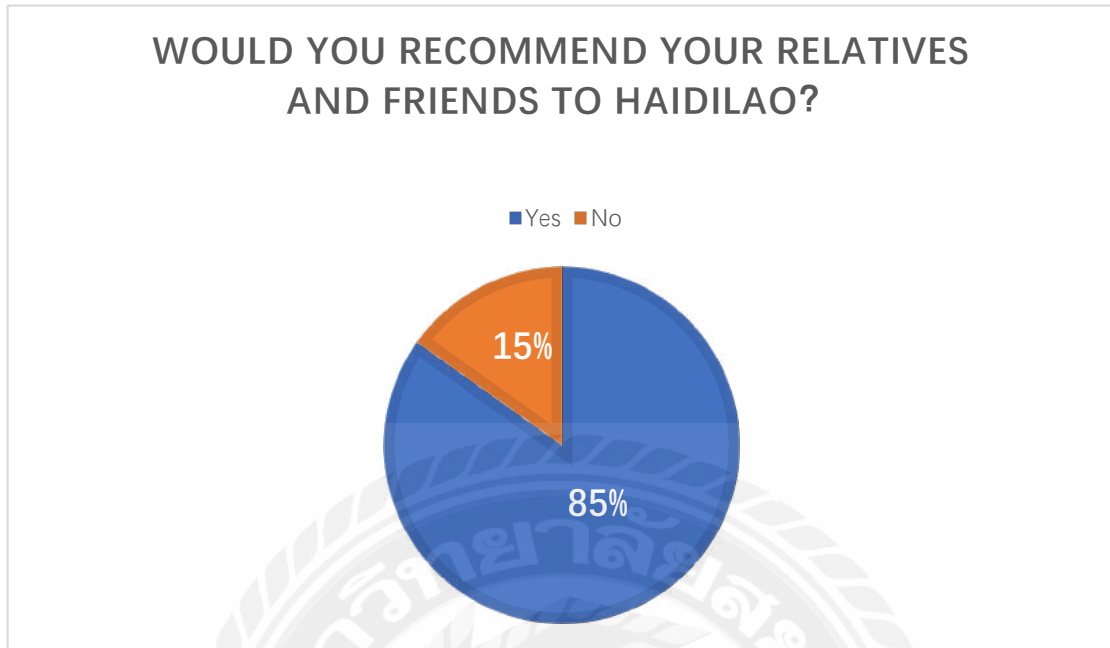




Table4.3.2 Would you recommend your relatives and friends to Haidilao?



## Chapter 5 Conclusion and Recommendation

### 5.1 Conclusion

Analyze the opportunities and threats, advantages and disadvantages faced by Haidilao Company, and then.

The SWOT analysis is carried out on Haidilao, and the recommended plan is selected, that is, continue to take good service as the core competitiveness of the enterprise development and develop a comprehensive network marketing strategy to rapidly improve the sales and market share of the enterprise, so as to build Haidilao into a leader brand in the national hot pot industry. The overall strategy is divided into four sub-strategies: product, sales, management, and financial, as shown in the table.

Table5.2 conclusion

Overall strategy	Continue to take good service as the core competitiveness of enterprise development, at the same time to develop a comprehensive network marketing strategy, rapidly improve the sales and market share of the enterprise, so as to build Haidilao into a national hot pot industry leader brand.
Product strategy	<p>Pay attention to the safety and quality of food, to create consumers in the mind of the food brand.</p> <p>While maintaining the original flavor of hot pot, develop new flavors to improve the competitiveness of products.</p>
Sales strategy	<p>Taking advantage of the good opportunity for the development of the catering industry, the Haidilao brand will cover more cities step by step and focus.</p> <p>Develop a comprehensive network marketing strategy, use a variety of network marketing tools and resources to carry out marketing activities, improve the visibility and reputation of the enterprise, while maintaining stable customer resources, develop potential customer resources, improve consumption potential, and improve sales performance.</p>
Management strategy	Adopt modern enterprise management system, such as the application of ERP system, to achieve standardized management, reduce the "rule of man", strengthen the "rule of law".

	Continue to maintain high quality human resources and supply chain advantages, while minimizing human resources costs through standardized management.
Financial strategy	Looking for venture capital to raise money to go public, and using a range of measures to keep management in check.

Through the analysis of the research in the paper, the following conclusions have been drawn:

1. Research has identified some critical viewpoints in terms of detailed marketing strategies. Firstly, detailed marketing strategies can help businesses attract consumers' attention and enhance brand awareness. For example, by adding unique and exquisite details to the packaging of Haidilao's peripheral products, consumers can remember the brand and be willing to buy it. Secondly, detailed marketing strategies can promote consumers' emotional connection to the product. Companies can establish emotional connections with consumers and promote loyalty and word-of-mouth communication by providing personalized experiences, such as customized services and gifts. Finally, detailed marketing strategies can also enhance consumers' perception of product value. Through meticulous after-sales service, thoughtful communication, and comprehensive protection, enterprises can give consumers more trust and satisfaction with their products.

2. Regarding Services marketing strategy, the research found some key elements. First of all, in the service process strategy, different service modes are added, various service forms are formulated according to other consumers (Lu et al., 2018), creative services or innovative dishes are added, and at the same time, a variety of product combinations can be added to meet different needs of consumers, which not only innovates the way Haidilao sells dishes but also truly serves customers from the inside out. Enterprises can enhance consumers' perceived value of services. Secondly, effective communication and feedback mechanisms are crucial for improving service quality. By promptly responding to consumer feedback and suggestions, companies can correct problems, improve services, and stand out in the fiercely competitive market. Finally, establishing a good service brand image is also the key to a successful Services marketing strategy. Enterprises can attract more consumers and maintain a competitive advantage by continuously improving service quality and conveying a positive brand image.

3. Regarding enterprise management strategies, research has revealed some key factors. Firstly, the importance of leadership is once again emphasized. A management team with good leadership can effectively motivate and guide employees and improve their work performance and morale. Secondly, continuous innovation and adaptability are critical elements for successful enterprise management. In the rapidly changing market environment, enterprises must constantly seek new development opportunities and business models to maintain competitive advantages. Finally, establishing a positive organizational culture and teamwork spirit is also essential to enterprise management strategy. By creating a positive work environment and encouraging open communication and cooperation, enterprises can stimulate employees' creativity and motivation, achieving sustainable development and success.

## **5.2 Discussion**

According to SWOT analysis results, Haidilao can focus on SO strategy and develop other systems simultaneously. The company shall fully play its advantages and take advantage of opportunities. It may consider exploring the low-end or high-end hot pot market, actively developing new dishes, increasing hot pot takeout business, giving full play to the value of subsidiaries, increasing sales of condiments and ingredients, and expanding the food supply business, Precise positioning of each customer's service needs, to provide consumers with genuinely comfortable services, at the same time, increase the information technology research, the development of intelligent restaurants; Improve the management level of each link and train the staff to realize the importance of food safety and ensure the high quality of food ingredients.

## **5.3 Recommendation**

1. Food is the people's priority, and food is the priority of safety.

The strict control of food hygiene: This belongs to trust marketing, deep cultivation of trust, and through the media to vigorously promote, to avoid public health events to bring devastating blows to the brand.

Strengthen food safety control. Strictly manage the food procurement, processing, transportation, and production process, strengthen the supervision function, do an excellent job in the inspection of each step, enhance the establishment of food

processing traceability system, form a long-term supervision mode, can organize customers to visit the raw material production center regularly, ensure that the store staff effectively implement the relevant health responsibilities, service staff in the daily work in place, The training requirements should be implemented reasonably, the kitchen background should be kept clean and sanitary, and the cleaning tools should be placed in order so that customers can know the production steps and links. Consumers can feel more assured with real feelings (Xiao & Ren, 2021).

Pay attention to environmental health and food quality as the lifeline of Haidilao; for this purpose, hire full-time health workers at the front desk, kitchen, and other regular health inspections—separate cleaning tools from food tools to avoid mixing them up. Let professional inspectors know the food source and train them to detect banned additives or harmful substances from the appearance of food.

## 2. Pursue the network frontier and improve the network business platform.

Internet search marketing, Haidilao set up a Haidilao promotion column on several search engines to further improve the page views of the official website of Haidilao through the continuous click of the audience to enhance consumers' attention to Haidilao. Increase the number of clicks on the official website of Haidilao to let consumers understand Haidilao, pay attention to Haidilao, and consume Haidilao.

Social media marketing, Weibo, WeChat, Douyin, Xiaohongshu, and other social media platforms appear in line with the trend of The Times, promoting the quiet change of marketing methods. Haidilao should use social media marketing and communication methods to meet customer needs and preferences and make customers become loyal consumers of enterprises (Feng Dan, 2018), which is an important support for the sustainable development of catering enterprises.

APP platform marketing. Under the background of the rapid development of mobile Internet, various enterprises have launched APP platforms to promote and market their products and brands. Haidilao has also launched a mobile APP platform. Haidilao uses the APP to timely release relevant information, set up discussion areas, launch complaints and praise columns, develop good product recommendation columns, and timely release the latest activities in graphics and short videos.

## 3. High quality and low price, novel products.

Reposition the product price. The dish price of Haidilao should be adjusted accordingly. We can appropriately reduce the price of some dishes that consumers

often order and set the market's average price or slightly lower than the average price to attract consumers to order more to increase customer flow and sales.

Optimize preferential policies for the all-day business of Haidilao; as long as the door to do business, the cost is bound to be spent. It is better to launch activities to attract college students to spend money because there are nearly 10 million college students every year who are the main force of future consumption and the new army. For this purpose, couples discounts, military discounts, elderly discounts, and so on can be launched (Chen & Hou, 2017).

In the catering industry, food is the key to the core competition. The innovation of hot pot products should meet the changes in customer tastes. Therefore, Haidilao should launch corresponding characteristic products in different periods and seasons.

The product innovation of Haidilao can start with raw materials, study the ingredients in the three fields of sea, land, and air, and break the ideological burden of traditional food practices. Foreign ingredients can also be introduced to make food with exotic tastes, as far as possible, to cater to the trend of customers seeking new and different. But pay attention to innovation at the same time, still grasp the majority of the group's favorite raw materials as the basis to make unique and popular dishes. At the same time, the dishes can not be separated from the characteristics of green and healthy.

Pot bottom innovation, now a hot pot soup base, has many flavors, spicy pot bottom, tomato pot bottom, seafood pot bottom, and other options. But now, the hot pot industry competition is more and more fierce; we must face the challenge of flavor innovation. This kind of innovation is a qualitative change innovation rather than a simple quantitative change, which requires Haidilao kitchen masters to study the taste differences in different regions, the essence of the hotpot fusion innovation, but also according to the network platform UP primary independent innovation research pot bottom, and eventually form a new, famous market hot pot. While satisfying the needs of taste buds, popular elements such as health and beauty can be added to make people who love beauty eat hot pot, have the effect of nourishing Yin and beautifying the skin, and comply with the changes in market demand (Ji, 2018).

#### 4. Attach importance to personnel training.

Do a training needs analysis, clear training purpose. Conduct professional training for the central staff of Haidilao marketing planning, store managers, shop

assistants, etc., invite experts to assist each position to improve their work marketing ability, or train talents through teaching method, audio-visual technology method, discussion method, case seminar method, brainstorming method. Reward employees with excellent performance in training, and make up lessons or transfer positions for employees who do not reach the standard service level. Encourage senior management to participate in the MBA program.

Instead of only selecting managers from within the enterprise, high-quality managers can be selected through the human resource market, online recruitment, advertising recruitment, school recruitment, or recruitment by headhunting companies. Optimize enterprise talent management system and formulate talent waiting list.

Make clear the division of labor of employees, make them understand the rules and regulations of the enterprise, evaluate the posts scientifically, and allocate the staff according to the characteristics of the posts.

Strengthen personnel training management. On the basis of the original staff training, Haidilao can add the last-place elimination system. It is necessary to strengthen the staff's "adaptable" working ability and build a high-quality, high-level, and high-ability staff team so as to better help the development of Haidilao. The performance assessment of Haidilao is behavior-oriented, and the design of the assessment index conforms to the endogenous talent training needs of Haidilao, which drives cadres to consciously pay attention to and train reserve cadres.

#### 5. Improve store management.

Localization of managers. The managers of each branch of Haidilao can select elites from the grassroots staff or select or recruit from the local human resources market of the branch. The reason for choosing local managers is that they have a better understanding of the local territory, human relations, legal policies, and interpersonal resources and can communicate well with the local government or management institutions. They speak the same language as consumers, there is no generation gap, and they can deal with emergencies quickly if they happen. They know local people's preferences, local market conditions, social conditions, people's living habits, and daily consumption behavior, which is conducive to Haidilao's smooth innovation in food and service.

In recent years, the dining tables of Haidilao have not been cleaned in time, and they are not cleaned until the customers arrive at the table, which will increase the

waiting time of customers and reduce their impression of Haidilao. At the same time, some Haidilao also have excessive noise, loud noise, and other phenomena, leaving a noisy impression on customers.

Open an online feedback platform for consumers to rate stores and give suggestions so that consumers can also participate in the supervision and control activities. Each region will select the best store each month and quarter and reward store managers and employees. In this way, the competitiveness of stores can be effectively increased, and the fittest can be eliminated, and some stores that are not good in various aspects can also be eliminated. Reduce enterprise risks (Han, Fan, & Cheng, 2021).

## **5.4 Future Study**

Career planning refers to a person's expectations and plans for the course of succession of his or her duties during his or her life, including one's learning, productive contribution to a profession or organization, and eventual retirement. From different positions, it can be divided into two categories: individual career planning and enterprise career planning for employees. Individual career planning is not a simple concept; it is closely related to the family, organization, and society in which the individual lives. For an enterprise, it is a systematic and complex management project because it involves the future development of the enterprise, the setting of the organization, the corporate culture, the training mechanism, the assessment mechanism and the promotion mechanism, etc. At the same time, with the changes in individual values, family environment, working environment, and social environment, everyone's career expectations will change, big or small. So again, it's a dynamic process. Therefore, in this era of talent competition, individual career planning and enterprise career planning of employees are particularly important. Through my own analysis, I understand my own character characteristics and ability level. Next, I will combine my own reality from the personal and corporate aspects of business administration to master career planning. The reality is unknown and changeable; set goals and plans may encounter problems at any time, requiring a clear mind. Ideal, faith, pursuit, success, future, everything must rely on their own to struggle!

In today's increasingly fierce market competition, the development of catering enterprises is under pressure from all aspects. In this predicament, how to improve the core competitiveness of enterprises and achieve sustainable development is a difficult



problem faced by every catering enterprise. This paper draws the following conclusions through analysis:

First, the rapid development of the national economy and the rise of e-commerce, to catering enterprises have brought a new marketing model, that is, the network marketing model; catering enterprises should seize this good opportunity to develop a comprehensive network marketing strategy in order to achieve the development of enterprises again.

Second, through the SWOT analysis of Haidilao, summarize the overall strategy of Haidilao, that is, continue to take good service as the core competitiveness of enterprise development, at the same time, develop a comprehensive network marketing strategy, Haidilao into a leader brand in the national hot pot industry.

Third, the network marketing of Haidilao should be carried out comprehensively from the aspects of enterprise website, search engine marketing, email marketing, blog/microblog marketing, community, forum, BBS, portal advertising, word-of-mouth website publicity, group buying website, online coupon issuance, online ordering and so on.

Through the above analysis, I hope to provide some useful help and reference for other similar domestic catering enterprises on the road of network marketing. As the way of network marketing is closely related to the development of network technology, and in today's network technology update with each passing day, a variety of new network carriers are emerging in an endless stream, so the data collection and investigation in the early stage may be lagging behind. At the same time, due to my limited theoretical level and lack of practical experience about the catering industry, some points of this paper may be open to discussion, but some theoretical feasible methods have yet to be tested in practice; please, teachers and experts, criticism and correction.

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## Appendix A

### Haidilao catering comprehensive questionnaire

#### Haidilao comprehensive questionnaire

1. What is your age
  - Under 18 years old
  - 18-22 years old
  - 23-35 years old
  - Over 35 years old
2. Your gender
  - Men
  - Women
3. What you do for a living
  - Student in school
  - Government institution
  - Company clerk
  - Individual business
4. Which of the following hot pot brands do you prefer?
  - HaiDiLao
  - XiabuXiabu
  - ChaoTianMen
  - XiaoLongKan
  - DongLaiShun
  - ShuDaXia
  - Small-sheep
  - Other \_\_\_\_\_
5. Why you like Haidilao
  - Enthusiasm for service
  - Rich dishes
  - Fresh food
  - Brand influence
  - A wide variety of dishes
  - Other \_\_\_\_\_
6. Why you don't like Haidilao?
  - Waiting time is too long
  - The single consumption is higher
  - Smaller portions
  - Other brands are more attractive
7. How did you learn about Haidilao?
  - Media platform
  - Advertising attraction
  - Friend recommendation
  - Other \_\_\_\_\_
8. Would you recommend your relatives and friends to Haidilao?

Yes

No

9. What do you think of the dining environment of Haidilao?

Very good

In general

Poor

10. What do you think of the service level of Haidilao?

Very good

In general

Poor

11. What do you think of the taste of Haidilao?

Very good

In general

Poor

12. Your overall evaluation of Haidilao.

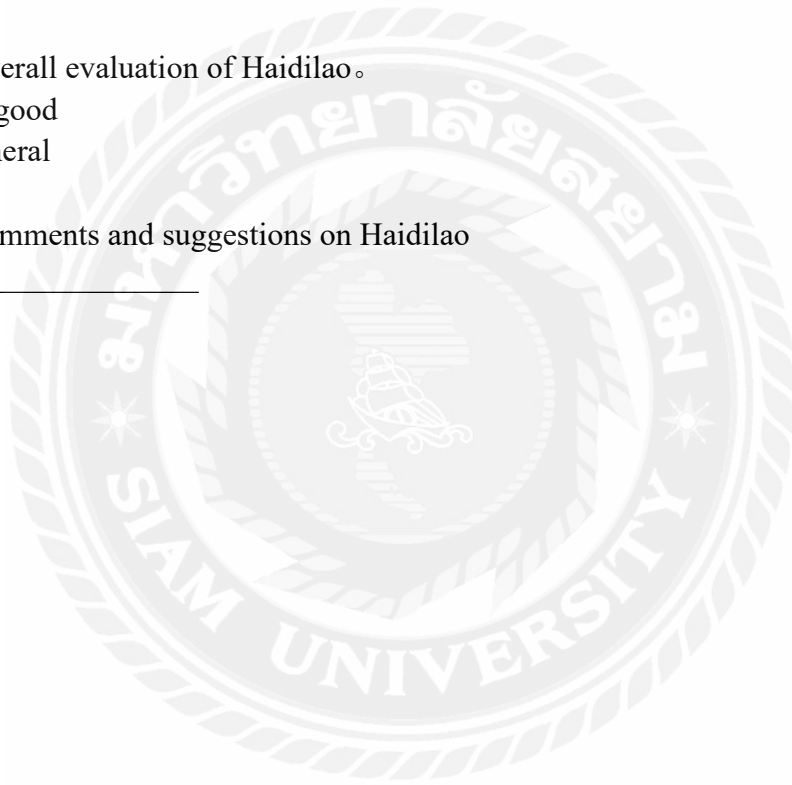
Very good

In general

Poor

13. Your comments and suggestions on Haidilao


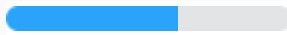
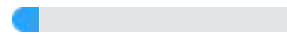
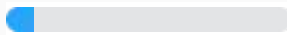
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## Appendix B

### Haidilao catering comprehensive questionnaire





#### 1. What is your age. [Single choice]

option	subtotal	proportion
Under 18 years old	28	 19.31%
18-22 years old	88	 60.69%
23-35 years old	14	 9.66%
Over 35 years old	15	 10.34%
This question is valid	145	


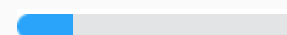
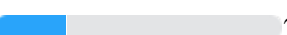
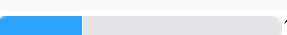
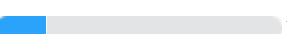
#### 2. Your gender. [Single choice]


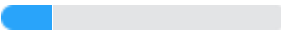
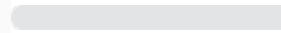
option	subtotal	proportion
Men	87	 60%
Women	58	 40%
This question is valid	145	

#### 3. What you do for a living. [Single choice]

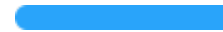
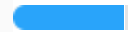
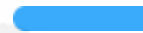



option	subtotal	proportion
Student in school	104	 71.72%
Government institution	15	 10.34%
Company clerk	15	 10.34%
Individual business	11	 7.59%
This question is valid	145	

#### 4. Which of the following hot pot brands do you prefer? [Multiple choice]





option	subtotal	proportion
HaiDiLao	106	 73.1%
XiabuXiabu	29	 20%
ChaoTianMen	36	 24.83%
XiaoLongKan	44	 30.34%
DongLaiShun	26	 17.93%

ShuDaXia	27	 18.62%
Small-sheep	26	 17.93%
Other ____	1	 0.69%
This question is valid	145	





5. Why you like Haidilao? [Multiple choice]

option	subtotal	proportion
Enthusiasm for service	107	 73.79%
Rich dishes	57	 39.31%
Fresh food	69	 47.59%
Brand influence	45	 31.03%
A wide variety of dishes	52	 35.86%
Other ____	1	 0.69%
This question is valid	145	

6. Why you don't like Haidilao? [Multiple choice]

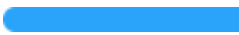
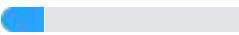
option	subtotal	proportion
Waiting time is too long	95	 65.52%
The single consumption is higher	61	 42.07%
Smaller portions	59	 40.69%
Other brands are more attractive	27	 18.62%
This question is valid	145	

7. How did you learn about Haidilao? [Multiple choice]


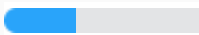
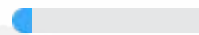
option	subtotal	proportion
Media platform	116	 80%
Advertising attraction	54	 37.24%
Friend recommendation	63	 43.45%
Other ____	3	 2.07%
This question is valid	145	

8. Would you recommend your relatives and friends to Haidilao? [Single choice]






option	subtotal	proportion
Yes	123	 84.83%
No	22	 15.17%
This question is valid	145	



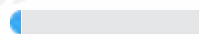
9. What do you think of the dining environment of Haidilao? [Single choice]

option	subtotal	proportion
Very good	97	 66.9%
In general	37	 25.52%
Poor	11	 7.59%
This question is valid	145	


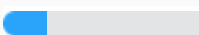
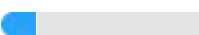
10. What do you think of the service level of Haidilao? [Single choice]

option	subtotal	proportion
Very good	108	 74.48%
In general	26	 17.93%
Poor	11	 7.59%
This question is valid	145	

11. What do you think of the taste of Haidilao? [Single choice]

option	subtotal	proportion
Very good	96	 66.21%
In general	43	 29.66%
Poor	6	 4.14%
This question is valid	145	

12. Your overall evaluation of Haidilao. [Single choice]

option	subtotal	proportion
Very good	104	 71.72%
In general	23	 15.86%
Poor	18	 12.41%
This question is valid	145	

13. Your comments and suggestions on Haidilao. [Fill in the blanks]

Fill in the blanks Blanks and useless data filtering items are as follows:

Lower the price, change the environment
Price reduction
Make it cheaper
Not bad
More branches in small counties
I hope the price is cheaper and the quantity is larger.
Pretty good
Pretty good
Have no opinion
No
Too expensive
Order large portions
Be closer to the people

